



AGENDA

San Francisco County Transportation Authority Meeting Notice

Date: Tuesday, December 17, 2019; 11:00 a.m.
Location: Legislative Chamber, Room 250, City Hall
Commissioners: Peskin (Chair), Mandelman (Vice Chair), Fewer, Haney, Mar, Preston, Ronen, Safai, Stefani, Walton and Yee
Clerk: Alberto Quintanilla

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1. Roll Call	
2. Chair's Report - INFORMATION	
3. Executive Director's Report - INFORMATION	
<u>Consent Agenda</u>	
4. Approve the Minutes of the December 10, 2019 Meeting - ACTION*	5
5. [Final Approval] Allocate \$1,519,125, with Conditions, and Appropriate \$110,875 in Prop K Sales Tax Funds for 3 Requests - ACTION*	13
Projects: (SFMTA) New Castro Station Elevator (\$1,500,000) and Alemany Realignment Study [NTIP Planning] (\$19,125); (SFCTA) Alemany Realignment Study [NTIP Planning] (\$80,875) and D10 15-Third Street Bus Study [NTIP Planning] (\$30,000)	
6. [Final Approval] Approve the Participatory Budgeting Program of Projects Identified Through the Bayview Community Based Transportation Plan Process - ACTION*	51
7. [Final Approval] Approve the 2019 San Francisco Congestion Management Program - ACTION*	79
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9. [Final Approval] Approve the Revised Debt Policy and Ratifying the Investment Policy - ACTION*	105

Regular Agenda



- 10. [Final Approval]** Allocate \$3,330,000 in Prop K Sales Tax Funds, with Conditions, to San Francisco Public Works for Better Market Street 5th to 8th Street Design and Bikeway Pilot - **ACTION*** **143**

- 11. [Final Approval on First Appearance]** Adopt an Oppose Unless Amended Position on Senate Bill 50 (Wiener) to Incorporate Transit Impact Mitigation Provisions - **ACTION*** **181**

At the December 10, 2019 Transportation Authority Board meeting, Commissioner Mar requested a resolution on the transit impacts of Senate Bill 50 (Wiener), with mitigation options to expand transit service in conjunction with new developments through incentives and creative multi-source funding strategies.

Items from the Personnel Committee

- 12. [Final Approval]** Adopt a Rail Program Manager Job Classification and Revised Organization Chart - **ACTION*** **207**

- 13. [Final Approval] [CLOSED SESSION]** Evaluation of Public Employee Performance and Recommend Approval of the Executive Director's Performance Objectives for 2020 - **ACTION*** **215**

The Transportation Authority will hold a closed session under California Government Code 54957 concerning the evaluation of the performance of the Executive Director.

OPEN SESSION: After the closed session, the Chair shall report the vote taken on motion(s) made in the closed session, if any.

- 14. [Final Approval]** Adopt a Revised Salary Structure, Amendment of the Existing Employment Agreement and Setting the Annual Compensation for the Executive Director for 2020 - **ACTION*** **235**

Per the Administrative Code, the Transportation Authority shall fix the compensation of the Executive Director. The Personnel Committee will consider the Executive Director's performance, amend the existing employment agreement, and recommend the Executive Director's compensation for 2020.

Other Items

- 15. Introduction of New Items - INFORMATION**

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

- 16. Public Comment**

- 17. Adjournment**

*Additional Materials

Items considered for final approval by the Board shall be noticed as such with **[Final Approval]** preceding the item title.



**San Francisco
County Transportation
Authority**

Board Meeting Agenda

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DRAFT MINUTES

San Francisco County Transportation Authority

Tuesday, December 10, 2019

1. Roll Call

Chair Peskin called the meeting to order at 10:04 a.m.

Present at Roll Call: Commissioners Fewer, Haney, Mar, Mandelman, Peskin, Walton and Yee (7)

Absent at Roll Call: Commissioners Ronen (entered during Item 2), Stefani (entered during Item 2), Brown (entered during Item 5) and Safai (entered during Item 7) (4)

2. Citizens Advisory Committee Report - INFORMATION

In regard to Item 5 on the agenda, John Larson, Chair of the Citizens Advisory Committee (CAC), reported that the CAC's comments focused around stakeholder engagement and in particular business engagement. He said that San Francisco Municipal Transportation Agency (SFMTA) staff noted that the project had a community working group, which included business along Market Street and Muni's F-loop turnaround, and was coordinating with developers on large projects for Mid-Market. Mr. Larson said the CAC also reacted favorably to the elimination of private vehicle traffic on all of Market Street, in the project area below 10th street. He said the CAC saw it as an advantage to reducing congestion and moving transit through the crowded artery. The CAC recommended approval of the item.

In regard to Item 7 on the agenda, Mr. Larson reported that the CAC's comments centered around the Muni Transit Assistance Program (MTAP) and the Bayview community based transportation planning process. He said the CAC was supportive of the transit assistance and the MTAP, given the vital role the program played in de-escalation and providing a safe environment for riders. He added that funding associated with the item would go toward allowing MTAP to increase the transit assistance presence on Bayview lines during working hours.

Mr. Larson said the CAC was also presented the 2019 San Francisco Congestion Management Program (CMP) and reported that the data and metrics used to inform the CMP were of particular interest to the CAC. He the CAC were interested to know whether the data from the CMP could be used for other projects and evaluations. He said Transportation Authority staff noted that data had been used already to support the Freeway Corridor Management Study and most recently the San Francisco Downtown Congestion Study. Mr. Larson announced that he was representing the CAC on the newly formed San Francisco Downtown Congestion Policy Advisory Committee.

Mr. Larson said he was looking forward to having the CAC at full capacity with the appointment of two new members and reported that the CAC not only represented the city's geographic diversity, but also the diversity of the people who live in San



Francisco. On behalf of the CAC he thanked staff for their professionalism.

Chair Peskin said the Board would address some of the things brought up relative to the Better Market Street project during Item 5 of the agenda.

During public comment Francisco Da Costa said congestion was getting worse and recommended that the Board see the congestion issues in-person. He asked that the CAC have empathy and compassion for the city's population, in particular the elderly population that was suffering from the adverse congestion impacts.

Consent Agenda

3. **Approve the Minutes of the November 19, 2019 Meeting - ACTION**
4. **[Final Approval] Appoint Stephanie Liu and Kevin Ortiz to the Citizens Advisory Committee - ACTION**

There was no public comment.

Commissioner Walton moved to approve the Consent Agenda, seconded by Commissioner Yee.

The Consent Agenda was approved without objection by the following vote:

Ayes: Commissioners Fewer, Haney, Mar, Mandelman, Peskin, Ronen, Stefani, Walton and Yee (9)

Absent: Commissioners Brown and Safai (2)

End of Consent Agenda

5. **Allocate \$3,330,000 in Prop K Sales Tax Funds, with Conditions, to San Francisco Public Works for Better Market Street 5th to 8th Street Design and Bikeway Pilot - ACTION**

Anna LaForte, Deputy Director for Policy and Programming, and Cristina Olea, Project Manager at San Francisco Department of Public Works (SFPW), presented the item per the staff memorandum.

Chair Peskin thanked Ms. Olea for her professionalism and acknowledged the complexities of the project. He said that this body and in their other incarnation as the Board of Supervisors wrestled with mega projects as it related to impacts to both small businesses as well as residents. Chair Peskin said there had been policy conversations, both at the Transportation Authority and the Board of Supervisors that resulted in modest monetary compensations to small businesses. He said it was imperative to have an outreach plan to ensure stakeholder engagement. He noted that the Van Ness Bus Rapid Transit (BRT) project was 567 days behind schedule and that SFMTA did not engage stakeholders along the Van Ness corridor early enough. He asked about plans in place to apply lessons learned from Van Ness BRT other large projects like the Central Subway.

Ms. Olea said SFPW had strategies to address impacts to businesses. She said the project would be designed and constructed in phases to minimize impacts, that there was community and stakeholder outreach, and that SFPW would work with the contractor so they were aware of the impacts to businesses. She said SFPW would assess where they could stage for construction that would not impact businesses. Ms.



Olea said that the public would be able to walk up to businesses along Market street and that SFPW would provide as much access to buildings and properties as possible while providing for deliveries on side streets. She noted that the fact that there isn't any parking on Market Street makes it a bit easier.

Chair Peskin said the project team should be able to provide a comprehensive list of options to help businesses including technical assistance, financial assistance, and/or temporary relocation. Chair Peskin said that business mitigation should have been incorporated into other large projects from the get-go and that businesses had suffered due to project delays. He said he had asked the San Francisco Office of the Controller to analyze sales tax data on the Van Ness corridor and they found that sales taxes on Van Ness Avenue plummeted when construction began. He requested that Joaquin Torres from the Office of Economic and Workforce Development (OEWD), incoming SFMTA Director of Transportation, Jeffrey Tumlin, Mohammed Nuru of SFPW, Board of Supervisors President, Norman Yee, agency-wide staff and himself all work together to proactively and effectively address business impacts and keep this topic front of mind.

Jonathan Rewers, Program Manager at the SFMTA, reminded the Board that the city had a construction mitigation program. He said that the project team could apply lessons learned in advance to Better Market Street. He said that the project team can work with OEWD to conduct a business survey along the corridor and can identify businesses that might be impacted directly by construction. Mr. Rewers stated that there was \$1 million set aside for a revolving loan for projects like Better Market Street, where the SFMTA had an applicable scope and was a project partner. He noted that SFMTA set up the revolving loan to help in advance of construction for businesses to access through OEWD if they had cash flow issues. He recommended setting up a business advisory committee to advise on impacts businesses would face during construction. He said that the city had the tools and protocols in place, and he committed on behalf of the SFMTA that they would work with both OEWD and SFPW to have a detailed plan in place that would be executed prior to construction beginning.

Chair Peskin said that he wanted to make sure that impacts to businesses were prioritized.

Ms. Olea reiterated that SFPW and SFMTA would develop a plan and that SFPW could have a draft at their next quarterly update.

Chair Peskin said he wanted staff to think about how to incorporate construction mitigation and impacts to businesses into project recommendations.

Commissioner Haney said businesses along Market Street had challenges, with vacant storefronts and public safety issues and he looked forward to reviewing specific plans for the first phase, as well as the entire corridor. He recommended that SFPW include the San Francisco Police Department (SFPD) as part of the discussion given a number of foot beats in the area. He said this project was at the core of the city and that it was important to get it right.

During public comment Francisco Da Costa spoke to the departures of many San Francisco businesses as a result of large transportation projects. He recommended that the city agencies hire engineers who understood transportation and need assessments.



Janice Li, Advocacy Director at the San Francisco Bicycle Coalition (SFBC), said SFBC was in support of the project and asked the Board to hold the city accountable during each construction phase. She spoke to the importance of being part of the conversation during the planning phase.

Bob Feinbaum, President of Save Muni, asked that the Board recommend that a representative from the Transit Workers' Union be involved during the planning phase. He said it was important to include the drivers from the very beginning.

Jodie Medeiros, Executive Director at WalkSF, spoke in support of the project and offered the services of WalkSF for outreach to businesses. She noted that the project would result in more foot traffic and people on bikes.

After public comment, Chair Peskin requested that the Board hear policy recommendations from staff focused on mitigating impacts from the project at the December 17 Board meeting.

Commissioner Mandelman moved to approve the item, seconded by Commissioner Yee.

The item was approved without objection by the following vote:

Ayes: Commissioners Brown, Fewer, Haney, Mar, Mandelman, Peskin, Ronen, Stefani, Walton and Yee (10)

Absent: Commissioner Safai (1)

6. Allocate \$1,519,125, with Conditions, and Appropriate \$110,875 in Prop K Sales Tax Funds for 3 Requests - ACTION

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

During public comment Janice Li thanked Commissioner Ronen for the Alemany Realignment Study request and noted that it was a long-term plan.

Commissioner Walton moved to approve the item, seconded by Commissioner Ronen.

The item was approved without objection by the following vote:

Ayes: Commissioners Brown, Fewer, Haney, Mar, Mandelman, Peskin, Ronen, Stefani, Walton and Yee (10)

Absent: Commissioner Safai (1)

7. Approve the Participatory Budgeting Program of Projects Identified Through the Bayview Community Based Transportation Plan Process - ACTION

Commissioner Walton provided opening remarks and stated that San Francisco had recently participated in a regional participatory budgeting pilot which began prior to his election to the Board. He thanked the Metropolitan Transportation Commission (MTC) for awarding \$600,000 in Lifeline Transportation Program funds to implement priorities from the Bayview Community-Based Transportation Plan participatory budgeting process and also thanked everyone that advanced this effort, including the SFMTA, the steering committee, the technical advisory committee, B-magic, the Transportation Authority, MTC and the Bayview residents that were engaged in the



process. He noted that through this process, SFMTA was able to fund the top scoring project, increased service on the 44 O'Shaughnessy, with other funds, which allowed the Lifeline Transportation Program funds to be used to improve transit safety and accessibility in the Bayview. Commissioner Walton stated that the projects would benefit transportation in the Bayview, and that he was happy to support the recommendation. He noted that there were efforts to increase equity in transportation in the Bayview, which included a 15 Third study to provide better transit down the corridor, signal priority for the T Third, increased access to transportation hubs, downtown commercial corridors and rail stations, and ending switchbacks.

Aprile Smith, Senior Transportation Planner, presented the item per the staff memorandum.

During public comment Janice Li encouraged the Board to approve the recommendation.

Francisco Da Costa said programs like the MTAP should serve those who have been traumatized on buses. He recommended that the Board speak to Muni drivers to get a real understanding of what occurs on buses.

Bob Feinbaum said Save Muni was in support of projects that would improve the 15 Muni bus, and said the portion of the route serving Telegraph Hill should be restored, as well.

Commissioner Walton moved to approve the item, seconded by Commissioner Ronen.

The item was approved without objection by the following vote:

Ayes: Commissioners Brown, Fewer, Haney, Mar, Mandelman, Peskin, Ronen, Safai, Stefani, Walton and Yee (11)

Commissioner Safai moved to excuse Commissioners Fewer, seconded by Commissioner Ronen. Commissioner Fewer was excused without objection.

8. Approve the 2019 San Francisco Congestion Management Program - ACTION

Bhargava Sana, Senior Modeler, presented the item per the staff memorandum.

Commissioner Yee asked if the Congestion Management Program (CMP) compared the difference in bus speeds before and after the red transit-only lanes were installed.

Mr. Sana said the previous cycle looked at how the red lanes impacted transit speeds, especially on Mission Street. He said the review showed an improvement in bus speeds, but noted that the CMP process only monitors speeds every two years. He noted that other factors such as changes in land use and population also needed to be taken into account.

Commissioner Yee asked if the percentage improvement for red transit-only lanes was any different from other lanes that did not have the red transit-only lanes.

Commissioner Yee also said it would be good to know if the red lanes were showing an improvement in average bus speed, given that the city was making an investment in those lanes.

Mr. Sana said the CMP had the data and ability to look at transit speeds during specific periods to understand the impact of transit-only lanes better but that would



require a more focused analysis.

Director Chang added that the SFMTA had documented the benefits of the red lanes and Muni Forward program and could provide an information update at a future meeting. She mentioned that Muni bus speeds had been basically flat over the past several cycles from 2011 to 2019 despite auto traffic speeds declining, and that could be attributed to the Muni Forward program and the transit priority treatments.

Director Chang said transit priority treatments like the red transit-only lanes enabled Muni bus speeds to maintain an average city wide flat speed - and this was a win in the face of population and job growth that was affecting car speeds.

Commissioner Yee said it was important to inform the public why investments in transit priority treatments were necessary.

Commissioner Haney asked if it was accurate to say the biggest driver of congestion over the past 8-9 years was Transportation Network Companies (TNCs). He also asked if there was an update to the TNCs and Congestion Study report. He said it seemed that there was more TNC growth and congestion on the roads from 2016 through the end of 2019.

Mr. Sana said the TNCs and Congestion Study report showed that TNCs had contributed about 50% of the increase in congestion, with population and job growth making up the other 50%.

Director Chang said the data gathered for the TNCs and Congestion Study report in 2016 was collected independently from TNCs. She said subsequent to the report, TNCs reported their trip data for the more recent two years. Director Chang said TNCs were estimating 13.2% of vehicle miles traveled in the city, which was a higher percentage than what the Transportation Authority estimated in 2016. She noted that TNCs reported data included regional trips, whereas the Transportation Authority's study only studied trips that happened within San Francisco.

Commissioner Haney asked if there was a plan to do a further in-depth analysis. He said it seemed like there had been a lot more growth and a deeper impact on congestion.

Director Chang said the 2016 report recommended a TNC per-trip fee, similar to Proposition D, and looking at congestion pricing and curb management. She said the SFMTA was taking a lead on curb management, in addition to dedicating more street space to efficient modes. Director Chang said staff could come back with more proposals for how to study TNC issues in particular.

Mr. Sana noted that the Transportation Authority collaborated recently with the MTC to field a household travel survey and over sampled for TNC users. He said that a report out could be provided once the data was analyzed.

Commissioner Haney said TNC growth was the number one driver of congestion, particularly in Districts 3 and 6, and was a key issue that needed to be monitored.

During public comment, Bob Feinbaum stated that one way to mitigate congestion was to get more people on to public transit. He said Save Muni favored a regional bus system, similar to what the MTC was proposing. He also suggested that the city work with AC Transit to provide additional regional bus routes.

Francisco Da Costa said that the CMP report failed to highlight the role of



construction on many of the thoroughfares. He asked what the Board was doing to make it easier for seniors to take public transportation.

Commissioner Yee moved to approve the item, seconded by Commissioner Mandelman.

The item was approved without objection by the following vote:

Ayes: Commissioners Brown, Haney, Mar, Mandelman, Peskin, Ronen, Stefani, Safai, Walton and Yee (10)

Absent: Commissioner Fewer (1)

Chair Peskin called Items 9 and 10 together.

9. Accept the Audit Report for the Fiscal Year Ended June 30, 2019 - ACTION

10. Approve the Revised Debt Policy and Ratifying the Investment Policy - ACTION

Cynthia Fong, Deputy Director for Finance and Administration, and Ahmed Gharaibeh, Vavrinek, Eide Bailly LLP, presented the items per the staff memorandums.

Chair Peskin thanked Ms. Fong for the briefings provided to him in his capacity as Chair and for keeping the agency's financial house in the best of order.

During public comment Francisco Da Costa said Ms. Chang was very astute in her role and tanked her on behalf of all of the citizens of San Francisco.

Commissioner Mar moved to approve the items, seconded by Commissioner Brown.

The items were approved without objection by the following vote:

Ayes: Commissioners Brown, Haney, Mar, Mandelman, Peskin, Ronen, Stefani, Safai, Walton and Yee (10)

Absent: Commissioner Fewer (1)

Other Items

11. Introduction of New Items - INFORMATION

Commissioner Mar requested that the Transportation Authority draft and present to the Board a resolution on the transit impacts of Senate Bill 50, with mitigation options to expand transit service in conjunction with new developments through incentives and creative multi-source funding strategies. He said he wanted to ensure that the Board take stock of the transit side of the SB50 conversation and look at the potential negative impact of SB50 on transit services. He noted that last March the San Francisco Planning Department issued a memorandum on SB50 that raised the concern that by tying zoning standards to transit service and infrastructure, it could create an incentive for jurisdictions throughout the state to suspend transit service enhancements or avoid planning for increased transit service all together. He further noted that the SFMTA and Transportation Authority raised a concern that many of the transit lines and stations targeted by SB50 in San Francisco were already overcrowded or deficient in their state of repair. Commissioner Mar said up-zoning would create more demand or impact on the city's inadequate transit services and infrastructure. He said on order for housing density to be a step forward, the city needed to invest in transit service improvements alongside new housing development. Commissioner



Mar said transportation authorities needed to have a say on real estate development bills impacting and tied directly to their work.

Chair Peskin said he would be adjourning the meeting by commending outgoing Commissioner, Vallie Brown.

Director Chang thanked Commissioner Brown and expressed her and the staff's sincere appreciation for her leadership on transportation. She said Commissioner Brown's work over the past year had been reflective of her commitment to sustainable transportation and safe streets. Director Chang also expressed her appreciation to the hard work of Commissioner Brown and her staff to improve transportation in the city.

Commissioner Brown thanked Transportation Authority staff for their diligent work and ability to get Board requests done on time.

12. Public Comment

During public comment Francisco Da Costa said there was a traffic light on San Bruno Avenue that was causing congestion during peak commute hours. He asked why the city decided to remove parking along San Bruno Avenue with out properly outreaching to the public.

Bob Feinbaum, member of the Transbay Joint Power Authority CAC, asked when there would be an allocation request for phase 2 of the Downtown Rail Extension project and an update on the SFMTA's Siemens Light-Rail Vehicle procurement.

13. Adjournment

The meeting was adjourned at 11:34 a.m.



RESOLUTION ALLOCATING \$1,519,125, WITH CONDITIONS, AND APPROPRIATING \$110,875 IN PROP K SALES TAX FUNDS FOR THREE REQUESTS

WHEREAS, The Transportation Authority received three requests for a total of \$1,630,000 in Prop K local transportation sales tax funds, as summarized in Attachments 1 and 2 and detailed in the attached allocation request forms; and

WHEREAS, The requests seek funds from the Facilities–Muni and Transportation/Land Use Coordination categories of the Prop K Expenditure Plan; and

WHEREAS, As required by the voter-approved Expenditure Plans, the Transportation Authority Board has adopted a Prop K 5-Year Prioritization Program (5YPP) for each of the aforementioned Expenditure Plan programmatic categories; and

WHEREAS, Two of the three requests are consistent with the 5YPPs for their respective categories; and

WHEREAS, The San Francisco Municipal Transportation Agency's (SFMTA's) request for New Castro Station Elevator requires a cost-neutral amendment of the Facilities–Muni 5YPP to change the project phase from construction to design and to accommodate the requested cash flow, as summarized in Attachment 3 and detailed in the attached allocation request forms; and

WHEREAS, After reviewing the requests, Transportation Authority staff recommended allocating a total of \$1,519,125, with conditions, and appropriating \$110,875 in Prop K Sales Tax funds for three requests, as described in Attachment 3 and detailed in the attached allocation request forms, which include staff recommendations for Prop K allocation amounts, required deliverables, timely use of funds requirements, special conditions, and Fiscal Year Cash Flow Distribution Schedules; and

WHEREAS, There are sufficient funds in the Capital Expenditures line item of the Transportation Authority's approved Fiscal Year 2019/20 budget to cover the proposed actions; and

WHEREAS, At its November 20, 2019 meeting, the Citizens Advisory Committee was briefed on two of the three subject requests, specifically the New Castro Station Elevator and



Alemany Realignment Study [NTIP Planning], and unanimously adopted a motion of support for the staff recommendation for those requests; and

WHEREAS, Subsequent to the November Citizens Advisory Committee meeting, Transportation Authority staff, working in consultation with Commissioner Walton's office and the SFMTA, finalized the District 10 15 Third Street Bus Study [NTIP Planning] request and in response to Commissioner Walton's request to expedite the study, recommended advancing the request directly to the Board for consideration at its December 10 meeting; now, therefore let it be

RESOLVED, That the Transportation Authority hereby amends the Prop K Facilities–Muni 5YPP, as detailed in the attached allocation request forms; and be it further

RESOLVED, That the Transportation Authority hereby allocates \$1,519,125, with conditions, and appropriates \$110,875 in Prop K Sales Tax funds, as summarized in Attachment 3 and detailed in the attached allocation request forms; and be it further

RESOLVED, That the Transportation Authority finds the allocation of these funds to be in conformance with the priorities, policies, funding levels, and prioritization methodologies established in the Prop K Expenditure Plan, the Prop K Strategic Plan, and the relevant 5YPPs; and be it further

RESOLVED, That the Transportation Authority hereby authorizes the actual expenditure (cash reimbursement) of funds for these activities to take place subject to the Fiscal Year Cash Flow Distribution Schedules detailed in the attached allocation request forms; and be it further

RESOLVED, That the Capital Expenditures line item for subsequent fiscal year annual budgets shall reflect the maximum reimbursement schedule amounts adopted and the Transportation Authority does not guarantee reimbursement levels higher than those adopted; and be it further

RESOLVED, That as a condition of this authorization for expenditure, the Executive Director shall impose such terms and conditions as are necessary for the project sponsor to comply with applicable law and adopted Transportation Authority policies and execute Standard Grant Agreements to that effect; and be it further



RESOLVED, That as a condition of this authorization for expenditure, the project sponsor shall provide the Transportation Authority with any other information it may request regarding the use of the funds hereby authorized; and be it further

RESOLVED, That the Capital Improvement Program of the Congestion Management Program, the Prop K Strategic Plan and the relevant 5YPPs are hereby amended, as appropriate.

Attachments:

1. Summary of Requests Received
2. Brief Project Descriptions
3. Staff Recommendations
4. Prop K Allocation Summary - FY 2019/20
5. Prop K/Prop AA Allocation Request Forms (3)

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		District(s)	
						Expected Leveraging by EP Line ³	Actual Leveraging by Project Phase(s) ⁴		
Prop K	20M	SFMTA	New Castro Station Elevator	\$ 1,500,000	\$ 2,925,000	90%	49%	8	
Prop K	44	SFCTA/ SFMTA	Alemany Realignment Study [NTIP Planning]	\$ 100,000	\$ 230,000	40%	57%	9	
Prop K	44	SFCTA	District 10 15 Third Street Bus Study [NTIP Planning]	\$ 30,000	\$ 30,000	40%	0%	10	
TOTAL					\$ 1,630,000	\$ 3,185,000	86%	49%	

Footnotes

¹ "EP Line No./Category" is either the Prop K Expenditure Plan line number referenced in the 2019 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).

² Acronyms: SFCTA (San Francisco County Transportation Authority); SFMTA (San Francisco Municipal Transportation Agency)

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 or non-Prop AA 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
20M	SFMTA	New Castro Station Elevator	\$1,500,000	Detailed design of a new four-stop elevator on the south side of the Castro Muni Station to improve ADA access to transit. Project also includes creating an accessible path from the southwest corner of Market and Castro streets to the Harvey Milk Plaza-level elevator entrance. SFMTA anticipates that design will be complete by September 2020 and the elevator will be open for use by June 2022.
44	SFCTA/SFMTA	Alemany Realignment Study [NTIP Planning]	\$100,000	Conduct a preliminary engineering and traffic analysis for long-term improvements to the Alemany Circle at the US 101 /I-280 interchange. The study will focus on realigning Alemany Boulevard to create a safer, neighborhood-friendly roadway with improved bicycle and pedestrian facilities, while freeing land occupied by the interchange for community amenities. The Transportation Authority will lead the study at the request of District 9 Supervisor Hillary Ronen, with SFMTA providing technical support and review of work products. The study will be conducted in cooperation with the San Francisco Planning Department and the San Francisco Public Utility Commission. The final report will be completed by Fall 2020.
44	SFCTA	District 10 15 Third Street Bus Study [NTIP Planning]	\$30,000	At the request of Commissioner Walton, this study will evaluate re-establishing the 15 Third Street Muni bus route. The community has raised concerns about T-Third light rail delays, switchbacks and train switching often required at the Muni Metro East facility and the timeline to improve travel time and reliability of the current service. They desire to return bus service to the corridor ahead of signal improvements that will reduce delays when the Central Subway opens. This study will evaluate options for Muni bus service in the corridor and assess the benefits, costs, and risks of each. SFMTA will provide data and information about past and current service operations and ridership and will review study analysis and products. The study will be completed by March 2020.
TOTAL			\$1,630,000	

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations ¹

EP Line No./Category	Project Sponsor	Project Name	Prop K Funds Recommended	Recommendations
20M	SFMTA	New Castro Station Elevator	\$ 1,500,000	5YPP Amendment: Recommendation is contingent upon a financing cost neutral amendment to the Facilities-Muni 5-Year Prioritization Program to change the project phase from construction to design and to accommodate requested cash flow. Additional details are in the allocation request form.
44	SFCTA/ SFMTA	Alemany Realignment Study [NTIP Planning]	\$ 100,000	
44	SFCTA	District 10 15 Third Street Bus Study [NTIP Planning]	\$ 30,000	
TOTAL			\$1,630,000	

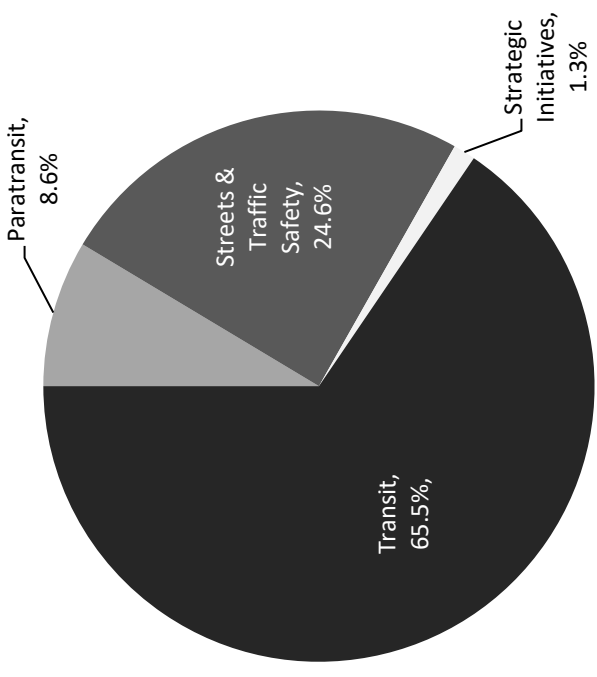
¹ See Attachment 1 for footnotes.

Attachment 4.
 Prop K and Prop AA Allocation Summaries - FY 2019/20

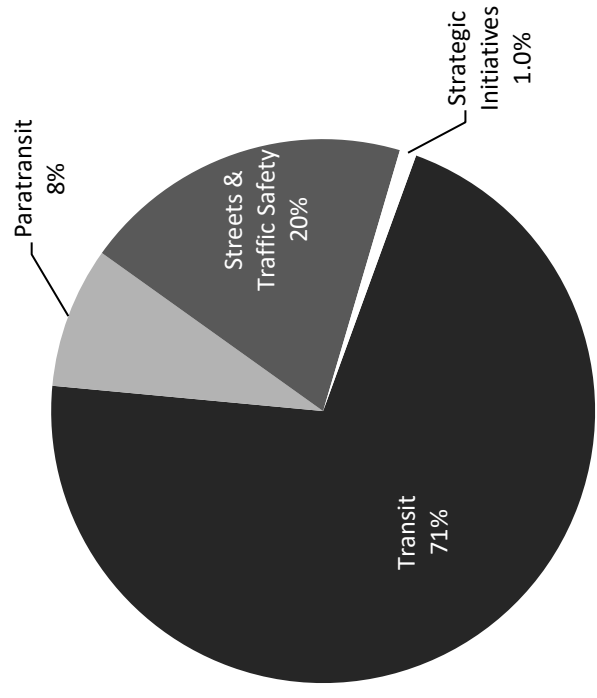
PROP K SALES TAX										
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26			
Total	\$ 65,706,736	\$ 28,937,456	\$ 6,052,974	\$ 2,690,622	\$ 2,690,622	\$ 2,690,622	\$ 717,500			
Prior Allocations	\$ 21,926,940	\$ 28,937,456	\$ 6,052,974	\$ 2,690,622	\$ 2,690,622	\$ 2,690,622	\$ 717,500			
Current Request(s)	\$ 630,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -			
New Total Allocations	\$ 22,556,940	\$ 29,937,456	\$ 6,052,974	\$ 2,690,622	\$ 2,690,622	\$ 2,690,622	\$ 717,500			

The above table shows maximum annual cash flow for all FY 2019/20 allocations and appropriations approved to date, along with the current recommended allocation(s).

Investment Commitments, per Prop K Expenditure Plan



Prop K Investments To Date



San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	New Castro Station Elevator
Grant Recipient:	San Francisco Municipal Transportation Agency

EXPENDITURE PLAN INFORMATION

Prop K EP categories:	Facilities - MUNI
Current Prop K Request:	\$1,500,000
Supervisory District(s):	District 08

REQUEST

Brief Project Description

Detailed design of a new four-stop elevator on the south side of the Castro Muni Station to improve ADA access to transit. Project also includes creating an accessible path from the southwest corner of Market and Castro streets to the Harvey Milk Plaza-level elevator entrance.

Detailed Scope, Project Benefits and Community Outreach

This project will install a new four-stop elevator on the south side of the Castro MUNI Station. The top level of the new elevator structure will be located at Harvey Milk Plaza on Market Street, and it will service the concourse and platform levels of the Station below. A fourth stop is included in preparation for a new future plaza level aligned with Market Street in development by the Castro community group "Friends of Harvey Milk Plaza." This project also includes creating an accessible path from the southwest corner of Market and Castro Streets to the Plaza-level elevator entrance.

Currently there is only one elevator that connects the station to street level at the north entry point. The path of travel to and from this elevator to the corner of Market and Castro Streets is very steep and is not in compliance with accessibility standards. This elevator is a new elevator and not a replacement, but will be built as part of a broader replacement/rehabilitation program which includes building brand new elevators at MUNI stations around the city.

A series of public outreach meetings was conducted to seek public support and input for the proposed improvements at Castro Station in 2016, and resumed in spring 2018. The outreach for the elevator at Castro Station was conducted in conjunction with other SFMTA elevator upgrade projects to provide a larger perspective and magnitude of impact in construction schedule and access to Muni patrons. Details about previous outreach are below.

Meetings with community organizations such as Castro Community Benefit District (CBD), Castro Streetscape Committee, Castro Merchants, and Friends of Harvey Milk Plaza Redesign Committee, were conducted to identify the needs and wishes of the community leaders. Subsequent outreach to the full membership of Castro Merchants in August 2016 notified and presented the project scope to a larger group of stakeholders in the neighborhood. A website set up by SFMTA to reach a wider group of the public and residents is in place, with links to the website and an online survey. Invitations were sent to the public to solicit feedback during the Preliminary Engineering Report (PER) phase. The project team is currently working on providing the community with project updates to share the current design as progress is made toward construction. The team also continues to work closely with the Friends of Harvey Milk Plaza community group to coordinate the design of both projects so that the new elevator will remain at its current location and will be minimally impacted by future construction.

The project team includes SFMTA, San Francisco Department of Public Works (SFPW), and BART, performing the following roles:

SFMTA: Providing Project Management and Electrical Engineering support

SFPW: Providing Architectural, Structural, Mechanical, Elevator, Landscape Architecture and Cost Estimate services

BART: Providing Peer Review and Permit Review for new structural opening being created in existing station retaining wall

Community Outreach and Recent Project Activities:

Summer 2016: Team briefed Castro CBD on the future new elevator project and discussed opportunities for partnering with the community in regards to upgrading Harvey Milk Plaza. Castro CBD re-mobilized the Harvey Milk Plaza Committee (HMC) to re-start efforts to rebuild the plaza.

Fall 2016 to Fall 2017: Castro CBD requested SFMTA pause their design process so that HMC could generate a design concept for the new plaza.

Winter 2017/18: SFMTA and HMP design teams work together to coordinate designs.

Spring 2018: SFMTA holds several open houses for the general Castro community to get feedback on conceptual design of new elevator, achieves first approval (of three) from the SF Arts Commission Civic Design Committee

Fall 2018: Project receives Categorical Exemption from SF Planning

Winter 2018/19: SFMTA starts Detail Design Phase

Spring 2019: SFMTA meets with BART to review the permit and review process since new elevator will be located on BART property. SFMTA continues to coordinate with the HMP design team to finalize details related to the new elevator

Summer 2019: SFMTA received second approval from the SF Art Commission Civic Design Committee

Project Location

Castro MUNI 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
Justification for Necessary Amendment	
Request includes a 5YPP amendment to change the project phase from construction to design, and a dollar for dollar exchange of \$127,000 in cash flow between Building Progress FIX - Placeholder in FY 2020/21 and New Castro Station Elevator in FY 2019/20 to accommodate the request.	

San Francisco County Transportation Authority Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	New Castro Station Elevator
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)	Jan-Feb-Mar	2016	Jan-Feb-Mar	2019
Environmental Studies (PA&ED)	Jan-Feb-Mar	2016	Oct-Nov-Dec	2018
Right of Way				
Design Engineering (PS&E)	Jan-Feb-Mar	2019	Jul-Aug-Sep	2020
Advertise Construction	Jul-Aug-Sep	2020		
Start Construction (e.g. Award Contract)	Oct-Nov-Dec	2020		
Operations				
Open for Use			Apr-May-Jun	2022
Project Completion (means last eligible expenditure)			Apr-May-Jun	2023

SCHEDULE DETAILS

Fall 2019: SFMTA staff are preparing an outreach plan to update and inform the Castro community about the progress of the elevator design. The current outreach plan includes the following:

- 1) Issue a mailer to the Castro Neighborhood to update on project progress
- 2) Schedule Open House outreach activities to coincide with neighborhood events, i.e. have posters and staff at a Castro Farmer's market or next Holiday Festival
- 3) Provide project update presentations at the Castro Merchants Association and Eureka Valley Neighborhood Association meetings
- 4) Schedule briefing with District 8 Supervisor Mandelman
- 5) Update project website

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	New Castro Station Elevator
Grant Recipient:	San Francisco Municipal Transportation Agency

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K: Facilities - MUNI	\$0	\$1,500,000	\$0	\$1,500,000
OPERATING FACILITY	\$0	\$1,425,000	\$0	\$1,425,000
Phases in Current Request Total:	\$0	\$2,925,000	\$0	\$2,925,000

FUNDING PLAN - ENTIRE PROJECT (ALL PHASES)

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K	\$0	\$1,500,000	\$0	\$1,500,000
SB1 STATE OF GOOD REPAIR	\$0	\$4,750,000	\$0	\$4,750,000
OPERATING FACILITY	\$0	\$5,587,000	\$482,000	\$6,069,000
GENERAL FUND POP BASE TRANSIT	\$0	\$6,650,000	\$0	\$6,650,000
Funding Plan for Entire Project Total:	\$0	\$18,487,000	\$482,000	\$18,969,000

COST SUMMARY

Phase	Total Cost	Prop K - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering (PLAN)	\$482,000	\$0	Actuals from SFMTA Project Management Report
Environmental Studies (PA&ED)	\$0	\$0	Included in conceptual engineering cost above
Right of Way	\$0	\$0	
Design Engineering (PS&E)	\$2,925,000	\$1,500,000	Current Approved Budget, based on PER
Construction (CON)	\$15,562,000	\$0	Based on CER Estimate of \$14.5M plus contingency
Operations	\$0	\$0	
Total:	\$18,969,000	\$1,500,000	

% Complete of Design:	50.0%
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As of Date:	10/25/2019
Expected Useful Life:	50 Years

MAJOR LINE ITEM BUDGET

SUMMARY BY MAJOR LINE ITEM - DESIGN		
Budget Line Item	Totals	% of phase
1. Total Labor	\$ 575,000	
2. Consultant (SFDPPW)	\$ 1,500,000	
3. Other Direct Costs *	\$ 100,000	
4. Outside Agency (BART)	\$ 250,000	
4. Contingency	\$ 500,000	21%
TOTAL PHASE	\$ 2,925,000	

TOTAL LABOR COST BY AGENCY	
SFMTA	\$ 575,000
SFPW	\$ 1,500,000
BART	\$ 250,000
TOTAL	\$ 2,325,000

*Other Direct Costs include fees associated with SF Planning and SF Art Commission review during design development.

San Francisco County Transportation Authority Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	New Castro Station Elevator
Grant Recipient:	San Francisco Municipal Transportation Agency

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
Total Prop K Requested:	\$1,500,000	Total Prop AA Requested:	\$0
Total Prop K Recommended:	\$1,500,000	Total Prop AA Recommended:	\$0

SGA Project Number:		Name:	New Castro Station Elevator
Sponsor:	San Francisco Municipal Transportation Agency	Expiration Date:	03/31/2021
Phase:	Design Engineering	Fundshare:	51.28

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
PROP K EP-120M	\$500,000	\$1,000,000	\$0	\$0	\$0	\$1,500,000

Deliverables

1. Upon project completion, provide evidence of completion of design (e.g. copy of certifications page) and updated scope, schedule, budget and funding plan for construction.

Special Conditions

1. Allocation is contingent upon amendment to the Facilities - Muni 5YPP to change the project phase from construction to design, and a dollar for dollar exchange of \$127,000 in cash flow between Building Progress FIX - Placeholder in FY 2020/21 and New Castro Station Elevator in FY 2019/20 to accommodate the request.

2. The Transportation Authority will only reimburse SFMTA up to the approved overhead multiplier rate for the fiscal year that SFMTA incurs charges.

Metric	Prop K	Prop AA
Actual Leveraging - Current Request	48.72%	No Prop AA
Actual Leveraging - This Project	92.09%	No Prop AA

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	New Castro Station Elevator
Grant Recipient:	San Francisco Municipal Transportation Agency

EXPENDITURE PLAN INFORMATION

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

JB

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Tess Kavanagh	Joel C Goldberg
Title:	Project Manager I	Grants Procurement Manager
Phone:	(415) 701-4212	(415) 646-2520
Email:	tess.kavanagh@sfmta.com	joel.goldberg@sfmta.com

**2019 Prop K 5-Year Project List (FY 2019/20 - FY 2023/24)
Rehab/Upgrade Existing Facilities - Muni Category (EP 20M)
Programming and Allocations to Date**

Pending December 17, 2019 Board

Agency	Project Name	Phase	Status	Fiscal Year					Total
				2019/20	2020/21	2021/22	2022/23	2023/24	
Carry Forward From 2014 5YPP									
SFMTA	Potrero Facility Reconstruction	PLAN/CER	Programmed	\$1,000,000					\$1,000,000
SFMTA	Building Progress FIX - Placeholder ¹	CON	Programmed	\$500,000					\$500,000
SFMTA	Muni Metro East Expansion	PS&E	Programmed		\$1,899,677				\$1,899,677
SFMTA	Muni Metro East Expansion	CON	Programmed				\$2,800,000		\$2,800,000
SFMTA	New Castro Station Elevator ¹	PS&E	Pending	\$1,500,000					\$1,500,000
Total Programmed in 2019 5YPP				\$3,000,000	\$1,899,677	\$0	\$2,800,000	\$0	\$7,699,677
Total Allocated and Pending				\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
Total Unallocated				\$1,500,000	\$1,899,677	\$0	\$2,800,000	\$0	\$6,199,677
Total Programmed in 2019 Strategic Plan				\$3,000,000	\$1,899,677	\$0	\$2,800,000	\$0	\$7,699,677
Deobligated Funds				\$372,877	\$0	\$0	\$0	\$0	\$372,877
Cumulative Remaining Programming Capacity				\$372,877	\$372,877	\$372,877	\$372,877	\$372,877	\$372,877
Pending Allocation/ Appropriation									
Board Approved Allocation/ Appropriation									

FOOTNOTES:

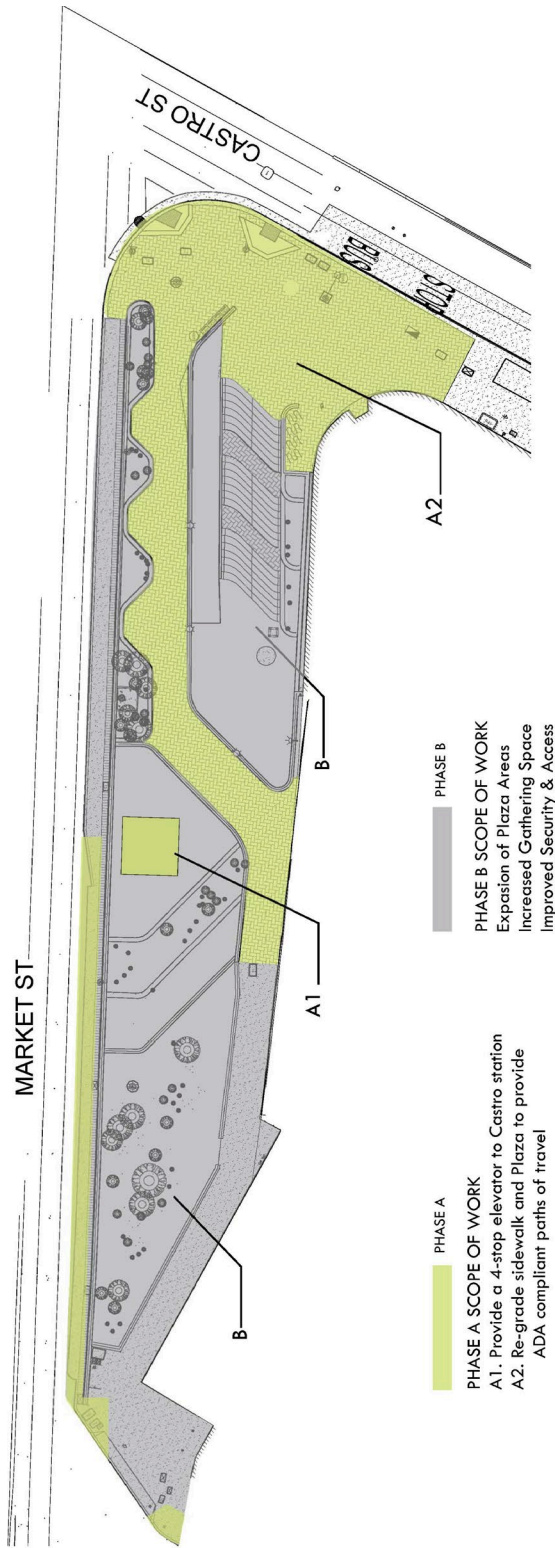
¹ 5YPP amendment to accommodate allocation of \$1,500,000 for New Castro Station Elevator (Resolution 20-0XX, xx/xx/2019):

Building Progress FIX - Placeholder: Delay \$127,000 in cash flow from FY 2019/20 to FY 2020/21.

New Castro Station Elevator: Change project phase from construction to design; Prop K amount and year of programming are unchanged and project is fully funded through construction. Advance cash flow from 100% in FY 2020/21 to 33%/67% in FYs 2019/20 and 2020/21.

PHASE A = CASTRO STATION ACCESSIBILITY IMPROVEMENTS (SFMTA/PW)

PHASE B = THE NEW HARVEY MILK PLAZA (FRIENDS OF HARVEY MILK PLAZA DESIGN TEAM)







San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	Alemany Realignment Study [NTIP Planning]
Grant Recipient:	San Francisco County Transportation Authority

EXPENDITURE PLAN INFORMATION

Prop K EP categories:	Transportation/Land Use Coordination
Current Prop K Request:	\$100,000
Supervisory District(s):	District 09

REQUEST

Brief Project Description

The Alemany Realignment Study will conduct an engineering analysis for long-term improvements to the Alemany Circle at the US 101/I-280 interchange. The study will focus on realigning Alemany Boulevard to create a safer, neighborhood-friendly roadway with improved bicycle and pedestrian facilities, while freeing land occupied by the interchange for community amenities. The Transportation Authority will conduct the study at the request of District 9 Supervisor Hillary Ronen and in cooperation with SFMTA, the San Francisco Planning Department, and the San Francisco Public Utility Commission.

Detailed Scope, Project Benefits and Community Outreach

----Background----

The Alemany interchange, where U.S. 101, I-280, Alemany Boulevard, Bayshore Boulevard, San Bruno Avenue, and several other local streets intersect, presents major challenges to pedestrian and bicycle safety and accessibility. The interchange also has the potential to provide critical connections between adjacent communities like Bernal Heights, the Portola, and Silver Terrace, and amenities, such as the Alemany Farmers' Market.

District 9 has supported previous work to improve safety and accessibility for people walking and biking through the interchange, including the Transportation Authority's 2017 Alemany Interchange Improvement Study, which recommended new bicycle lanes and crosswalk striping, as well as a new multi-use path with signalized pedestrian crossings that will improve access to the Alemany Farmers' Market and the surrounding area. The bike lane and crosswalk striping has been funded by an allocation of District 9 NTIP funds to SFMTA and will be constructed following adoption of a new maintenance agreement with Caltrans. Design of the new multi-use path by Public Works was also funded by District 9 NTIP funds, which set the project up to successfully pursue a state Active Transportation Program grant for construction. Design of the path is expected to be complete in June 2020 with construction to follow thereafter.

Multiple city agencies are now cooperatively conducting a new generation of long-term planning for the area around the Alemany interchange that envisions a simplified road geometry and multimodal improvements to improve safety and comfort, enhance connectivity with safe neighborhood connections, accommodate transit (including existing Muni 14x, 23, and 67 service and possible future routes), enhance livability and reduce freeway interchange impacts.

District 9 previously secured two allocations of General Fund funds to begin these efforts, which consist of:

- 1). A Transportation Authority-led engineering feasibility study for mid- and long-term improvements to the street and freeway interfaces at the Alemany interchange. This study is underway.
- 2). Public outreach by the San Francisco Planning Department and the Transportation Authority, as well as coordination and technical assistance from Public Works. Public outreach is expected to begin in early 2020.

The previously funded Transportation Authority-led feasibility study has developed preliminary concepts to support improved connectivity within the interchange, including near-term improvements, such as a two-way Alemany with bicycle facilities during freeway bridge deck replacement construction by Caltrans in summer 2020, as well as mid-term

improvements to modify freeway on- and off-ramps.

The feasibility study is also developing alternative concepts to realign Alemany Boulevard to improve walkability and bikeability between neighborhoods, reclaim space used for high speed roadways, and activate areas that are currently unused due to separation by freeways. The study is evaluating the feasibility of these realignment options considering:

- Physical constraints
- Projects by other agencies (including SFPUC)
- Environmental and right of way constraints
- Maintenance and operations
- Traffic

Based on the assessment, the study will rank the improvements with reference to feasibility and produce the following deliverables:

- Fatal flaw analysis of project concepts
- Ranking of viable project concepts
- Rough order of magnitude costs and proposed phasing

----Current Request Detailed Scope----

This NTIP request would fund preliminary engineering and traffic analysis for the top Alemany realignment concept identified through the previously funded feasibility study. The goal of this NTIP project is to prepare the realignment of Alemany Boulevard to move forward into the Caltrans project initiation process.

-Task 1 – Project Management (December 2019 – October 2020)

Project management includes interagency transportation technical support by consultant, consisting of technical support, attending interagency City coordination meetings, advising the Authority's project manager and preparing transportation technical analyses (e.g. on Caltrans encroachment permit process).

Lead: SFCTA

Support: Consultant

Deliverables:

- Meeting agendas, Project schedules

-Task 2 – Preliminary Engineering (January 2020 – June 2020)

Develop top ranked Alemany Boulevard realignment alternative in coordination among multiple City agencies. Preliminary engineering will account for major projects proposed by other city agencies, including SFPUC's sewer replacement project, SFMTA's plans for improved pedestrian and bicycle access through the Alemany Circle area and potential future housing development, and will accommodate access to the Farmer's Market, including parking access.

Lead: Consultant

Support and Review: SFCTA, SFMTA

Deliverables - SFMTA:

- Prior to commencement of preliminary engineering, SFMTA shall provide a memo documenting their concurrence with the preferred realignment alternative.

Deliverables - SFCTA:

- Preliminary engineering plans illustrating the plan and cross-section for roadway modifications, including facilities for pedestrians, bicyclists, and drivers. (Draft and Final)
- Planning-level cost estimate (Draft and Final)
- Technical memo summarizing potential implementation strategies, including project phasing

-Task 3 – Alemany Realignment, Multimodal Traffic Analyses (February 2020 – September 2020)

Prepare multimodal traffic analysis for the realignment concept, including proposed changes to local circulation and additional auto trips generated by nearby development projects, to be identified by the San Francisco Planning Department. May include collecting new traffic counts (intersection peak hour and roadway daily), modeling existing and modified intersections using Synchro and SimTraffic software (Trafficware), and assessing changes in operational delay and queuing. The traffic analysis will also consider transit operations and potential transit delay in the area around the Farmers Market.

34

Lead: Consultant

Support and Review: SFCTA, SFMTA

Deliverables:

- Traffic analyses: counts, delay and queuing calculations (Draft and Final)
- Technical memorandum summarizing proposed improvements and operational outcomes

-Task 4 – Final Report (October 2020)

Summarize previous deliverables in a final report. The report will include an assessment of the tasks remaining to complete the Caltrans Project Initiation Document (PID) for the realignment project and recommendations for how to accomplish those tasks. The report will be presented to the Transportation Authority board for adoption.

Lead: Consultant

Support and Review: SFCTA, SFMTA

Deliverables - SFMTA:

- Prior to writing the final report, SFMTA shall provide a memo documenting their concurrence with the preliminary engineering and traffic analysis and the approach for moving the project forward into the Caltrans Project Initiation process.

Deliverables - SFCTA:

- Final Report

Project Location

Alemanly Boulevard near the US 101/I-280 interchange and Alemany Farmers' Market.

Project Phase(s)

Planning/Conceptual Engineering

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop K 5YPP/Prop AA Strategic Plan?	Project Drawn from Placeholder
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:	\$888,000

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	Alemany Realignment Study [NTIP Planning]
Grant Recipient:	San Francisco County Transportation Authority

ENVIRONMENTAL CLEARANCE

Environmental Type:	N/A
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PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering	Oct-Nov-Dec	2019	Oct-Nov-Dec	2020
Environmental Studies (PA&ED)				
Right of Way				
Design Engineering (PS&E)				
Advertise Construction				
Start Construction (e.g. Award Contract)				
Operations				
Open for Use				
Project Completion (means last eligible expenditure)				

SCHEDULE DETAILS

Project Management - December 2019 - September 2020
 Preliminary Engineering Analysis and Cost Estimates (Draft) - February 2020
 Traffic Analysis (Draft) - April 2020
 Preliminary Engineering and Cost Estimates (Final) - June 2020
 Traffic Analysis (Final) - September 2020
 Final Report - October 2020

San Francisco County Transportation Authority Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	Alemany Realignment Study [NTIP Planning]
Grant Recipient:	San Francisco County Transportation Authority

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K: Transportation/Land Use Coordination	\$0	\$100,000	\$0	\$100,000
Phases in Current Request Total:	\$0	\$100,000	\$0	\$100,000

FUNDING PLAN - ENTIRE PROJECT (ALL PHASES)

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K	\$0	\$100,000	\$0	\$100,000
GENERAL FUND	\$0	\$0	\$130,000	\$130,000
Funding Plan for Entire Project Total:	\$0	\$100,000	\$130,000	\$230,000

COST SUMMARY

Phase	Total Cost	Prop K - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering	\$230,000	\$100,000	Actual cost to date and consultant proposal
Environmental Studies (PA&ED)	\$0	\$0	
Right of Way	\$0	\$0	
Design Engineering (PS&E)	\$0	\$0	
Construction	\$0	\$0	
Operations	\$0	\$0	
Total:	\$230,000	\$100,000	

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

San Francisco County Transportation Authority Prop K/Prop AA Allocation Request Form

MAJOR LINE ITEM BUDGET

BUDGET SUMMARY					
Agency	Task 1 - Project Management	Task 2 - Preliminary Engineering	Task 3 - Multimodal Traffic Analyses	Task 4 - Final Report	Total
SFCTA	\$ 20,551			\$ 3,000	\$ 23,551
SFMTA		\$ 9,125	\$ 10,000		\$ 19,125
Consultant	\$ 8,924	\$ 25,020	\$ 19,380	\$ 4,000	\$ 57,324
Total	\$ 29,475	\$ 34,145	\$ 29,380	\$ 7,000	\$ 100,000

DETAILED LABOR COST ESTIMATE - BY AGENCY						
SFMTA	Hours	Base Hourly Rate	Overhead Multiplier	Fully Burdened Hourly Cost	FTE	Total
Engineer/Architect Principal	8	\$ 98.31	2.55	\$ 250.80	0.004	\$ 2,006
Eng/Arch/Landscape Arch Senior	14	\$ 84.70	2.57	\$ 217.99	0.007	\$ 3,052
Engineer	26	\$ 73.19	2.60	\$ 190.23	0.013	\$ 4,946
Planner III	60	\$ 57.34	2.65	\$ 152.02	0.029	\$ 9,121
Total	108.0				0.05	\$ 19,125

SFCTA	Hours	Base Hourly Rate	Overhead Multiplier	Fully Burdened Hourly Cost	FTE	Total
Deputy Director	10	\$ 118.37	2.50	\$ 295.93	0.005	\$ 2,959
Assistant Deputy Director	40	\$ 98.00	2.50	\$ 245.00	0.019	\$ 9,800
Senior Planner	61	\$ 61.64	2.50	\$ 154.09	0.029	\$ 9,392
Intern	20	\$ 28.00	2.50	\$ 70.00	0.010	\$ 1,400
Total	131.0				0.06	\$ 23,551

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	Alemany Realignment Study [NTIP Planning]
Grant Recipient:	San Francisco County Transportation Authority

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
Total Prop K Requested:	\$100,000	Total Prop AA Requested:	\$0
Total Prop K Recommended:	\$100,000	Total Prop AA Recommended:	\$0

SGA Project Number:		Name:	Alemany Realignment Study [NTIP Planning]
Sponsor:	San Francisco Municipal Transportation Agency	Expiration Date:	06/30/2021
Phase:	Planning/Conceptual Engineering	Fundshare:	100.0

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
PROP K EP-144	\$19,125	\$0	\$0	\$0	\$0	\$19,125

Deliverables

- Prior to SFCTA commencing preliminary engineering, SFMTA shall submit a memo documenting its concurrence with the selected realignment alternative.
- Prior to SFCTA drafting the final report, SFMTA shall provide a memo documenting its concurrence with the preliminary engineering and traffic analysis and the approach for moving the project forward into the Caltrans Project Initiation process.

Special Conditions

- The Transportation Authority will only reimburse SFMTA up to the approved overhead multiplier rate for the fiscal year that SFMTA incurs charges.

Notes

- Quarterly progress reports, including summaries of SFMTA's support activities, will be shared with the District Supervisor.

SGA Project Number:		Name:	Alemany Realignment Study [NTIP Planning]
Sponsor:	San Francisco County Transportation Authority	Expiration Date:	06/30/2021
Phase:	Planning/Conceptual Engineering	Fundshare:	100.0

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
PROP K EP-144	\$80,875	\$0	\$0	\$0	\$0	\$80,875
Deliverables						
1. Task 2: Upon completion of draft preliminary engineering analysis and cost estimates (anticipated February 2020), provide draft plans and cost estimates						
2. Task 2: Upon completion of final preliminary engineering and cost estimates (anticipated June 2020) provide plans, cost estimates, and technical memo summarizing potential implementation strategies						
3. Task 3: Upon completion of draft traffic analysis (anticipated April 2020), provide summary of findings						
4. Task 3: Upon completion of final traffic analysis (anticipated September 2020), provide technical memorandum summarizing proposed improvements and operational outcomes						
5. Prior to Board adoption (anticipated October 2020), staff will present a draft final report, including key findings, recommendations, next steps and implementation and funding strategy to the Citizens Advisory Committee and Board. Upon project completion the Board will accept or approve the final report.						
Notes						
1. Quarterly progress reports will be shared with the District Supervisor for this NTIP project.						

Metric	Prop K	Prop AA
Actual Leveraging - Current Request	0.0%	No Prop AA
Actual Leveraging - This Project	56.52%	No Prop AA

San Francisco County Transportation Authority Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	Alemany Realignment Study [NTIP Planning]
Grant Recipient:	San Francisco County Transportation Authority

EXPENDITURE PLAN INFORMATION

Current Prop K Request:	\$100,000
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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

MP

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Yana Waldman	Mike Pickford
Title:	Assistant Deputy Director	Senior Transportation Planner
Phone:	(415) 522-4813	(415) 522-4822
Email:	yana.waldman@sfcta.org	mike.pickford@sfcta.org

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	District 10 15 Third Street Bus Study [NTIP Planning]
Grant Recipient:	San Francisco County Transportation Authority

EXPENDITURE PLAN INFORMATION

Prop K EP categories:	Transportation/Land Use Coordination
Current Prop K Request:	\$30,000
Supervisory District(s):	District 10

REQUEST

Brief Project Description

At the request of Commissioner Walton, this study will evaluate re-establishing the 15 Third Street Muni bus route. The community has raised concerns about T-Third light rail delays, switchbacks and train switching often required at the Muni Metro East facility and the timeline to improve travel time and reliability of the current service. They desire to return bus service to the corridor ahead of signal improvements that will reduce delays when the Central Subway opens. This study will evaluate options for Muni bus service in the corridor and assess the benefits, costs, and risks of each.

Detailed Scope, Project Benefits and Community Outreach

Detailed scope attached

Project Location

Third Street along the T-Third route

Project Phase(s)

Planning/Conceptual Engineering

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop K 5YPP/Prop AA Strategic Plan?	Project Drawn from Placeholder
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:	\$888,000

District 10 15 Third Street Bus Study [NTIP Planning]

Scope of Work

Task 1 – Project Initiation

- Procure Consultant
- Develop workplan with SFMTA, Consultant

Deliverable: Final workplan

Task 2 – Background and Service Plan Options

- Gather background information from SFMTA
 - Current T-Third service
 - T-Third improvements that have committed funded, including timing and expected benefits
 - Operating characteristics of the prior 15 Third bus including route, frequency, hours of service, stop locations, and prior ridership
 - Characteristics, operating performance, and community feedback gathered about short term shuttles that were operated during platform construction at Chase Center
- Summarize current needs based on prior studies and outreach, available data and information from SFMTA, and the District 10 Commissioner
 - Gather background information from Commissioner's office
 - Review Human Rights Commission hearings, recent SFMTA Bayview Community Based Transportation Plan, D10 Mobility Study and any other planning documents
 - Consult SFCTA District 10 Citizens Advisory Committee representative and other community leaders (Human Rights Commission, Southeast Community Facility Executive Director, APRI, Young Community Developers, BMAGIC, and others) about community concerns
- Identify up to two main Muni service options to restart the 15 Third Street bus service
 - Define sketch level operating plan – frequency, hours of service, key destinations and connectivity of route, general stop locations, relationship to T-Third stops
 - Options are likely to include:
 - A traditional bus service, potentially with limited stop spacing
 - with current LRV/connecting bus service
 - with modified LRV/connecting service
 - An express bus service serving Shipyard, Candlestick Point and/or Hunters Point communities
 - via I-280 carpool lanes
 - via Third Street

Deliverables:

- Memo documenting existing conditions and community concerns
- Memo documenting two service concepts to be evaluated

Task 3 – Evaluation of Service Plan Options

- Conduct evaluation of the potential benefits and challenges for restarting the 15 Third Street service, including:
 - Analysis of expected service performance for both proposed 15 Third Street and existing T-Third light rail, including travel time, ridership and reliability
 - Analysis of opportunities and challenges of adding bus service in the study area, including
 - Markets served – unique origin-destination and/or trip purpose patterns, or trip types served
 - Safety
 - Congestion impacts
 - Capital and operating costs
- Evaluation will use available Muni data and SF-CHAMP model runs
- Coordinate review by SFMTA staff
- Community engagement
 - Consult community leaders (3-5 Community Based Organization leaders, e.g. above) and/or participate in Commissioner Walton meetings/Planning Dept outreach meetings (e.g. for 22nd Street Station study) to gather community input/feedback about the project tasks (route designs)/results

Deliverables:

- Memo summarizing concept evaluation

Task 4 – Recommendation and Final Report

- Draft and Final report summarizing the background, potential service options, evaluation and recommendations.
 - Includes review by SFMTA staff
- Identify next steps for planning, funding, or engagement, as appropriate.

Deliverables:

- Draft report
- Final report

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	District 10 15 Third Street Bus Study [NTIP Planning]
Grant Recipient:	San Francisco County Transportation Authority

ENVIRONMENTAL CLEARANCE

Environmental Type:	N/A
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PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering	Oct-Nov-Dec	2019	Jan-Feb-Mar	2020
Environmental Studies (PA&ED)				
Right of Way				
Design Engineering (PS&E)				
Advertise Construction				
Start Construction (e.g. Award Contract)				
Operations				
Open for Use				
Project Completion (means last eligible expenditure)				

SCHEDULE DETAILS

Task 1 - Project initiation - December 17, 2019: December 31, 2019
 Task 2 - Background and Service Plan Options: December 17, 2019 - January 31, 2020
 Task 3 - Evaluation of Service Plan Options: February 3, 2020 - February 28, 2020
 Task 4 - Recommendation and Final Report: March 3, 2020 - March 31, 2020

Community outreach will be conducted throughout the planning process through individual or small group meetings with community leaders.

Project will be coordinated with ongoing SFMTA Southeast Transit planning work.

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	District 10 15 Third Street Bus Study [NTIP Planning]
Grant Recipient:	San Francisco County Transportation Authority

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K: Transportation/Land Use Coordination	\$0	\$30,000	\$0	\$30,000
Phases in Current Request Total:	\$0	\$30,000	\$0	\$30,000

COST SUMMARY

Phase	Total Cost	Prop K - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering	\$30,000	\$30,000	Based on cost of similar prior studies
Environmental Studies (PA&ED)	\$0	\$0	
Right of Way	\$0	\$0	
Design Engineering (PS&E)	\$0	\$0	
Construction (CON)	\$0	\$0	
Operations	\$0	\$0	
Total:	\$30,000	\$30,000	

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

San Francisco County Transportation Authority
 Prop K/Prop AA Allocation Request Form

MAJOR LINE ITEM BUDGET

BUDGET SUMMARY

Agency	Task 1 - Project Management	Task 2 - Background and Service Plan Options	Task 3 - Evaluate Service Plan Options	Task 4 - Recommendations and Final Report	Total
SFCTA	\$ 752	\$ 4,010	\$ 4,010	\$ 1,253	\$ 10,025
Consultant	\$ 1,000	\$ 8,500	\$ 8,500	\$ 1,975	\$ 19,975
Total	\$ 1,752	\$ 12,510	\$ 12,510	\$ 3,228	\$ 30,000

SFCTA	Hours	Base Hourly Rate	Overhead Multiplier	Fully Burdened Hourly Cost	FTE	Total
Deputy Director	24	\$ 102.47	2.50	\$ 254.39	0.01	\$ 6,105
Intern	56	\$ 28.00	2.50	\$ 70.00	0.03	\$ 3,920
Total	80				0.04	\$ 10,025

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	District 10 15 Third Street Bus Study [NTIP Planning]
Grant Recipient:	San Francisco County Transportation Authority

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
Total Prop K Requested:	\$30,000	Total Prop AA Requested:	\$0
Total Prop K Recommended:	\$30,000	Total Prop AA Recommended:	\$0

SGA Project Number:		Name:	District 10 15 Third Street Bus Study [NTIP Planning]
Sponsor:	San Francisco County Transportation Authority	Expiration Date:	09/30/2020
Phase:	Planning/Conceptual Engineering	Fundshare:	100.0

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
PROP K EP-144	\$30,000	\$0	\$0	\$0	\$0	\$30,000

Deliverables

1. Task 1: Upon completion, submit final workplan.
2. Task 2: Upon completion, submit memo documenting existing conditions and community concerns and memo documenting two service concepts to be evaluated
3. Task 3: Upon completion, submit memo summarizing concept evaluation.
4. Prior to Board adoption (anticipated March 2020), staff will present a draft final report, including key findings, recommendations, next steps, implementation, and funding strategy to the Citizens Advisory Committee and Board. Upon project completion the Board will accept or approve the final report.

Notes

1. Quarterly progress reports will be shared with the District Supervisor for this NTIP project.

Metric	Prop K	Prop AA
Actual Leveraging - Current Request	0.0%	No Prop AA
Actual Leveraging - This Project	0.0%	No Prop AA

San Francisco County Transportation Authority Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	District 10 15 Third Street Bus Study [NTIP Planning]
Grant Recipient:	San Francisco County Transportation Authority

EXPENDITURE PLAN INFORMATION

Current Prop K Request:	\$30,000
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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
HL

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Hugh Louch	Mike Pickford
Title:	Deputy Director for Planning	Senior Transportation Planner
Phone:	(415) 522-4830	(415) 522-4822
Email:	hugh.louch@sfcta.org	mike.pickford@sfcta.org



Memorandum

AGENDA ITEM 5

DATE: November 13, 2019
TO: Transportation Authority Board
FROM: Anna LaForte - Deputy Director for Policy and Programming
SUBJECT: 12/17/2019 Board Meeting: Allocate \$1,519,125, with Conditions, and Appropriate \$110,875 in Prop K Sales Tax Funds for Three Requests

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Allocate \$1,519,125 in Prop K funds to the San Francisco Municipal Transportation Agency (SFMTA) for:</p> <ol style="list-style-type: none"> 1. New Castro Station Elevator (\$1,500,000) 2. Alemany Realignment Study [NTIP Planning] (\$19,125) <p>Appropriate \$110,875 in Prop K funds for:</p> <ol style="list-style-type: none"> 3. Alemany Realignment Study [NTIP Planning] (\$80,875) 4. District 10 15 Third Street Bus Study [NTIP Planning] (\$30,000) <p>SUMMARY</p> <p>Attachment 1 lists the requests, including requested phase(s) and supervisorial district(s) for each project. Attachment 2 provides a brief description of each project. Attachment 3 contains the staff recommendations.</p>	<p><input checked="" type="checkbox"/> Fund Allocation</p> <p><input checked="" 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 type="checkbox"/> Budget/Finance</p> <p><input type="checkbox"/> Contract/Agreement</p> <p><input type="checkbox"/> Other: _____</p>
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DISCUSSION

Attachment 1 summarizes the subject allocation requests, including information on proposed leveraging (i.e. 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 a brief description of each project. Attachment 3 summarizes the staff recommendations for the requests, 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 and appropriate \$1,630,000 in Prop K funds. The allocations and appropriations would be subject to the Fiscal Year Cash Flow Distribution Schedules contained in the attached Allocation Request Forms.

Attachment 4 shows the approved Fiscal Year 2019/20 allocations and appropriations to date, with associated annual cash flow commitments as well as the recommended allocations, appropriations, and cash flow amounts that are the subject of this memorandum.



Sufficient funds are included in the Fiscal Year 2019/20 budget to accommodate the recommended actions. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distribution for those respective fiscal years.

CAC POSITION

The CAC was briefed on two of the three subject requests at its November 20, 2019 meeting and unanimously adopted a motion of support for the staff recommendation for those requests. The District 10 15-Third Street Bus Study [NTIP Planning] request was not considered by the CAC at its November 20, 2019 meeting since the request was not ready in time to include in the packet. Over the past month, we have been working closely with Commissioner Walton and SFMTA staff to prepare this request. We are recommending that this request advance directly to the Board for consideration to support Commissioner Walton's desire for this study to advance as soon as possible.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Summary of Requests Received
- Attachment 2 - Project Descriptions
- Attachment 3 - Staff Recommendations
- Attachment 4 - Prop K Allocation Summary - FY 2019/20
- Attachment 5 - Allocation Request Forms (3)



RESOLUTION APPROVING THE PARTICIPATORY BUDGETING PROGRAM OF PROJECTS
IDENTIFIED THROUGH THE BAYVIEW COMMUNITY BASED TRANSPORTATION PLAN
PROCESS

WHEREAS, The Metropolitan Transportation Commission (MTC) established the Lifeline Transportation Program (LTP) to serve Communities of Concern, address gaps and barriers identified through a collaborative and inclusive planning process, and improve transportation choices for low-income persons; and

WHEREAS, Through Cycle 5 of its LTP MTC awarded \$600,000 to the San Francisco Municipal Transportation Agency (SFMTA) to implement recommendations from a participatory budgeting pilot program as part of its Bayview Community Based Transportation Plan (CBTP) process; and

WHEREAS, Participatory budgeting enables residents to nominate and vote on priority projects to be funded with an established budget; and

WHEREAS, The LTP has a 20% local match requirement for the final participatory budgeting pilot program of projects, amounting to \$150,000 to match MTC's \$600,000 grant for a total budget of \$750,000; and

WHEREAS, As San Francisco's Congestion Management Agency, the Transportation Authority is responsible for providing support, ensuring that SFMTA complies with MTC's requirements, and approving the final program of projects; and

WHEREAS, As required by MTC's guidelines, SFMTA staff worked with Bayview residents to establish a Community Steering Committee that adopted a Participatory Budgeting Rulebook to guide the process and community outreach strategy, developed project proposals in collaboration with SFMTA staff, selected which projects to place on the ballot, and concurred with the final program of projects; and

WHEREAS, The community nominated project ideas in coordination with the SFMTA's Bayview CBTP outreach process and, over a 7-week period beginning in July 2019, voted on projects to receive the \$750,000 in available Participatory Budgeting funding; and



WHEREAS, Attachment 1 shows the voting results, a ranked list of projects, and the SFMTA's funding recommendation, consistent with the Participatory Budgeting Rulebook which specified that 80% of the funding be used for operating projects and 20% for operating projects; and

WHEREAS, The SFMTA identified an alternative source of funds to increase all-day service frequencies on the 44 O'Shaughnessy (the highest-ranked project), improving upon the participatory budgeting proposal which would have only improved frequencies during the morning commute, and freeing up \$600,000 in LTP operating funds for the next highest scoring project; and

WHEREAS, The SFMTA developed its recommendation as detailed in Attachment 1 and summarized as a program of projects in Attachment 2 for the \$770,000 in total available participatory budgeting funds by assigning funding to the remaining projects in ranked order, bypassing the next-highest project when there was insufficient funding to fully cover its cost; and

WHEREAS, The recommended program of projects includes three new Transit Assistant positions that, over the next three years, will focus on aiding transit riders and acting as a safety presence on the 29 Sunset, 44 O'Shaughnessy, and T Third transit lines in the Bayview, as well as four crosswalk projects and two bus shelter projects, with the scope, schedule, and funding plan details shown in Attachment 3; and

WHEREAS, Projects that were not voted to receive LTP funds may be advanced as part of the larger Bayview CBTP investment plan; and

WHEREAS, At its November 20, 2019 meeting, the Citizens Advisory Committee was briefed on the subject request and unanimously approved a motion of support for the staff recommendation; now, therefore be it

RESOLVED, That the Transportation Authority hereby approves the Participatory Budgeting Program of Projects Identified through the Bayview CBTP; and be it further

RESOLVED, That the Executive Director is hereby authorized to communicate this information to MTC, other relevant agencies, and interested parties.



Attachments:

1. Staff Recommendation
2. Finalized Project List
3. Summaries of Projects Recommended for Funding

**Attachment 1
Bayview CBTP Participatory Budgeting
Detailed Funding Recommendation**

Rank Based on Votes	Votes	Project	Participatory Budgeting Funds		Notes
			Requested	Recommended	
Operating Projects					
1	577	44 O'Shaughnessy - Increase morning commute frequency from 10 minutes to 9 minutes.	\$370,000	\$0	LTP funds are no longer needed. SFMTA identified alternate funding for an increase service on the 44 O'Shaughnessy throughout the day (not only during the morning commute) which will include this scope of work.
2	489	Transit Assistant Program - two Transit Assistants for three years	\$405,000	\$620,000	Recommendation combines projects 2 and 3. F18 With the available funding, SFMTA is able to fund a third Transit Assistant position for three years.
3	424	Transit Assistant Program - two Transit Assistants for two years	\$275,000		

Funds Available for Operating Projects¹ \$620,000
Funds Recommended¹ \$620,000

Attachment 1
Bayview CBTP Participatory Budgeting
Detailed Funding Recommendation

Rank Based on Votes	Votes	Project	Participatory Budgeting Funds		Notes
			Requested	Recommended	
Capital					
1	432	Silver Avenue at Bayshore Boulevard - Crosswalk improvement	\$10,000	\$10,000	Fully funded.
2	415	Williams Avenue at Apollo Street - Crosswalk improvement	\$75,000	\$75,000	Fully funded.
3	413	Lane Street at 3rd Street - New crosswalk, curb ramps, and curb extensions	\$100,000	\$0	Insufficient funding for project after funding higher community priorities. Project will be considered for inclusion in the Community Based Transportation Plan (CBTP) implementation plan.
4	353	Newhall Street at 3rd Street - New crosswalk, curb ramps, and curb extensions	\$125,000	\$0	Insufficient funding for project after funding higher community priorities. Project will be considered for inclusion in the CBTP implementation plan.
5	340	Donner Avenue at Bayshore Boulevard - New crosswalk	\$25,000	\$25,000	Fully funded.
6	305	Van Dyke Avenue at 3rd Street - Crosswalk improvement	\$25,000	\$25,000	Fully funded.
7	301	Oakdale Avenue at Phelps Street - One new bus shelter	\$7,500	\$75,000	Fully funded.
8	264	Oakdale Avenue at Keith Street - Two new bus shelters	\$20,000	\$0	Insufficient funding for project after funding higher community priorities. Project will be considered for inclusion in the CBTP implementation plan.
9	258	Hudson Avenue at Ingalls Street - One new bus shelter	\$7,500	\$75,000	Fully funded.
10	253	Oakdale Avenue at Baldwin Court - One new bus shelter	\$10,000	\$0	Insufficient funding for project after funding higher community priorities. Project will be considered for inclusion in the CBTP implementation plan.
11	251	Ingalls Street at Harbor Road - Two new bus shelters	\$20,000	\$0	Insufficient funding for project after funding higher community priorities. Project will be considered for inclusion in the CBTP implementation plan.

Funds Available for Capital Projects **\$150,000**
Funds Recommended **\$150,000**

¹ Per the Rulebook policy adopted by the Steering Committee, 80% of funding (\$600,000) is available for operating projects and 20% (\$150,000) is available for capital projects. After the participatory budgeting process was complete, the SFMTA identified an additional \$20,000 to fully fund the Bayview Transit Assistants project.

Attachment 2
Bayview CBTP Participatory Budgeting
Program of Projects

Rank Based on Votes	Project Sponsor ¹	Project Name	District(s)	Total Project Cost	Participatory Budgeting Funds	
					LTP Cycle 5 Funds Recommended	Matching Funds ²
Operating Projects						
2 and 3	SFMTA	Bayview Transit Assistants	6, 7, 8, 9, 10, 11	\$620,000	\$600,000	\$20,000
Capital Projects						
1	SFMTA	Silver Ave at Bayshore Boulevard Intersection Improvement	10	\$10,000		\$10,000
2	SFMTA	Williams Ave at Apollo Street Intersection Improvement	10	\$75,000		\$75,000
5	SFMTA	Donner Avenue at Bayshore Boulevard Intersection Improvement	10	\$25,000		\$25,000
6	SFMTA	3rd Street at Van Dyke Avenue Intersection Improvement	10	\$25,000		\$25,000
7	SFMTA	Oakdale Avenue at Phelps Street New Bus Shelter	10	\$7,500		\$7,500
9	SFMTA	Hudson Avenue at Ingalls Street New Bus Shelter	10	\$7,500		\$7,500
Total:				\$770,000	\$600,000	\$170,000
Funding Share (20% required local match)					78%	22%

¹ Sponsor acronym: San Francisco Municipal Transportation Agency (SFMTA).

² Per MTC guidance, the program of projects is required to have a local match of at least 20%. Prop K or other local funds will serve as the local match for the capital projects. After the participatory budgeting process was complete, the SFMTA identified an additional \$20,000 to fully fund the Bayview Transit Assistants project. SFMTA consulted with the Steering Committee which concurred with this recommendation.

Attachment 3
 Bayview CBTP Participatory Budgeting Pilot
 Summaries of Projects Recommended for Funding

Participatory Budgeting – Bayview Transit Assistants

Sponsor: San Francisco Municipal Transportation Agency

Recommended Cycle 5 LTP (PB Pilot) Funds: \$620,000

Recommended Phase: Operations

Districts: 6, 7, 8, 9, 10, 11

Scope:

The San Francisco Municipal Transportation Agency (SFMTA) will fund three new Transit Assistant positions through the Muni Transit Assistance Program (MTAP). Transit Assistants (TAs) aid transit riders, answer questions about transit service, deter vandalism, act as an unarmed safety presence on transit lines, and de-escalate conflicts between riders (often youth). TAs work in teams of two and their hours of operation are 10AM to 6PM. The three TA positions will be hired on a 3-year contract and will ride on the 29 Sunset, the 44 O’Shaughnessy, and the T-Third lines.

The area of operation for these new TA staff will focus on the Bayview and segments of the transit system Bayview residents ride on most frequently.

- **29 Sunset** – TA staff will ride on the 29 Sunset from City College of San Francisco in the west to 3rd Street at Fitzgerald Avenue in the east. TA staff will only ride east of 3rd Street on the 29 Sunset if shadowed by SFPD due to past instances of violence against TA staff.
- **44 O’Shaughnessy** – TA staff will ride on the 44 O’Shaughnessy from the Juvenile Justice Center on Portola Drive in the west to 3rd Street at Palou Avenue in the east. TA staff will only ride east of 3rd Street on the 44 O’Shaughnessy if shadowed by SFPD due to past instances of violence against TA staff.
- **T-Third** – TA staff will ride on the T-Third from the Bayshore/Arleta station in the south to the 4th & King station in the north.

The TAs funded through this project will be hired from the Bayview.

Schedule:

TA positions are funded on 3-year contracts. Hiring and training will take place in the spring of 2020, with the three new TAs deployed on the 29 Sunset, 44 O’Shaughnessy, and T-Third from July 2020 through June 2023.

Cost:

Bayview Transit Assistants	\$620,000
Total Cost	\$620,000

Funding Plan:

Source	Status	Funding	% of Cost by Fund Source
LTP Cycle 5 – PB Pilot ¹	Planned	\$600,000	97%
Local funds ²	Planned	\$20,000	3%
Total Funding		\$620,000	

¹The entirety of the Lifeline grant is being allocated to this single project because of fund source eligibility requirements. The 20% local match requirement for the Lifeline grant is being fulfilled through local funding of the approved capital projects.

²The additional \$20,000 necessary to fund these three TA positions must come from operations-eligible funding sources. Eligible local funds could include SFMTA Operating Funds or future cycles of San Francisco's Lifeline Transportation Program.

Project Location:

Figure 1: Bayview Transit Assistants

Participatory Budgeting – Transit Access Capital Improvements

Sponsor: San Francisco Municipal Transportation Agency

Recommended Cycle 5 LTP (PB Pilot) Funds: \$150,000

Recommended Phase: Construction

District: 10

Scope:

The San Francisco Municipal Transportation Agency (SFMTA) will implement a series of capital improvements across the Bayview for the purpose of improving access to transit and rider comfort/safety while waiting for transit.

This scope is for construction costs only; design costs are being absorbed into the larger Bayview CBTP 5-Year Investment Plan. Design for these projects will commence following the delivery of in-progress Quick Build projects in the Bayview, anticipated for full completion by June 2020.

Crosswalk safety and access improvements:

Silver Avenue at Bayshore Boulevard

Signal retiming to increase crossing times for pedestrians and introduce a leading pedestrian indicator. This project will improve safety and access to the 44 O'Shaughnessy, 8 Bayshore, and 9 San Bruno.

Williams Avenue at Apollo Street

Crosswalk enhancements including a pedestrian median island, advance signage, and crosswalk markings. Project details for Williams at Apollo are contingent upon the implementation and evaluation of a quick build at this location, scheduled for construction in January 2020. Based on evaluation of the effectiveness of the quick build treatments, this project will fund installation of permanent concrete elements, either bulb-outs or a pedestrian refuge island.

This project location is an uncontrolled crosswalk across the 66'-wide Williams Avenue, providing access to the only supermarket in the Bayview: Foods Co. This project also provides access to the 54 Felton bus stop located on Phelps Street.

Donner Avenue at Bayshore Boulevard

New crosswalk across the eastern leg of the intersection, including a paint-and-post median island to shorten pedestrian crossing distances and exposure to vehicles. Donner Avenue meets Bayshore Blvd at an oblique angle, with a 160' wide intersection opening. There is no crosswalk at this location, creating a barrier for pedestrians traveling north/south. The project will provide access to the 54 Felton.

Van Dyke Avenue at 3rd Street

Crosswalk enhancements at the intersection of Williams Avenue, 3rd Street, Van Dyke Avenue, and Lane Street, including upgrade to an existing painted safety zone in the southwest corner and potential additional safety zones around the Lane Street intersection with Van Dyke Avenue.

This complex 5-way intersection has 7 marked crosswalks. Residents expressed a desire to improve pedestrian safety and access to the T-Third platform and slow down the speeds of turning vehicles. This project improves access to the T-Third and 54 Felton.

Bus Shelter Installation:

Oakdale Avenue at Phelps Street

Install a new bus shelter for the 23 Monterey in the northeast corner of the intersection, adjacent to the Southeast Community Facility. Project will require relocation of existing bike racks.

Hudson Avenue at Ingalls Street

Install a new bus shelter for the 44 O’Shaughnessy and 54 Felton in the southwest corner of the intersection. Installation of the shelter on the brick sidewalk may require additional concrete footings.

This project improves transit access and comfort for the low-income residents of affordable housing on the Hunters View hilltop.

Schedule:

		Phase	Start	End
Crosswalk Projects	Silver Ave at Bayshore Blvd	Design	Q1 – FY 20/21	Q3 – FY 20/21
		Construction	Q4 – FY 20/21	Q2 – FY 21/22
	Williams Ave at Apollo St	Design	Q4 – FY 20/21	Q2 – FY 21/22
		Construction	Q3 – FY 21/22	Q1 – FY 22/23
	Donner Ave at Bayshore Blvd	Design	Q1 – FY 20/21	Q3 – FY 20/21
		Construction	Q4 – FY 20/21	Q2 – FY 21/22
	Van Dyke Ave at 3 rd St	Design	Q1 – FY 20/21	Q3 – FY 20/21
		Construction	Q4 – FY 20/21	Q2 – FY 21/22
Bus Shelter Projects	Oakdale Ave at Phelps St	Design	Q1 – FY 20/21	Q3 – FY 20/21
		Construction	Q4 – FY 20/21	Q2 – FY 21/22
	Hudson Ave at Ingalls St	Design	Q1 – FY 20/21	Q3 – FY 20/21
		Construction	Q4 – FY 20/21	Q2 – FY 21/22

Cost:

		Construction
Crosswalk Projects	Silver Ave at Bayshore Blvd	\$10,000
	Williams Ave at Apollo St	\$75,000
	Donner Ave at Bayshore Blvd	\$25,000
	Van Dyke Ave at 3 rd St	\$25,000
Bus Shelter Projects ¹	Oakdale Ave at Phelps St	\$7,500
	Hudson Ave at Ingalls St	\$7,500
Total Cost		\$150,000

¹ Project cost includes additional conduit required to provide power to these bus shelter locations beyond the standard length Clear Channel contractually provides. Costs are estimates based on previous contracts executed with SFPW to provide additional conduit.

Funding Plan:

Source	Status	Funding	% of Cost by Fund Source
Local funds (e.g. Prop K)	Programmed	150,000	100%
Total Funding		\$150,000	

Project Location:



Figure 2: Bayview Transit Access Capital Improvement Locations



Memorandum

AGENDA ITEM 6

DATE: November 27, 2019
TO: Transportation Authority Board
FROM: Anna LaForte - Deputy Director for Policy and Programming
SUBJECT: 12/10/2019 Board Meeting: Approve the Participatory Budgeting Program of Projects Identified Through the Bayview Community Based Transportation Plan Process

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Approve the Participatory Budgeting Program of Projects identified through the Bayview Community Based Transportation Plan (CBTP) process.</p> <p>SUMMARY</p> <p>The Metropolitan Transportation Commission’s (MTC’s) Lifeline Transportation Program or LTP focuses on projects that serve Communities of Concern, address gaps and barriers identified through a collaborative and inclusive planning process and improve transportation for low-income persons. Through Cycle 5 of its LTP, the MTC awarded \$600,000 to the San Francisco Municipal Transportation Agency (SFMTA) to implement recommendations from a participatory budgeting pilot program as part of its Bayview CBTP process. Bayview residents nominated projects, developed project proposals in collaboration with SFMTA staff, and established a Community Steering Committee that selected which projects to place on a ballot. Residents then voted on their priorities. The SFMTA is recommending the highest-ranked projects to receive a total of \$770,000 including the \$600,000 in LTP funds plus \$170,000 in local match (Attachment 3). As San Francisco’s Congestion Management Agency, the Transportation Authority is responsible for approving the final program of projects (Attachment 4), which includes three new Transit Assistant positions that, over the next three years will focus on the Bayview and segments of the transit system Bayview residents ride on most frequently, as well as four crosswalk projects and two bus shelter projects.</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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DISCUSSION

Background.

On January 24, 2018, MTC reserved \$1 million from Cycle 5 of its LTP for projects identified through a participatory budgeting pilot within one or more of the region's Communities of Concern. Participatory budgeting enables residents to nominate and vote on priority projects to be funded with an established budget. The intent of MTC's pilot program is to assess participatory budgeting components that are applicable and scalable at the regional and county levels. At its July 25, 2018 Commission meeting, MTC made \$600,000 of the \$1 million available to San Francisco for LTP-eligible projects selected through a participatory budgeting process as part of the SFMTA's Bayview CBTP.

The \$600,000 in LTP funds are from the State Transit Assistance (STA) fund, which is a flexible transit funding program that can be used for a wide range of transit-related capital and operating purposes. Only transit operators are eligible to receive STA funds.

The LTP has a 20% local match requirement for the final program of projects, which amounts to \$150,000 to match MTC's \$600,000 grant. This resulted in a total budget for the Bayview participatory budgeting process of \$750,000.

Bayview CBTP.

The Transportation Authority Citizens Advisory Committee and Board were briefed on the Bayview CBTP in September and October, respectively as part of a supplemental Prop K allocation to support completion of the plan, which is also funded with a Caltrans Sustainable Planning grant. To carry out the CBTP, the SFMTA contracted with five community-based organizations to lead a public engagement process. Over the course of the effort, the Bayview CBTP project team reached more than 4,000 Bayview residents and used the feedback received to develop a \$4 million investment plan focused on delivery of projects across the Bayview over the next five years. The SFMTA anticipates releasing the draft study by December 2019.

The \$600,000 in participatory budgeting funding from MTC will be used to implement the near-term capital improvements and transit operating projects identified through the balloting exercise. Projects that were not voted to receive LTP funds may be advanced as part of the larger CBTP investment plan. The Prop K Traffic Calming 5-Year Prioritization Program includes approximately \$2.5 million over Fiscal Years 2019/20 - 2021/22. SFMTA will also work to secure additional resources to implement recommendations from the CBTP.

Participatory Budgeting Process.

MTC's requirements for the participatory budgeting pilot are fairly extensive and one of the responsibilities of Transportation Authority staff was to support and ensure that SFMTA complied with the requirements. This section provides a summary of the participatory budgeting process in the Bayview CBTP.

As required by MTC's guidelines, SFMTA first established a 14-member Community Steering Committee which developed and adopted a Participatory Budgeting Rulebook (Attachment



1) to guide the process. The Rulebook includes goals, project eligibility, a timeline, how ideas would be collected and vetted, and roles and responsibilities of the Steering Committee, the Technical Advisory Committee, public agencies (SFMTA, MTC, and the Transportation Authority), and residents. The Community Steering Committee was also responsible for developing the public outreach approach and approving the public ballot before it was distributed.

Beginning in summer 2018, SFMTA collected project ideas from Bayview residents and stakeholders through multilingual outreach. Staff received over 250 ideas in response, which were screened by Transportation Authority and MTC staff for eligibility. SFMTA staff next worked with the Community Steering Committee to develop project proposals for a subset of ideas and members then selected the projects to be included on the final ballot (shown in Attachment 2). Community priorities that did not meet the Rulebook criteria for ballot consideration include a community shuttle, a service increase on the T-Third, a new T-Rapid bus line, and more frequent shelter/platform cleaning. The first three projects were omitted because the costs far exceeded the amount of funding available, and cleaning services are not eligible for STA funds.

The community voted over a 7-week period beginning in July 2019. Ballots were made available in Spanish, English, and Chinese at 19 locations in the Bayview community as well as online. 375 ballots were ultimately submitted, a response rate similar to prior participatory budgeting processes in the Bayview. Attachment 3 shows the voting results, a ranked list of projects, and the SFMTA's funding recommendation. The Rulebook specified that 80% of funding (\$600,000 or all of the STA funds) be used for operating projects and 20% (\$150,000 in local match) for capital projects.

Participatory Budgeting Recommendations for LTP Funds.

The SFMTA developed its recommendation (detailed in Attachment 3 and summarized as a program of projects in Attachment 4) by assigning funding to projects in ranked order, bypassing the next-highest project when there was insufficient funding to cover its cost. SFMTA will secure a total of \$170,000 in local match funds to fully fund the recommended program of projects, exceeding the required local match amount for the \$600,000 in LTP funds.

Of the three operating projects on the ballot, the project that received the most votes was to increase service on the 44 O'Shaughnessy. After close coordination with Commissioner Walton, the SFMTA was able to identify an alternative source of funds for this project and provide the improved service frequencies all day, while the LTP funds would have only improved frequencies during the morning commute. This allowed the \$600,000 in operating funds to be available for the next-highest scoring project: hiring three Transit Assistants for three years through the Muni Transit Assistance Program. These new positions will aid transit riders and act as a safety presence on transit lines in the Bayview and segments of the transit system Bayview residents ride on most frequently, specifically the 29 Sunset, 44 O'Shaughnessy, and T Third transit lines.



Of the eleven capital projects on the ballot, the six recommended projects were selected by ranked order and funding availability, and include the construction of four crosswalk projects and two bus shelter projects to improve access and safety in the Bayview.

The Community Steering Committee provided concurrence with the recommended program of projects in October 2019. Commissioner Walton has also stated his support for the program of projects.

Attachment 5 contains scope, schedule, and funding plan detail for the seven projects the SFMTA has recommended for funding.

Next Steps.

Pending Board approval, we will submit the program of projects to MTC. The MTC Commission will consider the program of projects for approval and allocate the \$600,000 in LTP funds in early 2020. We anticipate that SFMTA will request future Prop K funds for a portion of the local match.

We understand that MTC will release findings in 2020 from the participatory budgeting pilots conducted in San Francisco and Solano counties. MTC may use the result of this pilot to determine if it should direct more funds toward participatory budgeting in the future.

FINANCIAL IMPACT

The recommended action would not have an impact on the adopted Fiscal Year 2019/20 budget.

CAC POSITION

The CAC was briefed on this item at its November 20, 2019 meeting and unanimously adopted a motion of support for the staff recommendation.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Bayview CBTP Participatory Budgeting Rulebook
- Attachment 2 - Bayview CBTP Participatory Budgeting Ballot
- Attachment 3 - Bayview CBTP Participatory Budgeting Detailed Funding Recommendation
- Attachment 4 - Bayview CBTP Participatory Budgeting Program of Projects
- Attachment 5 - Bayview CBTP Participatory Budgeting Summaries of Projects Recommended for Funding

BAYVIEW

COMMUNITY BASED TRANSPORTATION PLAN



Bayview CBTP Participatory Budgeting Rulebook

Community Based Transportation Plan

In a Community Based Transportation Plan (CBTP), the SFMTA will work with residents of the Bayview to build a community transportation investment plan. The SFMTA wants to address the most pressing transportation needs of the community in a way that reflects the values and priorities of the current Bayview community. By collaboratively visioning, refining, and prioritizing potential projects with the community, the SFMTA will have a clear roadmap for implementation for years to come. As part of this plan process, the SFMTA especially wants to raise up the voice of those most dependent on transit, and those most vulnerable to its changes: youth, seniors, residents with disabilities, and residents of affordable housing.

Participatory Budgeting in the CBTP

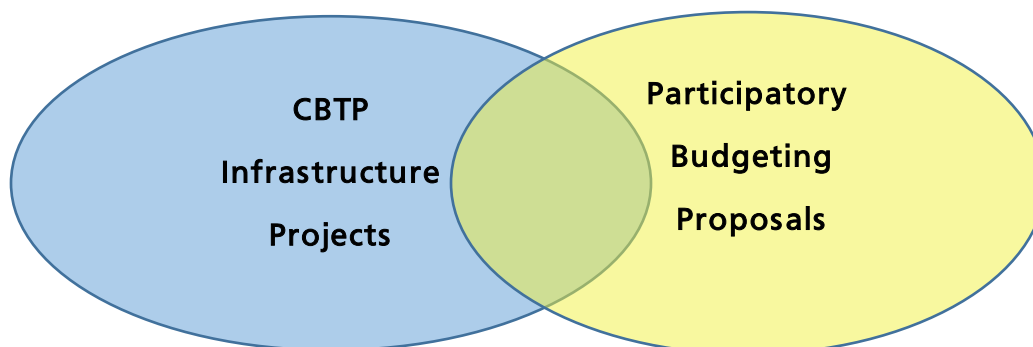
Participatory Budgeting (PB) is a democratic process in which community members decide how to spend part of a public budget. Through PB, Bayview residents develop project proposals in collaboration with City staff, residents vote on projects, and the list of projects receiving the most votes are funded through a limited Lifeline transportation grant with specific State Transit Assistance (STA) eligibility requirements. The Lifeline transportation grant is sponsored by the Metropolitan Transportation Commission (MTC).

How much money is available?

Up to \$600,000 dollars has been set aside for projects that are identified through the PB process AND meet STA eligibility requirements as outlined on Page 3. Project must improve transit and access to transit for residents, with focus on traditionally underserved residents in the Bayview.

How is PB different than the rest of the CBTP?

- Lifeline grant funding is available only for PB proposals
- Proposals must meet eligibility rules to be included in PB ballot
- The CBTP is focused on transportation infrastructure which include some programs, while PB proposals can include programs and operations



BAYVIEW COMMUNITY BASED TRANSPORTATION PLAN



Goals

1. Improve Community Mobility
 - a. Improve access to transit for all community members, with special emphasis on seniors, youth, disabled, and low-income residents.
 - b. Increase access to opportunity and essential services for all community members.
 - c. Reduce reliance on automobile trips.
2. Engage Our Community
 - a. Ensure all members of the community have a voice.
 - b. Engage those who are traditionally underrepresented in politics, who face obstacles to participating, or who feel left out of the political process.
3. Transform Our Democracy
 - a. Empower Bayview residents with the skills and knowledge they need to shape their transportation future.
 - b. Build leadership from the bottom up and forge deeper ties between residents, neighborhoods, and communities.
4. Open Up Government
 - a. Increase transparency and accountability of local government.
 - b. Improve communication, collaboration, and trust with SFMTA.
 - c. Support a framework within SFMTA for decision-making that promotes a more just and equitable city.

Project Eligibility

Projects are eligible for placement on the ballot if they meet the following criteria:

- **Projects must improve community mobility, transit, or access to transit,** according to the requirements of the [Lifeline Transportation Program](#).
- **Provide primary benefit for the public-at-large (or a subset group that is not delineated by exclusive or paid membership in a group or organization).** Projects that only benefit private individuals are not eligible. Transportation services may not be restricted to members of a specific organization, but can be designed to primarily serve in-need segments of the population (such as seniors or residents with disabilities).
- **Projects are designed to accomplish their goals and fulfill their purpose using MTC Lifeline grant funds.** Projects may not obligate the City or MTC to ongoing funding beyond the life of the MTC Lifeline grant. If other funding sources are needed to accomplish the project goals, those funds must be identified prior to submission for City review and vetting.
- **Projects must be consistent with the needs, proposed solutions, and enhanced coordination strategies contained within the [2018 MTC Coordinated Public Transit-Human Services Transportation Plan](#).** Projects must increase mobility options



BAYVIEW COMMUNITY BASED TRANSPORTATION PLAN

for seniors, people with disabilities, veterans, and people with low-incomes that are also cost-efficient for the region.

- **Projects must be capital infrastructure, capital improvements, durable acquisitions, transportation service enhancements, or programs that improve access to Lifeline transportation services.**
- If possible, projects should demonstrate a 20% local match from the implementing agency (an “in-kind” non-cash local match is also acceptable). The final list of projects must have a cumulative 20% local match. **Local match will be provided by City agency partners.**
- Project funding must be spent within 3 years from MTC programming action date.
- Project funding cannot cover administrative, overhead, and routine maintenance costs.
- Projects cannot promote religious views.
- Funding, in most cases, will not be distributed upfront and will be distributed as payment or service, on a reimbursement basis, and/or progress payment to a local certified contractor.

Eligible Projects	
Operating Projects	Capital Projects
<ul style="list-style-type: none"> • New/enhanced fixed route transit service • Late night & weekend transit service • Transit-related aspects of bicycling • Restoration of lifeline-related transit that was previously eliminated or at risk of being eliminated • Community shuttle service (if available to the public at-large) • Community-led programs that improve access to transit • Community-led programs that increase awareness of transit services • Demand-responsive van service for paratransit • Community-led ridesharing & carpool • Marketing, incentives, and education campaigns for transit use 	<ul style="list-style-type: none"> • Purchase of new transit vehicles • Bus stop enhancements • Rehab, safety, modernization improvements for transit • Infrastructure that improves transit access for low-income communities (improved sidewalks, crosswalks, street lighting, etc)

NOTE: Projects must be determined to be fully eligible for ballot placement, as determined by SFCTA, SFMTA, and MTC staff.

PB funding must be additive: it cannot backfill programs or projects with already-committed funding.

PB funding can be used to accelerate the timeline of committed projects.

BAYVIEW COMMUNITY BASED TRANSPORTATION PLAN



Projects Must Contain

- Eligible project sponsor (i.e. transit operator) & sub-recipient (i.e. public agency or non-profit organization).
- Identified local match funding or in-kind contribution, if possible.
- Enough detail to clearly understand the purpose and intent of the project.
- Description of the public benefit derived from the project and how project benefits transit or transit access.
- Total estimated budget, including the cost to fully implement the project to completion; projects with ongoing operations must identify ongoing annual operating costs beyond the life of the grant.
- Timeframe for project completion.

PB ELIGIBILITY & ALLOCATION OF FUNDING		
Projects	Operating Projects (services)	Capital Projects (infrastructure)
How Much? (\$600,000 total)	\$480,000	\$120,000
Where	Within Bayview CBTP boundaries or primarily serving Bayview residents	Public right-of-way or publicly accessible private property
Eligible Recipient	Transit Agency (SFMTA or other transit operator)	Transit Agency (SFMTA or other transit operator)
Eligible sub-recipient	Public agency or 501(c)3 non-profit	Public agency
Who benefits	Bayview residents	Bayview residents
Min/Max per project	\$20,000 minimum \$480,000 maximum	\$7,000 minimum \$120,000 maximum
Local Match requirement	20% of total program of projects	20% of total program of projects
When	Funding available summer 2019	Funding available summer 2019
Timely Use of Funds	Project funding must be expended within 3 years of MTC Commission approval date (July 2019)	Project funding must be expended within 3 years of MTC Commission approval date (July 2019)

BAYVIEW COMMUNITY BASED TRANSPORTATION PLAN



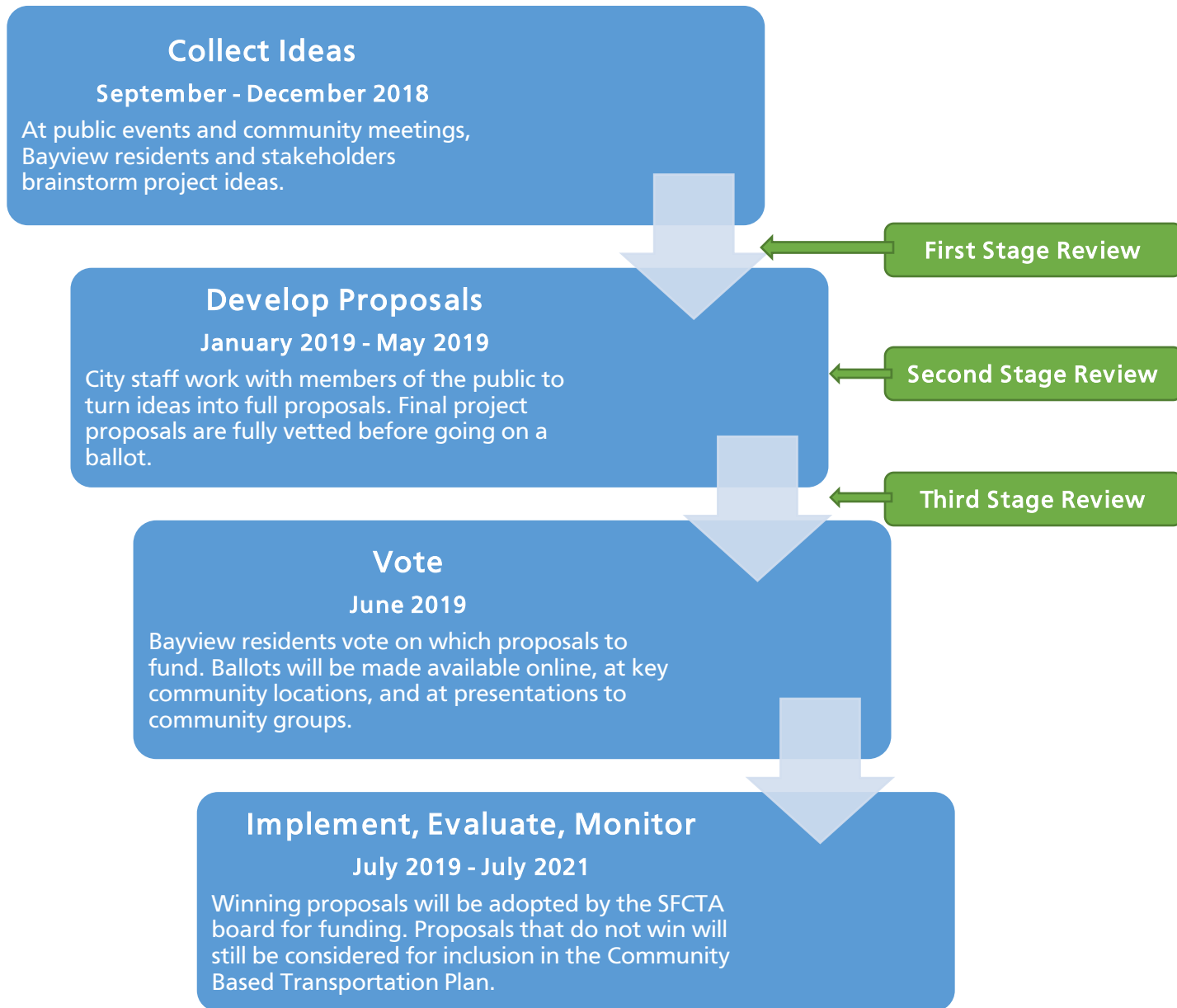
SFMTA

71



Timeline: What Happens When?

PB has four main stages:



BAYVIEW COMMUNITY BASED TRANSPORTATION PLAN



Collect Ideas

Ideas for PB proposals will be collected at public events and community meetings during the first phase of outreach for the Bayview Community Based Transportation Plan. The Steering Committee will determine how PB outreach and idea collection will take place at these events, as well as other appropriate methods for idea collection during this stage of the PB process.

Where possible and appropriate, City staff and the PB Steering Committee will provide Spanish and Cantonese translation of materials, which may include interpretation at public events.

Develop Proposals

City Staff and the Steering Committee will strive to minimize the total number of projects by combining and amending projects that address a similar level of public need, vetting projects that do not meet eligibility criteria and rules, and/or prioritizing projects based on greatest need and benefit. Individuals and organizations that propose ideas during the first PB phase will be invited to collaborate with City staff in the development of ideas into project proposals, including identified implementing agencies and partner eligible non-profits.

A fully eligible project must go through a three-stage review and vetting process.

First Stage Review (Nov – Dec 2018)

The initial list of project ideas will be reviewed and vetted by the San Francisco County Transportation Authority (SFCTA). During this vetting, SFCTA will work with MTC to determine the eligibility of each project and will seek technical expertise from SFMTA and other City departments to determine the feasibility of potential projects.

The SFCTA will provide the results of eligibility screening to SFMTA for review. Review will include screening projects with the TAC and the Steering Committee to determine potential for other City departments or non-profits to serve as sub-recipients. SFMTA, or another transit agency, must agree to be a project sponsor for a project to proceed to the second stage of review.

Following review, City staff will connect individuals and organizations that proposed ideas with corresponding SFMTA divisions willing to implement eligible proposals. These groups will further refine project concepts.

Second Stage Review (Mar 2019)

Public agency representatives and participating members of the public shall submit fully-eligible project proposals to the Steering Committee. City staff will communicate all comments, revisions, and feedback made during the first stage of the review to the Steering Committee and participating members of the public. The Steering Committee will conduct a review of active proposals and provide their recommendations to the City for full vetting.

BAYVIEW COMMUNITY BASED TRANSPORTATION PLAN



Third Stage Review (May 2019)

Individuals and organizations will be asked to submit final project proposals including ballot language, photos, etc to City staff for consideration for placement on the ballot. Based on the Steering Committee's recommendations, the SFMTA shall make final determinations about which individual projects will advance to the ballot. City staff will concurrently notify the Steering Committee and proposal submitters of final ballot determinations.

Following this final review, the City may not alter any proposal approved for the ballot.

Vote

At a meeting before April 2019, the Steering Committee shall determine:

- *Number of projects on the final ballot*
- *Ballot appearance and layout*
- *Instructions for voting – how the ballot/vote works*
- *Minimum voter eligibility requirements*
- *Method & locations for ballot distribution*
- *Length of public vote period*
- *Verification process to confirm voter eligibility & protect privacy*

Project Funding

Upon completion of the public voting process, the SFCTA Board and the MTC Commission must approve the project list before they are eligible for funding. The SFCTA Board will have discretion to approve projects, the amount of funding awarded, and any additional conditions placed on use of approved funds.

If any projects are not approved by the SFCTA Board, the project receiving the next highest votes in the public ballot will be substituted in for funding, pending approval by the SFCTA board.

All Capital Funding projects not awarded funding through participatory budgeting will be considered for inclusion in the Bayview Community Based Transportation Plan recommendations.

BAYVIEW COMMUNITY BASED TRANSPORTATION PLAN



Roles & Responsibilities: Who Does What?

Bayview Residents

- Submit ideas for possible projects
- Vote on PB ballot

Individuals & Organizations Championing Proposals

- Work with City staff to develop ideas into proposals
- Conduct outreach with community members to generate support
- Work with City staff to develop project budgets, schedules, and funding plans
- Vote on PB ballot

Community Steering Committee

The Community Steering Committee is a 12 member body representing Bayview residents and organizations. The steering committee was selected through an application process, with input provided by SFMTA, MTC, SFCTA, and the District 10 Supervisor's Office.

- Finalizes rules for Participatory Budgeting process (PB Rulebook)
- Informs public outreach approach & process for PB
- Recommends projects to advance past first and second stage review
- Assists in promotion of the PB process
- Assists in identifying local project champions and eligible 501(c)3 sub-recipients
- Reviews final ballot list
- Promotes voting process for participatory budgeting

TAC (Technical Advisory Committee)

The Technical Advisory Committee is a 17 member body made up of SFMTA division representatives, City agency partners, and funding agency partners.

- Identify City departments as appropriate sub-recipients for operating projects
- Review project proposals
- Promote participatory budgeting process through their communications channels

SFMTA (San Francisco Municipal Transportation Agency)

- Host public PB events in the Bayview
- Host Steering Committee meetings
- Serves as eligible project recipient (SFMTA)
- Develops contracts for infrastructure grant awards
- Reviews project eligibility

BAYVIEW COMMUNITY BASED TRANSPORTATION PLAN

- Works with Project Champions to develop infrastructure proposals
- Develop cost estimates for projects
- Identifies/secures local match funding
- Collects information MTC requires for final report and provides it to SFCTA, including:
 - Representation on Steering Committee
 - Regarding the ballot process:
 - Demographic detail of participants and comparison with the community's demographics
 - Percent of participants that are low income
 - For each funded project:
 - Forecasted service area
 - Project type
 - Evaluation of process:
 - Percent of participants in events/outreach activities who report the process was accessible/easy to understand
 - Percent reporting positive experience with the process with respect to communications, accountability, and commitment
- Provides quarterly Caltrans Planning Grant reports to SFCTA and MTC

BMAGIC

- Facilitates steering committee meetings
- Coordinates logistics & events
- Facilitates with SFMTA & Project Champions
- Designs outreach campaign

Other Public Agencies

- Agree to act as sub-recipient (or recipient if a transit operator)
- Work with project champions to develop proposals (where acting as sub-recipient)
- Develop cost estimates for projects (where acting as sub-recipient)

District 10 Supervisor's Office

- Approves final Steering Committee membership
- Assists in identifying potential projects
- Assists in ballot distribution & voting promotion
- Assists in community outreach to raise PB profile
- Review & comment on project proposals prior to finalizing ballot

SFCTA (San Francisco County Transportation Authority)

- Provide oversight of participatory budgeting process

BAYVIEW COMMUNITY BASED TRANSPORTATION PLAN



- Ensures compliance with MTC's LTP Cycle 5 and participatory budgeting guidelines
- Participates in process, including Steering Committee (not as a member) and community outreach meetings
- Coordinates effort with D10 Mobility Management Study
- Informs selection of Steering Committee members
- Attends project kick-off and major milestone meetings
- Works with MTC and SFMTA to determine project eligibility and develop a public record of which projects are eligible and ineligible
- Approves final program of projects and submits list to MTC for approval
- With input from SFMTA, drafts final report on project objectives and performance measures, as required by MTC
- With input from SFMTA, performs ongoing monitoring of progress and develops annual reports to MTC

MTC

- Establishes guidelines for the participatory budgeting process
- Serves as a learning partner
- Reviews scope of work
- Identifies Policy Advisory Committee member to serve on Steering Committee, if available
- Attends project kick-off and major milestone meetings
- Provides guidance on project eligibility
- Approves final project list and provides funding for identified projects



Participatory Budgeting Ballot

How do I vote?

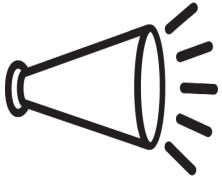
Please answer the questions to the right of this box. Then rank the **Transit Service Proposals** by circling your choices. At the bottom, rank the **Street Improvement Proposals** and fill out the optional demographic questions so we can get a better sense of who voted. Questions about each project? Refer to our voter guide at any ballot box in the Bayview.

Are you a Bayview resident?

Yes No

Are you at least 14 years old?

Yes No



WHAT IS PARTICIPATORY BUDGETING?

Your ideas, Your projects, Your vote

In participatory budgeting, Bayview residents come up with ideas, turn them into real proposals, and vote on what gets funded. The SFMTA has worked over the past year with residents, organizations, and a Community Steering Committee to create proposals that improve transit and access for residents.

Now you get to vote on which proposals to fund.

Transit Service Proposals (\$576,000 Total Available)

Project	Description	Cost	1st Choice	2nd Choice	3rd Choice
			Circle One	Circle One	Circle One
44 O'Shaughnessy Mornings	Increase morning commute frequency from 10 min to 9 min	\$370,000	1	2	3
Transit Assistants (TAs)	2 new TAs for 3 years, ride on 29 & 44 buses	\$405,000	1	2	3
Transit Assistants (TAs)	2 new TAs for 2 years, ride on 29 & 44 buses	\$275,000	1	2	3

Street Improvement Proposals (\$144,000 Total Available)

Project	Description	Cost	1st Choice	2nd Choice	3rd Choice
			Circle One	Circle One	Circle One
New crosswalk: 3rd St at Lane St	New crosswalk, curb ramps, and curb extensions to make walking along 3rd St safer and easier	\$100,000	1	2	3
New crosswalk: 3rd St at Newhall St	New crosswalk, curb ramps, and curb extensions to make walking along 3rd St safer and easier	\$125,000	1	2	3
Bus Shelter	2 new shelters at Oakdale Ave & Keith St	\$20,000	1	2	3
Bus Shelter	1 new shelter at Oakdale Ave & Phelps St	\$10,000	1	2	3
Bus Shelter	2 new shelters at Ingalls St & Harbor Rd	\$20,000	1	2	3
Bus Shelter	1 new shelter at Hudson Ave & Ingalls St	\$10,000	1	2	3
Bus Shelter	1 new shelter at Oakdale Ave & Baldwin	\$10,000	1	2	3
Crosswalk	Improve crosswalk on Williams Ave at Foodsc	\$75,000	1	2	3
Crosswalk	Improve crosswalk on 3rd St at Van Dyke Ave	\$25,000	1	2	3
Crosswalk	New crosswalk at Doner Ave at Bayshore Blvd	\$25,000	1	2	3
Crosswalk	Improve crosswalk on Silver Ave at Bayshore	\$10,000	1	2	3

Please tell us about yourself! We want to ensure the input we get from residents is representative of the Bayview's rich diversity
SURVEY IS OPTIONAL AND ALL RESPONSES ARE CONFIDENTIAL

Race/Ethnicity

Chose all that apply

- African American
- Asian
- Pacific Islander
- Latinx
- Native American, or Alaska Native
- White
- Other
- Prefer not to state

Gender

- Male
- Female
- Other
- Prefer not to state

Age

- Under 18
- 18 - 45
- 45 - 65
- 65+
- Prefer not to state

Income

- \$15,000 or less
- \$15,000 - \$40,000
- \$40,000 - \$75,000
- \$75,000 - \$100,000
- \$100,000+
- Prefer not to state

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RESOLUTION APPROVING THE 2019 SAN FRANCISCO CONGESTION MANAGEMENT PROGRAM (CMP) AND ISSUING AN OFFICIAL FINDING THAT THE CITY AND COUNTY OF SAN FRANCISCO IS IN CONFORMANCE WITH THE CMP

WHEREAS, As the Congestion Management Agency for San Francisco, the Transportation Authority is required by state law to update the CMP on a biennial basis; and

WHEREAS, The legislative intent of state congestion management law is to tie transportation project funding decisions to measurable improvements in mobility and access, while taking into account the impacts of land use decisions on local and regional transportation systems; and

WHEREAS, The CMP has several required elements, including a designated congestion management roadway network, biennial monitoring of automobile level of service on this network, a multimodal performance element, a uniform transportation analysis database, travel demand management provisions, a land use impacts analysis program, and a multimodal capital improvement program; and

WHEREAS, The 2019 CMP update reflects developments pertaining to the Transportation Authority's Congestion Management Agency activities since 2017, including system performance data collection and analysis, transportation policy changes and initiatives at the regional and state levels, and progress of the Transportation Authority's planning and project oversight efforts; and

WHEREAS, The 2019 CMP was prepared to comply with all pertinent requirements of State law, including relevant amendments, and, by agreement with the Metropolitan Transportation Commission (MTC), to comply with implementation of portions of Federal surface transportation law; and

WHEREAS, Adoption of the 2019 CMP is essential to achieve compliance with state congestion management mandates, as well as to ensure the City's continued eligibility for various state and federal transportation funding sources; and

WHEREAS, The 2019 CMP needs to be submitted to the MTC for adoption; and

WHEREAS, At its November 20, 2019 meeting, the Citizens Advisory Committee was



briefed on the 2019 CMP and unanimously adopted a motion of support for its approval;
now, therefore, be it

RESOLVED, That the Transportation Authority hereby approves the 2019 San Francisco CMP; and be it further

RESOLVED, That the Transportation Authority hereby finds that the City and County of San Francisco is in conformance with the requirements of the CMP, pursuant to Section 65089 of the California Government Code; and be it further

RESOLVED, That the Executive Director is hereby authorized to prepare the document for final publication and distribute the document to the MTC for approval and to all other relevant agencies and interested parties.

Attachment:

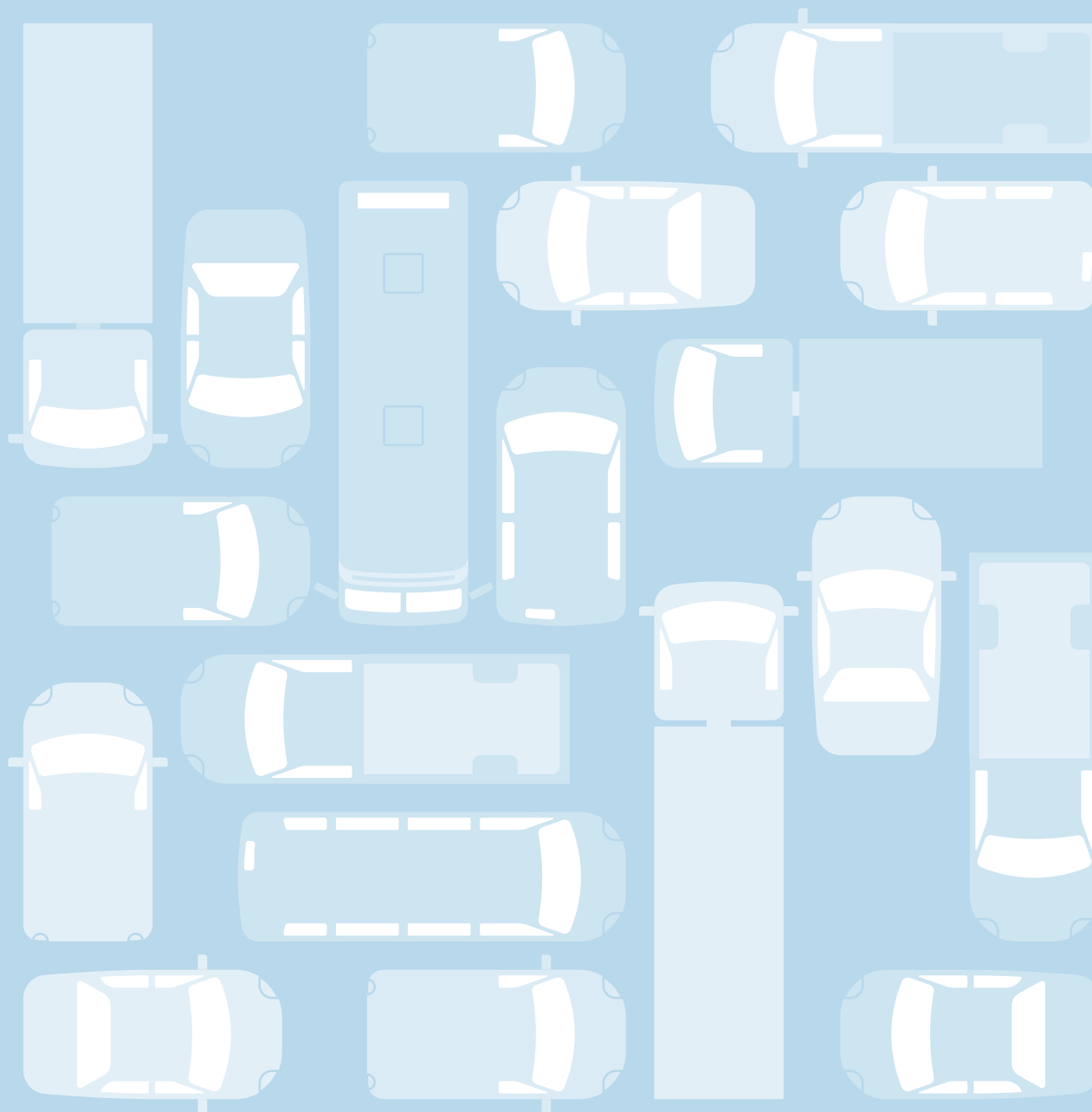
1. CMP Executive Summary

Enclosures (2):

1. 2019 San Francisco Congestion Management Program
2. CMP Technical Appendices

CONGESTION MANAGEMENT PROGRAM 2019

Executive Summary



Introduction

Every two years, the San Francisco County Transportation Authority (SFCTA) prepares the San Francisco Congestion Management Program (CMP). This program is conducted in accordance with state law to monitor congestion and adopt plans for mitigating traffic congestion that falls below certain thresholds. By statute, the CMP legislation originally focused its requirements on measuring traffic congestion, specifically through Level-of-Service (LOS), which grades roadway facilities by vehicle delay. The SFCTA has since evolved its CMP to include more multimodal and system performance monitoring, in recognition that automobile-focused metrics such as LOS result in a limited view of transportation issues, which can result in inefficient, modally biased, and often, unintentionally, counter-productive solutions.¹

The CMP legislation aims to increase the productivity of existing transportation infrastructure and encourage more efficient use of scarce new dollars for transportation investments, in order to effectively manage congestion, improve air quality, and facilitate sustainable development. The purpose of the 2019 San Francisco Congestion Management Program is to:

- Define San Francisco's performance measures for congestion management;
- Report congestion monitoring data for San Francisco county to the public and the Metropolitan Transportation Commission (MTC);
- Describe San Francisco's congestion management strategies and efforts; and
- Outline the congestion management work program for fiscal years 2019/20 and 2020/21.

This year's congestion monitoring reveals that auto speeds have decreased since 2017 for all measured time periods and road types. This is a continuation of the trend of modest degradation of roadway performance observed between 2015 and 2017. In contrast, transit speeds on the CMP network increased between 2017 and 2019, reversing the trend of declines in transit speeds that was observed between 2011 and 2017. This means that transit is more competitive with auto than in past years, an outcome consistent with San Francisco's "transit-first" policies. However, transit reliability has worsened slightly during the current monitoring period. There were slight declines in pedestrian and bicycle volumes observed between 2017 and 2019. Unfortunately, bicycle and pedestrian injuries and fatalities appear to show an upward

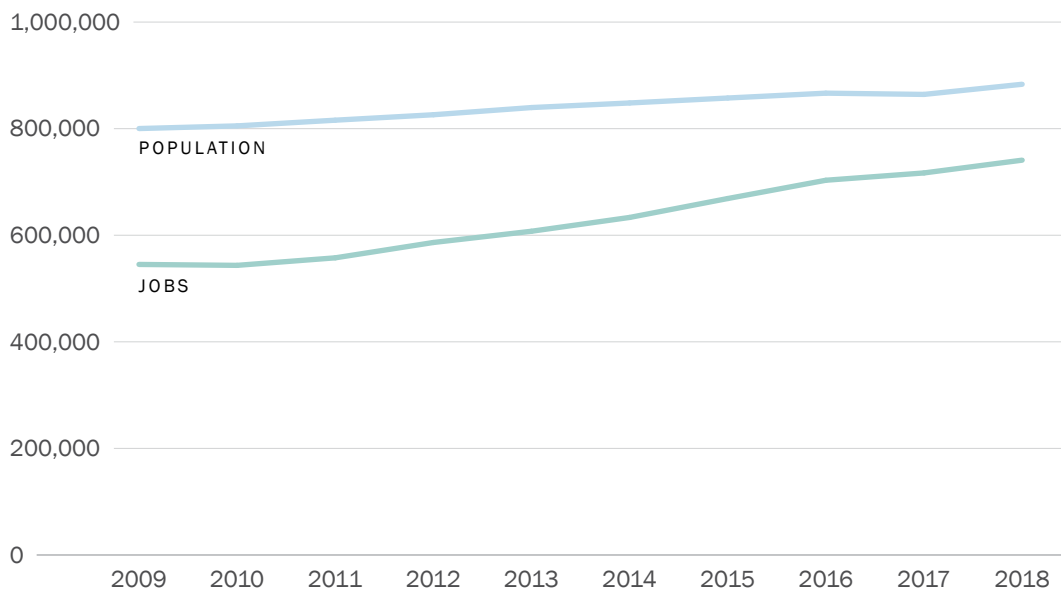
¹ In order to reduce vehicle delay and improve LOS, without considering strategies that encourage shifts to other modes, the increased roadway capacity is the implied solution, which, in turn, has been shown to lead to more driving (induced demand).

trend in recent years, counter to the City’s Vision Zero goal of eliminating traffic fatalities. Total transit volumes were little changed from prior monitoring. While vehicle miles traveled (VMT) had remained relatively unchanged from 2012 through 2015, VMT increased in 2016 and 2017.

State of Transportation

San Francisco is an employment and population hub in a region that has continued to experience tremendous growth, outpacing all projections. Since 2009, San Francisco has added over 80,000 residents and close to 200k jobs (see Figure O-1). Between 2016 and 2018 alone, San Francisco added 15,000 residents, bringing the total population to over 880,000, and the daytime population (which includes non-residents who work in the city) is well over one million. Employment growth during this same two-year period has also been significant. According to the Bureau of Labor Statistics, total employment in San Francisco during these two years increased by over 5%, from 703,000 to 741,000 jobs. This continues the trend of job growth exceeding population growth in the county by a factor of almost three to one. This means that people are coming to San Francisco for work but live elsewhere and commute into the city. Strategies to managing congestion are key to maintaining our accessibility as the city grows. These include: improving public transportation, bicycling and walking routes and facilities; coordinating new development to support walkable and transit-oriented neighborhoods; and managing vehicle use, parking, and traffic signals to ensure safety and efficiency.

Figure O-1: San Francisco Population and Job Growth since 2009



Source: MTC Vital Signs / American Community Survey / Bureau of Labor Statistics

ROADWAY LEVEL OF SERVICE

The CMP legislation defines roadway performance primarily by using the LOS traffic engineering concept to evaluate the operating conditions on a roadway. LOS describes operating conditions on a scale of A to F, with "A" describing free flow, and "F" describing bumper-to-bumper conditions. For the current monitoring period, average travel speeds on the CMP network have decreased since 2017 for all measured time periods and road types, as shown in Figure O-2. Note that the 2017 speeds have been updated based on a change to the underlying dataset by the data provider. This has resulted in a slight disconnect between the 2017 speeds reported during last cycle and the updated 2017 speeds reported in this cycle. Average arterial travel speeds have decreased 5% from 14.0 mph to 13.3 mph in the AM peak and decreased 5% from 12.8 mph to 12.2 mph in the PM peak. The average travel speed on freeways decreased 1% from 31.8 mph to 31.5 mph in the AM peak and decreased 3% from 24.4 mph to 23.6 mph in the PM peak. While the overall declines in speeds between 2017 and 2019 indicate a continuing degradation of roadway performance, these declines were less significant than the declines between 2015 and 2017. Overall roadway performance has been declining since 2009.

Figure O-2: CMP Network Average Travel Speed Change

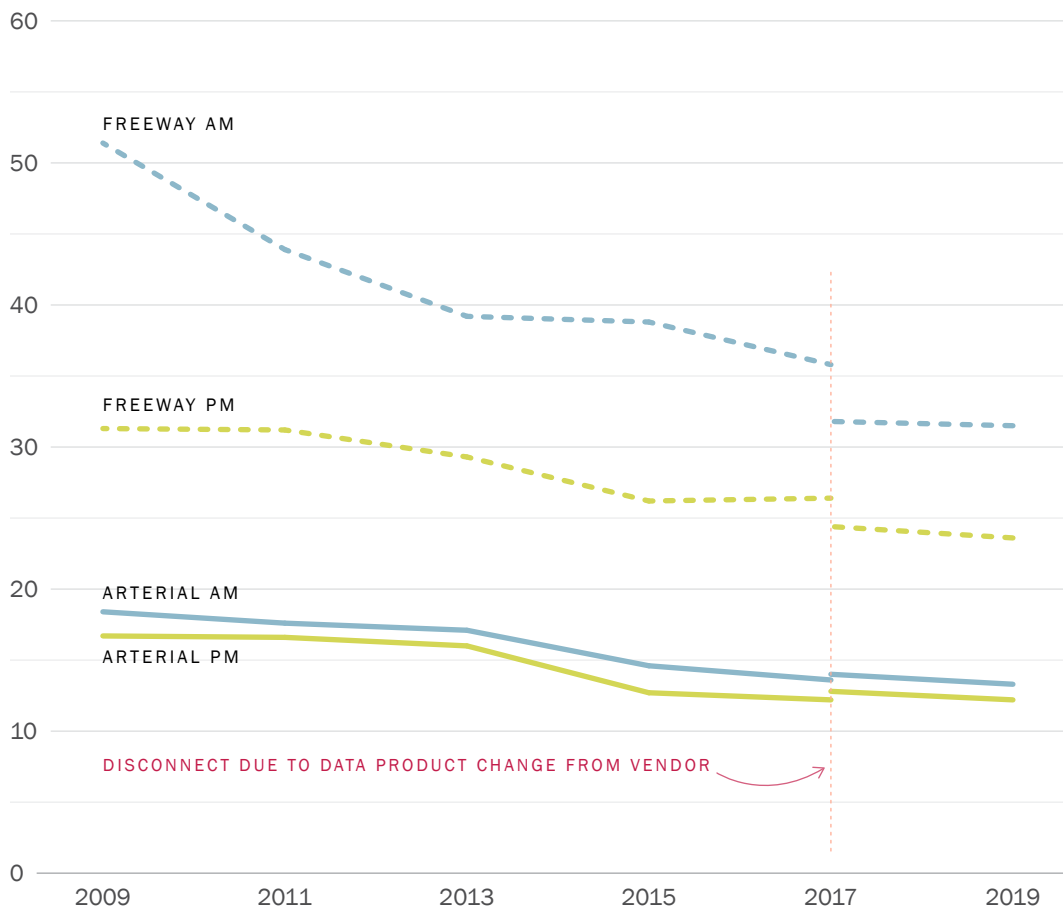
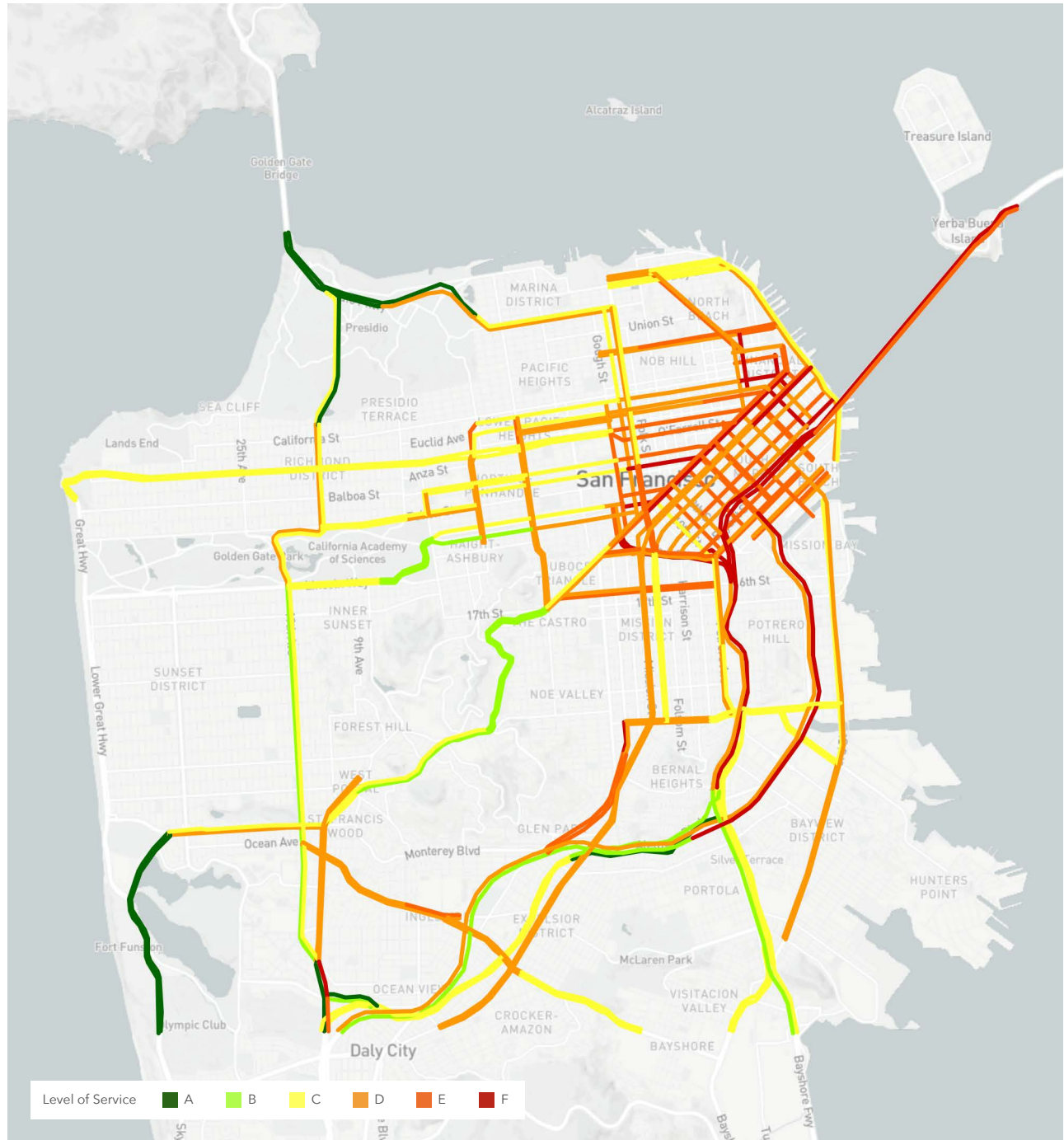


Figure O-3 shows where the congestion is greatest in the county, primarily concentrated in the downtown and South of Market neighborhoods, and on the freeways and the arterials serving these freeways. An interactive version of this map that allows users to view historical trends can be found at congestion.sfcta.org.

Figure O-3: 2019 PM Peak Roadway Level-of-Service



TRANSIT SPEEDS

In addition to monitoring roadway speeds, the Transportation Authority also tracks surface transit speeds. Transit speeds on the CMP network increased since 2017. Compared to 2017, the average transit speed (collected for buses only) in 2019 on the CMP network in the AM peak increased 4% from 8.13 to 8.44 mph. In the PM peak period transit speeds also increased 4% from 7.34 to 7.60 mph. This improvement in performance for transit as compared with vehicles may be attributable to the city's expanded efforts to provide on-street transit priority during this period.

TRANSIT TRAVEL TIME RELIABILITY

Transit speed information is also used to calculate the variability of speed as a measure of transit travel time reliability. Figure O-5 shows that transit travel time reliability has worsened (variability has increased) since 2017 despite improvements in average transit speed.

AUTO-TRANSIT TRAVEL TIME RATIO

In order to assess the competitiveness of transit with driving, the ratio of auto to transit speeds is calculated by comparing auto to transit speeds on the portions of the CMP network for which Muni data is available. A ratio of 2 would indicate that, for a particular segment, on-board transit travel time is twice that of auto travel time. As shown in Figure O-6, transit speeds continued the trend of improving, relative to auto speeds between 2017 and 2019. Overall, between 2017 and 2019 the average auto-to-transit speed ratio improved from 1.67 to 1.58 in the AM peak and 1.66 to 1.60 in the PM peak.

Figure O-4: Overall Average Transit Speeds Trend for CMP Network

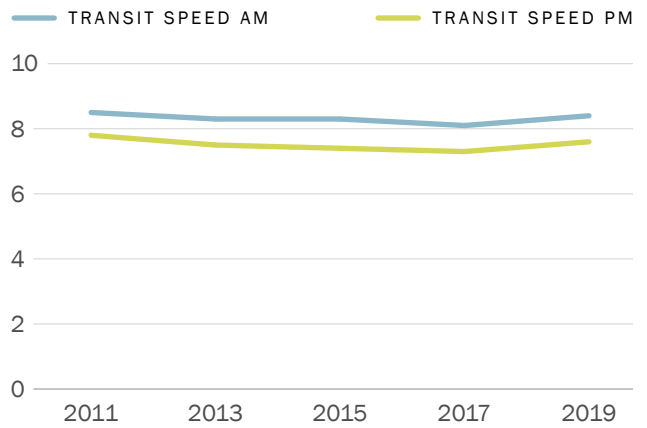


Figure O-5: Transit Travel Time Reliability

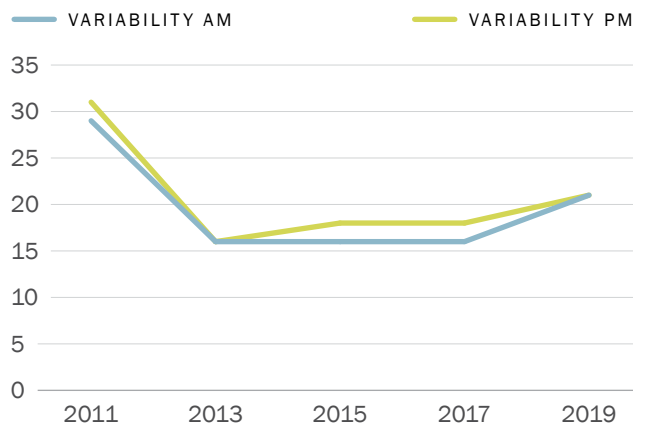
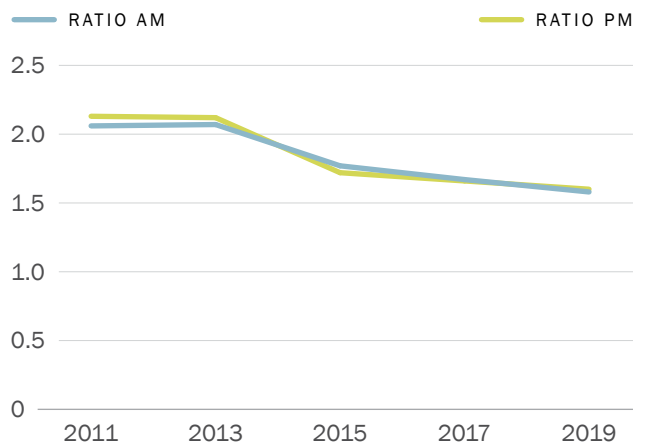


Figure O-6: Auto-Transit Speed Ratio



MULTIMODAL VOLUMES

The City and County of San Francisco has placed a high priority on shifting travelers’ modes to increase the number of trips made by walking and bicycling. Figure O-7 shows bicycle counts collected by SFMTA from 2006 through 2017. It must be noted that, while count locations have been increasing, the figure reflects counts from a subset of the same 19 counters for all years. The most recent data suggests that bicycle ridership has remained steady over the past five years.

PEDESTRIAN AND BICYCLE SAFETY

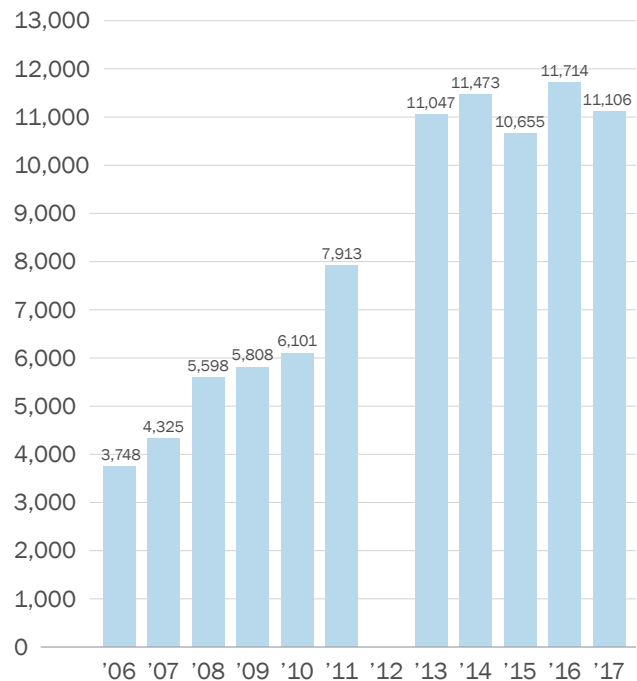
Safety for pedestrians and cyclists are key measures of non-motorized transportation performance, and a critical policy priority for the city of San Francisco. The City and County of San Francisco adopted Vision Zero as a policy in 2014, committing to build better and safer streets, educate the public on traffic safety, enforce traffic laws, and adopt policy changes that save lives. Figure O-8 illustrates the number of pedestrian and bicycle fatalities in San Francisco since 2013. It shows that while non-motorized fatalities were lower in two most recent years (2017 and 2018) than the preceding four years (2013 - 2016), they still remain high.

OTHER MEASURES

Vehicle Miles Traveled (VMT)

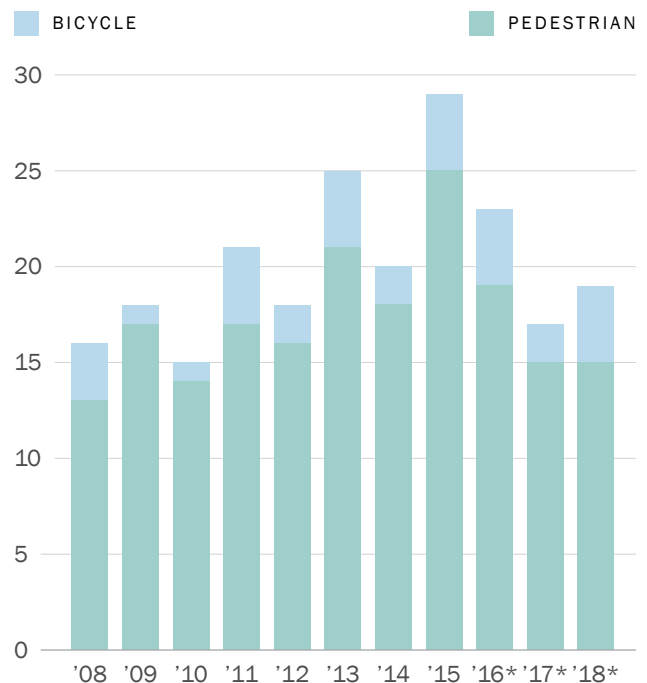
In 2016, the San Francisco Planning Commission adopted new guidelines for evaluating the transportation impacts of new projects. Critically, additional automobile delay as measured by level-of-service (LOS) is no longer considered an environmental impact, and environmental impact determinations now use vehicle miles travelled. Figure O-9 illustrates the trend in estimated VMT on San Francisco roadways. It shows that while VMT remained relatively

Figure O-7: Bicycle Volumes



Note: SFMTA did not collect bicycle volumes in 2012

Figure O-8: Pedestrian and Bicycle Fatalities



* provisional data

unchanged from 2012 through 2015, it increased in 2016 and 2017, and is about 3.5% lower than the peak VMT observed in 2002

Transit Volumes

San Francisco’s strong backbone of local and regional transit has been key to our ability to manage congestion. Muni, BART, Caltrain, and commuter bus lines help move people into and around the city efficiently. Privately sponsored and operated services are also adding needed capacity. But as demand grows, our major transit systems are becoming crowded. Between 2010 and 2019, ridership on the three largest transit providers in San Francisco has been growing, however all of them saw slight decreases in ridership in 2019, as shown in Figure O-10.

Transport Network Companies (TNCs) and Congestion

In 2018, the SFCTA released a follow up report to TNCs Today, TNCs & Congestion, that identified the extent to which TNCs contributed to increased roadway congestion in San Francisco between 2010 and 2016, relative to other potential contributing factors including employment growth, population growth, and changes to the transportation system. The findings indicated that, when compared to employment and population growth and network capacity shifts (such as for a bus or bicycle lane), TNCs accounted for approximately 50% of the change in congestion in San Francisco between 2010 and 2016, as indicated by three congestion measures: vehicle hours of delay, vehicle miles travelled, and average speeds (Figure O-11). Employment and population growth—encompassing citywide non-TNC driving activity by residents, local and regional workers, and visitors—are primarily responsible for the remainder of the change in congestion.

Figure O-9: Vehicle Miles Traveled

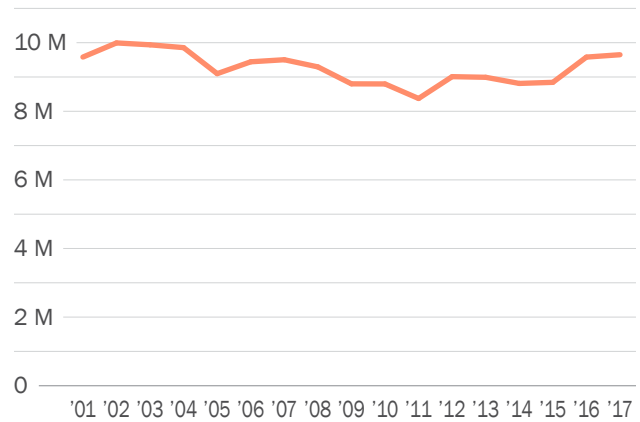


Figure O-10: Average Daily Passengers by Transit Operator

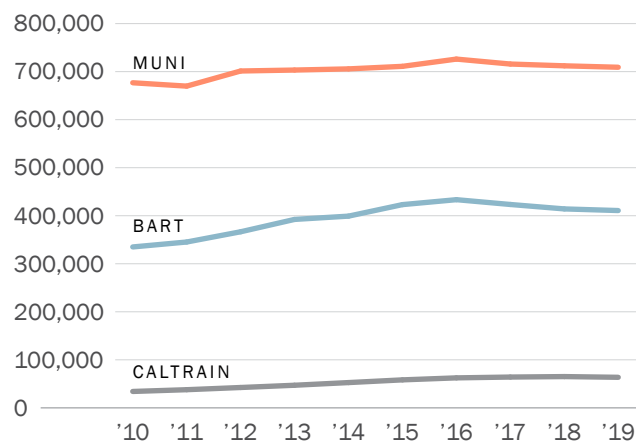
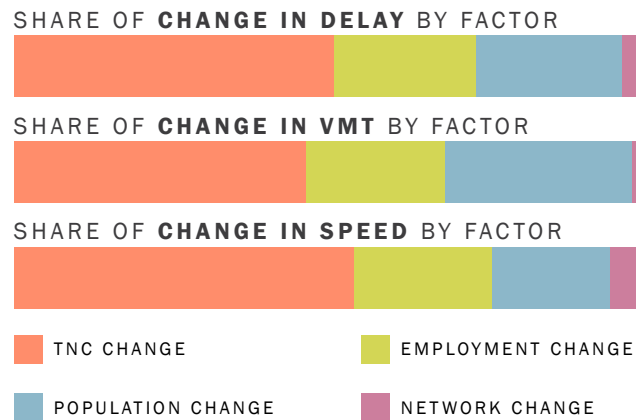


Figure O-11: TNCs & Congestion



What are we doing to manage congestion?

MANAGING DEMAND FOR TRAVEL

San Francisco has a robust set of travel demand management (TDM) programs, policies, and requirements designed to enable and encourage people to make trips by transit, walking, and biking and to smooth vehicle circulation. These include a focus on new development as well as on managing congestion in existing neighborhoods and built up areas:

- Coordinating transportation aspects of area plans, development agreements, and other requirements on new development, including:
 - Central SoMa Land Use Plan
 - Central Waterfront development projects
 - Treasure Island, Hunter's Point /Shipyard, Schlage Lock, Parkmerced
 - Transportation Sustainability Program
- Policies and programs to manage trips in existing neighborhoods and built-up areas, including:
 - Commuter Benefits Ordinance and Emergency Ride Home Program
 - SFMTA Commuter Shuttle Policy
 - SFMTA Carsharing Policy
 - Parking Management
 - SF Moves Neighborhood TDM Outreach Pilot Project
 - Travel Demand Management Ordinance
 - Bayview Moves Pilot Project
 - Downtown Congestion Pricing Study
 - Traffic Congestion Mitigation Tax

Furthermore, San Francisco is encouraging efficient land use planning by supporting development at higher densities in areas that are mixed-use (closer to jobs and retail) and are well served by transit. Plan Bay Area, the region's Sustainable Communities Strategy, identifies Priority Development Areas (PDAs) where densities and transit levels can more readily support transit-oriented development. The City is in the process of requesting that the Metropolitan Transportation Commission (MTC) designate additional PDAs as part of the ongoing update to Plan Bay Area. The Transportation Authority prepared a Transportation Investment and Growth Strategy, which describes how San Francisco will support PDAs through transportation investment. The city's use of Metropolitan

Transportation Commission PDA planning funds is supporting the following planning efforts and studies in line with the Transportation Investment and Growth Strategy:

- PDA Planning Projects
 - Rail Storage Alternatives Analysis and I-280 Boulevard Feasibility Study
 - Embarcadero Multimodal Design
 - Bayshore Multimodal Facility Location Study
 - M-Oceanview Realignment
 - Ocean Avenue Streetscape Plan
 - Market/Noe Streetscape Design
 - Balboa Reservoir TDM

PLANNING PROJECTS

Connect SF, a long-range effort to define the desired and achievable transportation future for San Francisco, was launched in 2016 as a partnership between the Transportation Authority, the SFMTA, and San Francisco Planning. The effort will produce a roadmap to arrive at that future, and will include a major update to the San Francisco Transportation Plan (SFTP), which was adopted in 2013, with a minor update in 2017. The ConnectSF process is currently developing future transportation infrastructure investment concepts for transit (Transit Corridor Study) and streets and freeways (Streets and Freeways Study), including active transportation. The Transportation Authority is also coordinating with numerous local, regional state and Federal agencies and with the private sector to address congestion. Key initiatives include:

- Downtown Congestion Pricing Study
 - Vision Zero Program
 - New Transbay Rail Crossing
 - US 101/Interstate 280 Carpool and Express Lanes project (managed lanes/carpool lane equity analysis, environmental review and design)
 - Transportation Sustainability Program (including the Transportation Sustainability Fee and the Travel Demand Management Ordinance)
 - Van Ness, Geary, and Geneva/Harney Bus Rapid Transit
 - Better Market Street
 - Treasure Island Mobility Management Program
 - Neighborhood Transportation Improvement Program (planning and capital improvement grants)
 - Emerging Mobility and School Transportation sector studies
-

FUNDING AND DELIVERING PROJECTS

The Transportation Authority is addressing near- and long-term transportation needs for San Francisco by funding projects and programs – mainly capital infrastructure, through grant programs such as the Proposition K transportation sales tax, Proposition AA vehicle registration fee and Transportation Fund for Clean Air programs, as well as coordinating with other local and regional agencies to apply for State and Federal funding to match local investments. Below are a few signature projects supported with funds from the Transportation Authority.

- Muni New and Renovated Vehicles
- Central Subway
- Caltrain Extension to the new Transbay Transit Center
- Peninsula Corridor Electrification Project

In its role as Congestion Management Agency, the Transportation Authority has programmed One Bay Area Grant (OBAG), Regional Transportation Improvement Program, and SF Lifeline Transportation Program funds to projects including:

- Better Market Street
- Embarcadero Station: New Northside Platform Elevator and Faregates
- Geary Bus Rapid Transit Phase 1
- Safe Routes to School capital and non-infrastructure
- Communications-Based Train Control
- BART Station Elevator Attendants

The Transportation Authority is also overseeing and leading the delivery of key projects, many of which support infill transit-oriented development, including serving as co-sponsor or lead agency for the construction of:

- Projects such as the Yerba Buena Island I-80 Interchange Improvement Project.



Memorandum

AGENDA ITEM 7

DATE: November 13, 2019
TO: Transportation Authority Board
FROM: Joe Castiglione - Deputy Director for Technology, Data & Analysis
SUBJECT: 12/10/19 Board Meeting: Approve the 2019 San Francisco Congestion Management Program

<p>RECOMMENDATION <input type="checkbox"/> Information <input type="checkbox"/> Action</p> <p>Approve the 2019 San Francisco Congestion Management Program (CMP).</p> <p>SUMMARY</p> <p>As the Congestion Management Agency (CMA) for San Francisco, the Transportation Authority is responsible for developing and adopting a CMP for San Francisco on a biennial basis. The CMP is the principal policy and technical document that guides the Transportation Authority's CMA activities and demonstrates conformity with state congestion management law. The 2019 CMP incorporates several substantive updates, including 2019 system performance monitoring results; the updated CMP Capital Improvement Program (CIP); updates on initiatives to manage demand through pricing, incentives, and other strategies; Transportation Authority and City efforts to integrate land use and transportation planning in key locations; and other significant policy and planning progress since 2019.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input checked="" 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

BACKGROUND.

The inaugural CMP was adopted in 1991, and the Transportation Authority Board has approved subsequent updates on a biennial basis. The CMP is the principal policy and technical document that guides the Transportation Authority's CMA activities. Through the CMP, the Transportation Authority also monitors the City's conformity with CMP



requirements, per state congestion management law. Conformance with the CMP is a requirement for the City to receive state fuel tax subventions and for the City's transportation projects to qualify for state and federal funding.

State congestion management statutes aim to tie transportation project funding decisions to measurable improvement in mobility and access, while considering the impacts of land use decisions on local and regional transportation systems. CMPs also help to implement, at the local level, transportation measures that improve regional air quality.

The original CMP laws were enacted in 1989. Since then, multiple legislative actions have amended the CMP requirements. For instance, Senate Bill (SB) 1636 (Figueroa), passed in 2002, granted local jurisdictions the authority to designate Infill Opportunity Zones (IOZs) in areas meeting certain requirements. Within a designated IOZ, the CMA is not required to maintain traffic conditions to the adopted automobile level of service (LOS) standard. Most recently, SB 743 (Steiner) modified the criteria for local jurisdictions to designate IOZs and eliminated the previous December 2009 deadline to do so. The San Francisco IOZ, covering most of San Francisco based on transit frequency and land use criteria, was adopted by the Board of Supervisors in December 2009, but additional areas may now qualify for designation under the new legislation.

CMP Elements.

The CMP has several required elements, including:

- A designated congestion management network and biennial monitoring of automobile LOS on this network;
- Assessment of multimodal system performance, including transit measures;
- A land use impact analysis methodology for estimating the transportation impacts of land use changes; and
- A multimodal CIP.

The CMP also contains the Transportation Authority's technical and policy guidelines for implementing CMP requirements, including deficiency plans, travel demand forecasting, and transportation fund programming.

2019 CMP Update.

The 2019 CMP is a substantive update, reflecting new data collection, activities related to important policy developments at various levels, and significant planning progress since 2017. Key updates include the following:

- **Roadway Level-Of-Service (LOS) Results:** The Transportation Authority, through its consultant team the University of Kentucky, conducted roadway LOS monitoring on the CMP network during the spring of 2019. Combined average weekday speeds over all CMP segments in the morning and evening peak periods for 2017 and 2019 are shown in Figure 1. Average arterial travel speeds have decreased 5% from 14.0 miles per hour (mph) to 13.3 mph in the AM peak and also decreased 5% from 12.8 mph to 12.2 mph in the PM peak. In the AM peak, the average travel speed on freeways remained



essentially flat, decreasing by 1% from 31.8 mph to 31.5 mph in the AM peak. In the PM peak, the average travel speed for freeways remained decreased slightly by 3% from 24.4 mph to 23.6 mph. The overall declines in speeds between 2017 and 2019 indicate a continuing trend of modest degradation of roadway performance that was observed between 2015 and 2017. These declines were smaller in magnitude than the declines between 2013 and 2015, which are documented in the 2015 CMP report.

Facility Type	Spring 2017	Spring 2019
Arterial AM	14.0 mph	13.3 mph
Arterial PM	12.8 mph	12.2 mph
Freeway AM	31.8 mph	31.5 mph
Freeway PM	24.4 mph	23.6 mph

- **Transit Performance:** Average Muni bus speeds on the CMP network increased between 2017 and 2019, reversing the trend of declines in transit speeds that was observed in between 2011 and 2017. As a result, transit continues to become more competitive with driving, as indicated by drop in the ratio of auto speed to transit speed in AM peak from an average of 1.67 in 2017 to 1.58 in 2019.
- The Transportation Authority performed an analysis of Muni bus speeds using data provided by the San Francisco Municipal Transportation Agency from on-vehicle Automatic Passenger Counters. Average bus speeds on the CMP network during the 2019 monitoring period were 8.44 mph in the AM peak period and 7.60 mph in the PM peak. Compared to the last monitoring cycle in 2017, speeds increased by approximately four percent in both the AM peak and the PM peak periods.
- Transit speed variability is measured in terms of what percent of the average transit speed is the standard deviation. An increase in this measure implies increased variability in transit speeds and hence decreased reliability. Over the current monitoring period, transit speed variability worsened over the past few years and in 2019, the variability in both the AM peak and PM peak periods was 21%, which represents increases from 16% and 18%, respectively, during these periods.
- **Transit to Automobile Travel Time Ratio:** In order to assess the competitiveness of transit with driving, the ratio of auto to transit speeds is calculated by comparing auto to transit speeds on the portions of the CMP network for which Muni data was available. In the current period, transit speeds continued the trend of improving relative to auto



speeds between 2017 and 2019, with the average auto/transit speed ratio improving from 1.67 to 1.58 in the AM peak, and from 1.66 to 1.60 in the PM peak.

- **Transportation Demand Management (TDM):** The TDM Element has been updated to include the city's efforts to implement TDM programs for new developments, through area plans, developer agreements, and planning code requirements. . The Planning Department refined TDM Ordinance program standards in June 2018 to clarify and strengthen the TDM program based on experience from the first year of implementation. In July 2019, the SFCTA completed the Lombard Crooked Street Reservation and Pricing System Study, The Transportation Authority also completed the 2018 District 10 Mobility Management Study to identify a set of non-infrastructure strategies to reduce vehicle miles of travel in the district. The Transportation Authority has also initiated the San Francisco Downtown Congestion Pricing Study and continues to develop an Emerging Mobility Strategy and to develop new emerging mobility pilot programs.
- **Land Use Impacts Analysis Program:** This chapter documents updates to the Regional Growth Framework, including updated criteria for Priority Development Areas (PDAs) and Priority Conservation Areas (PCAs), and a new Priority Production Area (PPA) pilot program. San Francisco and other jurisdictions are working with MTC to identify new PDA and PCA designations as part of the ongoing update to Plan Bay Area, and to promote development within PDAs in the Bay Area. These efforts include discussions of neighborhood- and community-level transportation planning through the Prop K-funded Neighborhood Transportation Improvement Program and the Metropolitan Transportation Commission's (MTC's) Community Based Transportation Planning program. Finally, the chapter provides updates to Transportation Authority's coordination efforts with other City agencies to develop consistent measures for assessing land use impacts on transportation.
- **CIP:** The CMP must contain a seven-year CIP that identifies investments that maintain or improve transportation system performance. The CMP's CIP is amended concurrently with relevant Transportation Authority Board programming actions. Thus, the 2019 CMP reflects program updates since adoption of the 2017 CMP, most notably 2018 and 2019 Transportation Fund for Clean Air county programs, Lifeline Transportation Program Cycle 5, OBAG Cycle 2, and the 2017 Prop AA Strategic Plan. Also, as required by state law, the CMP confirms San Francisco's project priorities for the Regional Transportation Improvement Program, which is adopted by MTC for submission to the state.
- Over the next two years, the Transportation Authority will continue to coordinate transportation investments and support all aspects of project delivery across multiple agencies and programs, from smaller neighborhood pedestrian, bicycle and traffic calming projects to major projects including the Presidio Parkway, the Transbay Transit Center and Caltrain Downtown Extension, Caltrain Electrification, the Central Subway, and proposed bus rapid transit improvements on Van Ness Avenue and Geary Boulevard.



- **Modeling:** State law requires CMAs to develop, maintain, and utilize a computer model to analyze transportation system performance, assess land use impacts on transportation networks, and evaluate potential transportation investments and policies. The Transportation Authority's activity-based travel demand model, SF-CHAMP, has been updated since 2017, and model enhancements are discussed in the 2019 CMP, along with required documentation of consistency with MTC modeling practices.

FINANCIAL IMPACT

The recommended action would not have an impact on the adopted Fiscal Year 2019/20 budget.

CAC POSITION

The CAC was briefed on this item at its November 20, 2019 meeting and unanimously adopted a motion of support for the staff recommendation.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Draft CMP Executive Summary
- Enclosure A - Draft 2019 San Francisco Congestion Management Program
- Enclosure B - CMP Technical Appendices



MOTION ACCEPTING THE SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY'S
AUDIT REPORT FOR THE FISCAL YEAR ENDED JUNE 30, 2019

Pursuant to the annual audit requirements in its Fiscal Policy, the San Francisco County Transportation Authority hereby accepts the audit report for the fiscal year ended June 30, 2019.

Enclosure:

1. Audit Report for the Year Ended June 30, 2019



Memorandum

AGENDA ITEM 8

DATE: November 27, 2019

TO: Transportation Authority Board

FROM: Cynthia Fong - Deputy Director for Finance and Administration

SUBJECT: 12/10/2019 Board Meeting: Accept the Audit Report for the Fiscal Year Ended June 30, 2019

RECOMMENDATION Information Action

Accept the audit report for the fiscal year ended June 30, 2019

SUMMARY

The Transportation Authority's financial records are required to be audited annually by an independent, certified public accountant. The Comprehensive Annual Financial Reporting (Audit Report) for the year ended June 30, 2019, was conducted in accordance with generally accepted auditing standards by the independent, certified public accounting firm of Eide Bailly LLP (formally Vavrinek, Trine, Day & Co., LLP). Since more than \$750,000 in federal grants were expended during the year, a single audit (compliance audit) was also performed on the I-80/Yerba Buena Island Interchange Improvement and Bridge Structures Project. The Transportation Authority received all unmodified (also known as a clean opinion/unqualified opinion) audit opinions from Eide Bailly, with no findings or recommendations for improvements. A representative from Eide Bailly will present the audit report and answer any questions at the Board meeting.

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

BACKGROUND.

Under its Fiscal Policy (Resolution 18-07), the Transportation Authority's financial records are to be audited annually by an independent, certified public accounting firm. The audits for the fiscal year ended June 30, 2019, were conducted in accordance with generally accepted auditing standards, the standards applicable to financial audits contained in the Government



Auditing Standards, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). The Audit Report contains formal opinions, or disclaimers thereof, issued by an independent, certified public accounting firm as a result of an external audit performed on an agency. An unmodified opinion (also known as a clean opinion/unqualified opinion) is the best type of report an agency may receive from an external audit and represents that the agency complied with direct and material regulatory requirements or that the agency's financial condition, position, and operations in all material respects were fairly presented.

DISCUSSION.

The Audit Report includes an introductory section, the overall basic financial statements, a management discussion and analysis of the Transportation Authority's financial performance during that fiscal year, footnotes, required supplemental information, and other supplementary information, which include the results from the single audit of federal awards, statistical section, and compliance section.

We are pleased to note that Eide Bailly issued all unmodified opinions and had no findings or recommendations for improvements. The Transportation Authority recognized all significant transactions in the financial statements in the proper period and received no adjustments to any estimates made in the financial statements. For the annual fiscal audit, Eide Bailly has issued an opinion stating that the financial statements present fairly, in all material respects, the financial position of the Transportation Authority. Since more than \$750,000 in federal grants was expended during the year, a single audit was performed on the I-80/Yerba Buena Island Interchange Improvement and Bridge Structures Project. For the single audit, Eide Bailly has issued an opinion, stating that the Transportation Authority complied in all material respects with the compliance requirements that could have a direct and material effect on the federal funds audited. The full audit report and separate report containing other required communications to the Board are enclosed.

FINANCIAL IMPACT

Expenditures did not exceed the amounts approved in the agency-wide amended Fiscal Year 2018/19 budget. Budgeted expenditures that were not expended in FY 2018/19 will be included in the FY 2019/20 mid-year amendment.

SUPPLEMENTAL MATERIALS

Attachment 1 - Separate Report Containing Other Required Communications to the Board

Enclosure 1 - Comprehensive Annual Financial Report for the Year Ended June 30, 2019



December 3, 2019

The Board of Commissioners
San Francisco County Transportation Authority
San Francisco, California

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the San Francisco County Transportation Authority (Transportation Authority) a component unit of the City and County of San Francisco, California, for the year ended June 30, 2019.

Our Responsibility in Relation to the Financial Statement Audit under Generally Accepted Auditing Standards and *Government Auditing Standards* and our Compliance Audit under the Uniform Guidance

As communicated in our letter dated June 7, 2019, our responsibility, as described by professional standards, is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America and to express an opinion on whether the Transportation Authority complied with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of the Transportation Authority's major federal programs. Our audit of the financial statements and major program compliance does not relieve you or management of its respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of the Transportation Authority solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

Our responsibility, as prescribed by professional standards as it relates to the audit of the Transportation Authority major federal program compliance, is to express an opinion on the compliance for each of the Transportation Authority major federal programs based on our audit of the types of compliance requirements referred to above. An audit of major program compliance includes consideration of internal control over compliance with the types of compliance requirements referred to above as a basis for designing audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, as a part of our major program compliance audit, we considered internal control over compliance for these purposes and not to provide any assurance on the effectiveness of the Transportation Authority's internal control over compliance.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

We have provided our comments regarding internal controls during our audit in our Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards* dated December 3, 2019. We have also provided our comments regarding compliance with the types of compliance requirements referred to above and internal controls over compliance during our audit in our Independent Auditor's Report on Compliance with Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance dated December 3, 2019.

Planned Scope and Timing of the Audit

We conducted our audit consistent with the planned scope and timing we previously communicated to you.

Compliance with All Ethics Requirements Regarding Independence

The engagement team, others in our firm, as appropriate, our firm, and other firms utilized in the engagement, if applicable, have complied with all relevant ethical requirements regarding independence.

Qualitative Aspects of the Entity's Significant Accounting Practices

Significant Accounting Policies

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by the Transportation Authority is included in Note 2 to the financial statements. There have been no initial selection of accounting policies and no changes in significant accounting policies or their application during the year. No matters have come to our attention that would require us, under professional standards, to inform you about (1) the methods used to account for significant unusual transactions and (2) the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Significant Accounting Estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgments. Those judgments are normally based on knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments.

The most sensitive accounting estimates affecting the financial statements are related to the Transportation Authority's net pension liabilities, net other postemployment benefits liability (OPEB) and related deferred inflows of resources, deferred outflows of resources.

Management's estimate of the net pension, net OPEB liabilities and related deferrals is based on actuarial valuations performed by management specialists. We evaluated the key factors and assumptions used to develop these liabilities and determined that they were reasonable in relation to the basic financial statements taken as a whole.

Financial Statement Disclosures

Certain financial statement disclosures involve significant judgment and are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the Transportation Authority's financial statements relate to:

The Transportation Authority's disclosure of the net pension, net OPEB liabilities and related deferred inflows of resources and deferred outflows of resources required by the Transportation Authority's reporting of the related information, are particularly sensitive. As disclosed in the notes, a 1% increase or decrease in the rates has a material effect on the Transportation Authority's net pension liability.

Significant Difficulties Encountered during the Audit

We encountered no significant difficulties in dealing with management relating to the performance of the audit.

Uncorrected and Corrected Misstatements

For purposes of this communication, professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management. Further, professional standards require us to also communicate the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole. There were no corrected or uncorrected misstatements noted.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to the financial statements or the auditor's report. No such disagreements arose during the course of the audit.

Representations Requested from Management

We have requested certain written representations from management which are included in the management representation letter dated December 3, 2019.

Management's Consultations with Other Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

Other Significant Matters, Findings, or Issues

In the normal course of our professional association with the Transportation Authority, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, operating conditions affecting the entity, and operating plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as the Transportation Authority's auditors.

This report is intended solely for the information and use of the governing board, and management of the Transportation Authority and is not intended to be, and should not be, used by anyone other than these specified parties.

A handwritten signature in cursive script that reads "Eide Bailly LLP".

Palo Alto, California

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RESOLUTION APPROVING THE REVISED DEBT POLICY AND RATIFYING THE INVESTMENT POLICY

WHEREAS, The Transportation Authority develops and implements policies and procedures to organize and formalize agency activities, and to ensure compliance with current statutes and Transportation Authority objectives; and

WHEREAS, The Transportation Authority reviews its Debt and Investment policies annually; and

WHEREAS, The Debt Policy's purpose is to organize and formalize debt issuance-related policies and procedures; and

WHEREAS, The Investment Policy reflects the requirements in state and federal law regarding the administration of investments by public agencies, and establishes rules for the investment of all funds directly administered by the Transportation Authority; and

WHEREAS, With assistance and guidance from the Transportation Authority's financial advisors and legal counsel, staff has proposed revisions to the aforementioned policies to conform to applicable law and keep consistent with state and local government codes; and

RESOLVED, That the Transportation Authority hereby adopts the Debt Policy as presented in Attachment 1; and be it further

RESOLVED, That the Transportation Authority hereby ratifies the Investment Policy as presented in Attachment 2; and be it further

RESOLVED, That the Executive Director is hereby authorized to communicate the policies to all relevant parties.

Attachment:

1. Proposed Debt Policy
2. Investment Policy



DEBT POLICY

I. INTRODUCTION

The purpose of this Policy is to organize and formalize debt issuance-related policies and procedures for the San Francisco County Transportation Authority (Transportation Authority) and to establish a systematic debt policy (Debt Policy). The Debt Policy is, in every case, subject to and limited by applicable provisions of state and federal law and to prudent debt management principles.

II. DEBT POLICY OBJECTIVE

The primary objectives of the Transportation Authority's debt and financing related activities are to

- Maintain cost-effective access to the capital markets and other financing alternatives through prudent yet flexible policies;
- Moderate debt principal and debt service payments through effective planning and project cash management in coordination with Transportation Authority project sponsors; and
- Achieve the highest practical credit ratings that also allow the Transportation Authority to meet its objectives.

III. SCOPE AND DELEGATION OF AUTHORITY

This Debt Policy shall govern, except as otherwise covered by the Transportation Authority's adopted Investment Policy and the Transportation Authority's adopted Fiscal Policy, the issuance and management of all debt funded through the capital markets, including the selection and management of related financial and advisory services and products.

This Policy shall be reviewed and updated at least annually and more frequently as required. Any changes to the policy are subject to approval by the Transportation Authority Board of Commissioners (Board) at a legally noticed and conducted public meeting. Overall policy direction of this Debt Policy shall be provided by the Board. Responsibility for implementation of the Debt Policy, and day-to-day responsibility and authority for structuring, implementing, and managing the Transportation Authority's debt and finance program shall lie with the Executive Director. The Board's adoption of the Annual Budget does not constitute authorization for debt issuance for any capital projects. This Debt Policy requires that the Board specifically authorize each debt financing. Each financing shall be presented to the Board in the context of and consistent with the Annual Budget.

While adherence to this Policy is required in applicable circumstances, the Transportation Authority recognizes that changes in the capital markets, agency programs and other unforeseen circumstances may from time to time produce situations that are not covered by the Policy and require modifications or exceptions to achieve policy goals. In these cases, management flexibility is appropriate, provided specific authorization from the Board is obtained.

IV. ETHICS AND CONFLICTS OF INTEREST

Officers, employees or agents of the Transportation Authority involved in the debt management program will not engage in any personal business activities or investments that would conflict with proper and lawful execution of the debt management program, or which could impair their ability to make impartial decisions.

V. SOURCE OF SECURITY FOR DEBT FINANCING

Beginning in April of 1990, the State of California Board of Equalization (Equalization (now the California Department of Tax and Fee Administration)(BOE) started collecting the sales tax revenues for the Transportation Authority as set forth in the San Francisco County Transportation Expenditure Plan (Prop B Expenditure Plan) for a period not to exceed twenty years. In November 2003, San Francisco voters approved the Proposition K Sales Tax (Prop K) a new 30-year Expenditure Plan (Expenditure Plan) that superseded Prop B and continued the one-half of one percent sales tax. The Transportation Authority's

current debt obligations are secured by the sales tax revenues generated from the Transportation Authority's one-half cent (0.5%) sales tax collections in the City and County of San Francisco. The sales tax is currently set to expire on March 31, 2034.

VI. STRATEGIC PLAN INTEGRATION

The Transportation Authority's multi-year Strategic Plan, which programs the Expenditure Plan, shall be used in combination with this Debt Policy and the Fiscal Policy to ensure proper allocation and financing of Prop K eligible projects. The Strategic Plan sets priorities and strategies for allocating Prop K funds under its guiding principles, while the Debt Policy provides policy direction and limitations for proposed financing and the Fiscal Policy provides guidance on decisions pertaining to internal fiscal management. Debt issuance for capital projects shall not be recommended for Board approval unless such issuance has been incorporated into the Strategic Plan.

VII. STANDARDS FOR USE OF DEBT FINANCING

The Transportation Authority's debt management program will promote debt issuance only in those cases where public policy, equity and economic efficiency favor debt over cash (pay-as-you-go) financing.

A. Credit Quality.

Credit quality is an important consideration and will be balanced with the Transportation Authority's objectives and the associated size, structure and frequency of issuances of debt. All Transportation Authority debt management activities for new debt issuances will be conducted in a manner conducive to receiving the highest credit ratings possible consistent with the Transportation Authority's debt management objectives, and to maintaining or improving the current credit ratings assigned to the Transportation Authority's outstanding debt by the major credit rating agencies.

B. Long-Term Capital Projects.

The Transportation Authority will issue long-term debt only to finance and refinance long-term capital projects. When the Transportation Authority finances capital projects by issuing bonds, the average principal amortization should not exceed 120% of the weighted average useful life of the project being financed or refinanced if the bonds are intended to be federally tax-exempt and the debt repayment period should not exceed the earliest of the following: (1) the sunset date of the current Expenditure Plan or (2) forty (40) years from the date of issuance. Inherent in its long-term debt policies, the Transportation Authority recognizes that future taxpayers will benefit from the capital investment and that it is appropriate that they pay a share of the asset cost. Long-term debt financing shall not be used to fund operating costs unless such costs qualify as capital expenditures under federal tax principles.

C. Debt Financing Mechanism.

The Transportation Authority will evaluate the use of available financial alternatives including, but not limited to, tax-exempt and taxable debt, long-term debt (both fixed and variable rate), short-term debt, commercial paper, lines of credit, sales tax revenue and grant anticipation notes, private placement and inter-fund borrowing. The Transportation Authority will utilize the most advantageous financing alternative that effectively balances the cost of the financing with the risk of the financing structure to the Transportation Authority.

D. Ongoing Debt Administration and Internal Controls.

The Transportation Authority shall maintain all debt-related records for a period of not less than the term of the debt plus three years. At a minimum, this repository will include all official statements, bid documents, ordinances, indentures, trustee reports, continuing disclosure reports, material events notices, tax certificates, information regarding the investment of and project costs paid with bond proceeds, underwriter and other agreements, etc. for all Transportation Authority debt. To the



extent that official transcripts incorporate these documents, possession of a transcript will suffice (transcripts may be hard copy or stored on CD-ROM). The Transportation Authority developed a standard procedure for archiving transcripts for any new debt. The Transportation Authority developed procedures and controls that will be reviewed periodically. The Transportation Authority has established internal controls to ensure compliance with the Debt Policy, all debt covenants and any applicable requirements of applicable law.

E. Tax Law Compliance, Rebate Policy and System.

Debt issued by the Transportation Authority, the interest on which is intended to be federally tax-exempt, is subject to requirements and limitations in order that such debt qualifies for tax-exemption initially at issuance qualify for tax-exemption and remains tax-exempt on an ongoing basis until such debt is fully repaid ~~in order that such debt remain tax-exempt~~. Failure to comply with such requirements and limitations could cause an issue of the Transportation Authority's debt to be determined to fail to qualify for tax-exemption, retroactive to the date of issuance. The Transportation Authority designates the Executive Director, and his or her designee, to periodically undertake procedures to confirm compliance with such requirements and limitations. In furtherance thereof, the Executive Director, and his or her designee, will consult with the Transportation Authority's bond counsel or others as deemed necessary regarding such periodic procedures or in the event that it is discovered that noncompliance has or may have occurred.

In addition, in furtherance of the above, the Transportation Authority will accurately account for all interest earnings in debt-related funds. These records will be designed to ensure that the Transportation Authority is in compliance with all debt covenants, including covenants related to the preservation of the tax-exempt status of debt issued on such basis, and with all applicable laws. The Transportation Authority will maximize the interest earnings on all funds within the investment parameters set forth in each respective indenture, consistent with consideration of applicable yield limits and arbitrage requirements and as permitted by the Investment Policy. The Transportation Authority will develop a system of reporting interest earnings that relates to and complies with any tax certificate(s) relating to its outstanding debt and Internal Revenue Code rebate, yield limits and arbitrage rules, and of making any required filings with State and Federal agencies. The Transportation Authority will retain records as required by its tax certificate(s). The Transportation Authority shall have the authority to retain the services of an Arbitrage Rebate Consultant.

VIII. FINANCING CRITERIA

A. Purpose of Debt.

When the Transportation Authority determines the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

1. **NEW MONEY FINANCING.**

New money issues are financings that generate funding for capital projects. Eligible capital projects for allocation of Transportation Authority funds include the acquisition, construction or major rehabilitation of capital assets. In accordance with the philosophy of the Debt Policy, long-term debt proceeds generally may not be used for operating expenses. Capital project funding requirements are outlined in the annual budget, the Strategic Plan and the Expenditure Plan.

2. **REFUNDING FINANCING.**

Refunding debt is issued to retire all or a portion of an outstanding bond issue or other debt. Refunding issuances can be used to achieve present-value savings on debt service, to modify interest rate risk, or to restructure the payment schedule, type of debt instrument used, or covenants of existing debt. The Transportation Authority must analyze each refunding issue on a present-value basis to identify economic effects before approval. Policies on the administration of refunding financings are detailed further in Section X: Refinancing Outstanding Debt.

B. Types of Debt.

When the Transportation Authority determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

1. LONG-TERM DEBT.

The Transportation Authority may issue long-term debt (e.g. fixed or variable rate revenue bonds) when funding allocations cannot be financed from current revenues. The proceeds derived from long-term borrowing will not be used to finance current operations or normal maintenance. Long-term debt will be structured such that average principal amortization does not exceed 120% of the weighted average useful life of the project being financed or refinanced if the bonds are intended to be federally tax-exempt and the debt repayment period does not exceed the earlier of the following: (a) the sunset date of the current Expenditure Plan and (b) forty (40) years from the date of issuance.

Fixed Rate

- a) *Current Coupon Bonds* are bonds that pay interest periodically and principal at maturity. They may be used for both new money and refunding transactions. Bond features may be adjusted to accommodate the market conditions at the time of sale, including changing dollar amounts for principal maturities, offering discount and premium bond pricing, modifying call provisions, utilizing bond insurance, and determining how to fund the debt service reserve fund and costs of issuance.
- b) *Zero Coupon and Capital Appreciation Bonds* pay interest that is compounded and paid only when principal matures. Interest continues to accrue on the unpaid interest, and these types of bonds typically bear interest at rates that are higher than those on current-coupon bonds, therefore representing a more expensive funding option. In the case of zero-coupon bonds, principal paid at maturity is discounted back to the initial investment amount received at issuance. In the case of capital appreciation bonds, interest on the bond accretes until maturity.
- c) *Special Government Obligations (both tax-exempt and taxable)*, such as the Build America Bond program authorized for calendar years 2009 and 2010, or any other type of existing or new municipal security, structure or tax credit authorized by the Federal Government to assist local governments in accessing the capital markets. So long as the program's requirements allow the Transportation Authority to adhere to its Debt Policy, the Transportation Authority will evaluate it along with traditional financing structures in order to determine which is the most appropriate for a particular issuance.
- d) *Transportation Infrastructure Finance Innovation Act (TIFIA) Loan* is a loan provided by the United States Department of Transportation for certain transportation projects of regional importance. The Transportation Authority may elect to apply for a TIFIA loan if it is determined that it is the most cost-effective debt financing option available

Variable Rate

- a) *Variable Rate Demand Bonds (VRDBs)* are long-term bonds with a fixed principal amortization, but the interest rate resets at certain established periods such as daily, weekly, monthly, or such other period as the Transportation Authority deems advisable, given current market conditions. VRDBs often require credit enhancement and third party liquidity in the forms of Letters or Lines of Credit and/or bond insurance. VRDBs generally allow bondholders to "put" their bonds back to the Transportation Authority on any rate reset



date, given certain notice. The Transportation Authority will need to retain an investment bank to remarket bonds that are "put."

- b) *Indexed Notes* are forms of variable rate debt that do not require Letters or Lines of Credit. These forms of variable rate debt have a fixed spread to a certain identified index such as the SIFMA. The rate will reset on a weekly, monthly, or other basis.

2. SHORT-TERM DEBT.

Short-term borrowing may be utilized for the temporary funding of operational cash flow deficits or anticipated revenues, where anticipated revenues are defined as an assured revenue source with the anticipated amount based on conservative estimates. In the case of the Transportation Authority's revolving credit facility or any future commercial paper program or replacement revolving credit facility, short-term borrowings may also be utilized for funding of the Transportation Authority's capital projects. The Transportation Authority will determine and utilize the least costly method for short-term borrowing. The Transportation Authority may issue short-term debt when there is a defined repayment source or amortization of principal, subject to the following policies:

- a) *Commercial Paper Notes* may be issued as an alternative to fixed rate debt, particularly when the timing of funding requirements is uncertain. The Transportation Authority may maintain an ongoing commercial paper program to ensure flexibility and immediate access to capital funding when needed.
- b) *Grant Anticipation Notes (GANs)* are short-term notes that are repaid with the proceeds of State or Federal grants of any type. The Transportation Authority shall generally issue GANs only when there is no other viable source of funding for the project.
- c) *Sales Tax and Revenue Anticipation Notes* shall be issued only to meet sales tax revenue cash flow needs consistent with a finding by bond counsel that that the sizing of the issue fully conforms to Federal tax requirements and limitations for tax-exempt borrowings.
- d) *Letters or Lines of Credit* shall be considered as an alternative to or credit support for other short-term borrowing options. The Transportation Authority presently has a \$140 million revolving credit facility. Amounts can be repaid and reborrowed under the revolving credit facility or another letter or line of credit without further Board action. The average amortization of amounts drawn under the revolving credit facility, letter or line of credit may not exceed 120% of the weighted average useful life of the project being financed or refinanced if the borrowing is intended to be federally tax-exempt and the borrowing must be fully repaid by the earlier of the following: (a) the sunset date of the current Expenditure Plan and (b) forty (40) years from the date of issuance. The repayment of loans under a revolving credit facility or other letter or line of credit is often facilitated by the issuance of long-term bonds or the repaying of principal from cash on hand. If proceeds of long-term bonds are used to repay loans under the revolving credit facility or other letter or line of credit, the amortization and the repayment of the long-term bonds must satisfy the limits set forth above.
- e) *Grant Anticipation Revenue Vehicle Financing (GARVEE)* are bonds issued by the State and enable entities to fund transportation projects that are secured by certain federal grants. The Transportation Authority may consider the issuance of GARVEEs to meet cash flow shortfalls of grant revenues.

3. VARIABLE RATE DEBT.

To maintain a predictable debt service burden, the Transportation Authority may give preference to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is floating or variable rate debt. It may be appropriate to issue short-term or long-term variable rate debt to diversify the Transportation Authority's debt portfolio, reduce interest costs, provide interim funding for capital projects and improve the match of assets to liabilities. Variable rate

debt typically has a lower initial cost of borrowing than fixed rate financing and shorter maturities but carries both interest rate and liquidity risk. Under no circumstances will the Transportation Authority issue variable rate debt solely for the purpose of earning arbitrage. The Transportation Authority, however, may consider variable rate debt in certain instances.

- a) *Variable Rate Debt Capacity.* Except for the existing \$140 million revolving credit facility (to which the following requirements of variable rate debt do not apply) or any replacement facility, the Transportation Authority will maintain a conservative level of outstanding variable rate debt in consideration of general rating agency guidelines recommending a maximum of a 20-30% variable rate exposure, in addition to maintaining adequate safeguards against risk and managing the variable revenue stream both as described below:
- (1) *Adequate Safeguards Against Risk.* Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts; such structures could include, but are not limited to, interest rate swaps, interest rate caps and the matching of assets and liabilities.
 - (2) *Variable Revenue Stream.* The revenue stream for repayment is variable, and is anticipated to move in the same direction as market-generated variable interest rates, or the dedication of revenues allows capacity for variability.
 - (3) *As a Component to Synthetic Fixed Rate Debt.* Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt, subject to other provisions of the Debt Policy regarding Financial Derivative Products.

4. FINANCIAL DERIVATIVE PRODUCTS.

Financial Derivative Products such as interest rate swaps will be considered appropriate in the issuance or management of debt only in instances where it has been demonstrated that the derivative product will either provide a hedge that reduces the risk of fluctuations in expense or revenue, or alternatively where the derivative product will significantly reduce total project cost. Financial Derivative Products shall be considered only: (1) after a thorough evaluation of risks associated therewith, including counterparty credit risk, basis risk, tax risk, termination risk and liquidity risk, (2) after consideration of the potential impact on the Transportation Authority's ability to refinance bonds at a future date and (3) after the Board has adopted separate policy guidelines for the use of interest rate swaps and other Financial Derivative Products. Derivative products will only be utilized with prior approval from the Board.

IX. TERMS AND CONDITIONS OF BONDS

The Transportation Authority shall establish all terms and conditions relating to the issuance of bonds, and will control, manage, and invest all bond proceeds. Unless otherwise authorized by the Transportation Authority, the following shall serve as bond requirements:

A. Term.

All capital improvements financed through the issuance of debt will be financed for a period such that average principal amortization of the debt does not exceed 120% of the weighted average useful life of the project being financed or refinanced, if the bonds are intended to be federally tax-exempt and the debt repayment period does not exceed the earlier of the following: (a) the sunset date of the current Expenditure Plan and (b) forty (40) years from the date of issuance.

B. Capitalized Interest.

The nature of the Transportation Authority's revenue stream is such that funds are generally continuously available, and the use of capitalized interest should not normally be necessary. However, certain types of financings may require the use of capitalized interest from the issuance date until the project sponsor has constructive use of the financed project. Unless otherwise required, including as may be required by statute with respect to the deposit of original issue



premium, the Transportation Authority will avoid the use of capitalized interest to obviate unnecessarily increasing the bond issuance size. Interest shall not be funded (capitalized) beyond three (3) years, unless required by statute with respect to the deposit of original issue premium, or a shorter period if further restricted by statute. The Transportation Authority may require that capitalized interest on the initial series of bonds be funded from the proceeds of the bonds. Interest earnings may, at the Transportation Authority's discretion and, if permitted under applicable federal tax law, be applied to extend the term of capitalized interest but in no event beyond the authorized term.

C. Lien Levels.

Senior, Parity and Subordinate Liens have been established under the Transportation Authority's Indenture governing the Transportation Authority's sales tax revenue bonds. The Transportation Authority may utilize any of these lien levels in a manner that will maximize the most critical constraint, typically either cost or capacity, allowing for the most beneficial use of sales tax revenues securing the series of bonds.

D. Additional Bonds Test.

Any new money senior lien sales tax debt issuance must not cause the Transportation Authority's debt service to be expected to exceed the level at which the incoming sales tax revenues are less than one and three quarters times (1.75x) the maximum annual principal, interest, and debt service for the aggregate outstanding Senior Lien bonds including the debt service for the new issuance, calculated in accordance with the Indenture. This test shall not apply to refunding debt. -The Transportation Authority may by Supplemental Indenture issue or incur Parity Debt and Subordinate Obligations, subject to the limitations set forth in the Indenture, the Act, the Ordinance and other applicable law.

E. Debt Service Structure.

Debt issuance shall be planned to achieve relatively rapid repayment of debt while still matching debt service to the useful life of facilities. The Transportation Authority will amortize its debt within each lien to achieve overall level debt service (though principal may be deferred in the early years of a bond issue to maximize the availability of pay-as-you-go dollars during that time) or may utilize more accelerated repayment schedules after giving consideration to bonding capacity constraints. The Transportation Authority shall avoid the use of bullet or balloon maturities except in those instances where these maturities serve to level existing debt service.

F. Call Provisions.

In general, the Transportation Authority's securities will include a call feature, based on market conventions, which is typically at par no later than ten and one-half (10.5) years from the date of delivery of tax-exempt bonds. In 2018, tax law was amended such that tax-exempt bonds can only be refunded on a tax-exempt basis 90 days before the call date and cannot be advance refunded with tax-exempt bond proceeds. The Transportation Authority may determine that a shorter call or premium feature is appropriate based on market dynamics and/or the desire for increased future optionality.

G. Original Issue Discount.

An original issue discount or original issue premium applicable to a particular maturity of any series of Transportation Authority bonds will be permitted only if the Transportation Authority determines that such discount or premium results in a lower true interest cost on the such series of bonds and that the use of an original issue discount or original issue premium will not adversely affect the project identified by the bond documents.



H. Deep Discount Bonds.

Deep discount bonds may provide a lower cost of borrowing in certain markets though they may also limit opportunities to refinance at lower rates in the future. The Transportation Authority will carefully consider their value and the effect on any future refinancings as a result of the lower-than-market coupon.

I. Derivative Products.

The Transportation Authority will consider the use of derivative products only in instances where it has been demonstrated that the derivative product will either provide a hedge that reduces risk of fluctuations in expense or revenue, or alternatively, where the derivative product will reduce the total project cost. If interest rate swaps are considered, the Transportation Authority shall develop and maintain an Interest Rate Swap Policy governing the use and terms of these derivative products. For derivatives other than interest rate swaps, the Transportation Authority will undertake an analysis of early termination costs and other conditional terms given certain financing and marketing assumptions. Such analysis will document the risks and benefits associated with the use of a particular derivative product. Derivative products will only be utilized with prior approval from the Board.

J. Multiple Series.

In instances where multiple series of bonds are to be issued, the Transportation Authority shall make a final determination as to which allocations are of the highest priority. Projects chosen for priority financing, based on funding availability and proposed timing, will generally be subject to the earliest or most senior of the bond series.

X. CREDIT ENHANCEMENTS

The Transportation Authority will consider the use of credit enhancement on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when a clearly demonstrable savings or positive impact on overall debt capacity can be shown shall enhancement be considered. The Transportation Authority will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancement.

A. Bond Insurance.

The Transportation Authority shall have the authority to purchase bond insurance when such purchase is deemed prudent and advantageous. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest expense on insured bonds versus uninsured bonds.

B. Debt Service Reserves.

When required, a reserve fund equal to not more than the least of ten percent (10%) of the original principal amount of the bonds, maximum annual debt service or one-hundred-and-twenty-five (125%) percent of average annual debt service (Reserve Requirement) shall be funded from the proceeds of each series of bonds, subject to Federal tax regulations and in accordance with the requirements of credit enhancement providers, and rating agencies and with investors' requirements.

The Transportation Authority shall have the authority to purchase reserve equivalents (i.e., the use of a reserve fund surety) when such purchase is deemed prudent and advantageous. Such equivalents shall be evaluated in comparison to cash funding of reserves on a net present value basis.



C. Liquidity Facilities and Letters of Credit.

The Transportation Authority shall have the authority to enter into liquidity facilities and letter-of-credit agreements when such agreements are deemed prudent and advantageous. Only those financial institutions with short-term ratings of not less than VMIG 1/P1, A-1 and F1, by Moody's Investor Services, Standard & Poor's and Fitch Ratings, respectively, and with ratings from at least two of the three aforementioned ratings agencies, may participate in Transportation Authority liquidity facilities and letter of credit agreements.

XI. REFINANCING OUTSTANDING DEBT

The Transportation Authority shall have the responsibility to analyze outstanding bond issues for refunding opportunities that may be presented by underwriting and/or financial advisory firms. The Transportation Authority will consider the following issues when analyzing possible refunding opportunities:

A. Debt Service Savings.

The Transportation Authority has established a minimum present value savings threshold goal of three (3) percent of the refunded bond principal amount, unless there are other compelling reasons for undertaking the refunding. Additionally, the Transportation Authority has established a minimum present value savings threshold goal of five (5) percent of the refunded bond principal amount for refundings involving derivative products such as the issuance of synthetic fixed rate refunding debt service, unless there are other compelling reasons for undertaking the refunding. For this purpose, the present value savings will be net of all costs related to the refinancing. The decision to take savings on an upfront or deferred basis must be explicitly approved by the Board.

B. Restructuring.

The Transportation Authority will refund debt when in its best interest to do so. Refunding purposes will may include, but not limited to: restructuring to meet unanticipated revenue expectations, terminating swaps, achieving cost savings, mitigating irregular debt service payments, releasing reserve funds, ~~or removing~~ unduly restrictive bond covenants, or any combination of purposes beneficial to the Transportation Authority.

C. Term of Refunding Issues.

Except for commercial paper and loans under a line of credit (including the current revolving credit facility), the Transportation Authority generally will refund bonds without extending the maturity beyond that of the originally issued debt. However, the Transportation Authority may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The Transportation Authority may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.

D. Escrow Structuring.

The Transportation Authority shall utilize the least costly securities available in structuring refunding escrows. The Transportation Authority will examine the viability of an economic versus legal defeasance on a net present value basis. A certificate from a third-party agent, who is not a broker-dealer, is required stating that the securities were procured through an arms-length, competitive bid process (in the case of open market securities), that such securities were more cost effective than State and Local Government Obligations (SLGS) (this is required only if SLGS are then available for purchase), and that the price paid for the securities was reasonable within Federal guidelines. Such certificate shall not be required in the case of SLGs purchased directly from the U.S. Treasury. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the Transportation Authority from its own account.

E. Arbitrage.

The Transportation Authority shall take all necessary steps (permitted under Federal tax law when tax-exempt debt is involved) to optimize escrows and to avoid negative arbitrage in its refundings. Any resulting positive arbitrage will be rebated as necessary according to Federal guidelines.

F. Commercial Paper Program, Revolving Credit Facility.

The requirements of this Section XI and of Section VIII.A.2 shall not apply to or restrict the issuance of commercial paper notes for the purpose of refunding maturing commercial paper notes, or of borrowing under a revolving credit facility for the purpose of repaying prior loans under the facility or under a prior facility, nor shall this Section XI or Section VIII.A.2 apply to long-term refinancing of commercial paper or of loans under a revolving credit facility, subject to limitations otherwise contained in this policy.

XII. METHODS OF ISSUANCE

The Transportation Authority will determine, on a case-by-case basis, whether to sell its bonds competitively or through negotiation.

A. Competitive Sale

In a competitive bond sale, the Transportation Authority's bonds shall be awarded to the bidder providing the lowest true interest cost as long as the bid also adheres to the requirements set forth in the official notice of sale. Conditions under which a competitive sale would be preferred are as follows (not all conditions need be present/satisfied):

- a) Bond prices are stable and/or demand is strong
- b) Market timing and interest rate sensitivity are not critical to the pricing
- c) Participation from DBE firms is "best effort" and not required for winning bid;
- d) There are no complex explanations required during marketing regarding issuer's-the Transportation Authority's projects, media coverage, political structure, political support, funding or credit quality;
- e) The bond type and structure are conventional;
- f) Bond insurance is included or pre-qualified (available);
- g) Manageable transaction size;
- h) Issuer-Transportation Authority has strong credit rating(s); and
- i) Issuer-Transportation Authority is well known to investors

B. Negotiated Sale.

The Transportation Authority recognizes that some securities are best sold through negotiation. Conditions under which a negotiated sale would be preferred are as follows (not all conditions need be present/satisfied):

- a) Bond prices are volatile;
- b) Demand is weak, or supply of competing bonds is high;
- c) Market timing is important, such as for refundings;
- d) Issuer-Transportation Authority has lower or weakening credit rating(s);
- e) Issuer-Transportation Authority is not well known to investors;
- f) Sale and marketing of the bonds will require complex explanations about the issuer's Transportation Authority projects, media coverage, political structure, political support, funding, or credit quality;
- g) The bond type and/or structural features are non-standard, such as for a forward delivery bond sale, issuance of variable rate bonds, or where there is the use of derivative products
- h) Bond insurance is not available or not offered;
- i) Early structuring and market participation by underwriters are desired;



- j) The par amount for the transaction is significantly larger than normal;
- k) Demand for the bonds by retail investors is expected to be high; and
- l) Participation from DBE firms is required

C. Private Placement.

From time to time the Transportation Authority may elect to privately place its debt or borrow directly from a bank or other financial institution. Such placement or borrowing shall only be considered if this method is likely to result in a cost savings to the Transportation Authority relative to other methods of debt issuance on a net present value basis, using the Transportation Authority's investment rate as the appropriate measure of the discount rate. For the existing \$140 million revolving credit facility or any replacement facility that is bank purchased, such requirements do not apply.

D. Issuance Method Analysis.

The Transportation Authority shall evaluate each method of issuance based on the factors set forth above.

XIII. MARKET RELATIONSHIPS

A. Rating Agencies.

The Executive Director shall be responsible for maintaining the Transportation Authority's relationships with Moody's Investors Service, Standard & Poor's and Fitch Ratings. The Transportation Authority may, from time-to-time, choose to deal with only one or two of these agencies as circumstances dictate. In addition to general communication, the Executive Director shall: (1) meet with credit analysts prior to each sale (competitive or negotiated) to the extent as advantageous, and (2) prior to each competitive or negotiated sale, offer conference calls or meetings with agency analysts in connection with the planned sale.

B. Investor Outreach.

The Transportation Authority shall participate in informational meetings or conference calls with institutional investors in advance of bond or note sales to the extent such meetings are advantageous to the sale of such bonds or notes. Ad-hoc information requests and inquiries from investors that hold the Transportation Authority's bonds should be met to the extent the requested information is publicly available. The provision of any information to investors shall be discussed with the Deputy Director Finance and Administration prior to the release of any information.

C. Transportation Authority Communication.

The Executive Director shall include in the annual report to the Board feedback from rating agencies and/or investors regarding the Transportation Authority's financial strengths and weaknesses and recommendations for addressing any weaknesses.

D. Disclosure.

The Transportation Authority shall comply with the terms of its continuing disclosure undertakings (CDUs). Material noncompliance with any CDU must be disclosed in bond offering documents, which could reflect negatively on the Transportation Authority. The Executive Director will take all reasonable steps to ensure that the Transportation Authority files timely annual reports and "listed event" notices (there are currently 15 such events in the Transportation Authority's existing CDUs, including the requirement that the Transportation Authority give, or cause to be given, in a timely manner, notice of a failure to provide the annual financial information on or before the date specified in its CDUs; amendments to Rule 15c-12 effective [i.e., applicable to CDUs entered by the Transportation Authority after] February 27, 2019 added two more "listed events" relating to a debt issuer's "material financial obligations" that could impact bond holders) notices with the Municipal

Securities Rulemaking Board's (MSRB's) Electronic Municipal Market Access system ("EMMA"), and that all such filings are (i) complete and accurate under the law and (ii) clear, concise, and readable for the investing community. The Transportation Authority may also, from time to time, evaluate using the services of a dissemination agent, such as the Transportation Authority's Financial Adviser or Digital Assurance Certification, LLC, to assist with compliance.

From time to time, the Transportation Authority prepares disclosure documents. Disclosure documents include offering documents for Transportation Authority bonds (e.g., preliminary and final Official Statements), (b) annual continuing disclosure reports filed with EMMA, (c) event notices and any other filings with the EMMA, (d) the Transportation Authority's audited financial statements and (e) any other documents that are reasonably likely to reach investors or the securities markets, including but not limited to press releases, web site postings, and other communications required to be certified as representations of the City's financial condition to investors or the securities markets

To help ensure that the Transportation Authority's disclosure documents comply with all applicable federal securities laws and promote best practices regarding the preparation and review of the disclosure documents, the Transportation Authority promotes communication among its departments so that disclosure documents/filings are being reviewed by the staff persons who have the knowledge and ability to assess the accuracy and completeness of the document. The Executive Director or the Deputy Director for Finance and Administration may develop additional disclosure procedures including record retention policies. The Transportation Authority may engage with an external disclosure counsel to provide additional guidance and training.

E. Rebate Reporting.

The use of bond proceeds and their investments must be monitored to ensure compliance with arbitrage restrictions. Existing regulations require that issuers calculate annual rebates related to any bond issues, with rebate paid every five years and as otherwise required by applicable provisions of the Internal Revenue Code and regulations. Therefore, the Executive Director shall take all reasonable steps to ensure that proceeds and investments are tracked in a manner that facilitates accurate, complete calculation, and timely rebates, if necessary.

F. Other Jurisdictions.

From time to time, the Transportation Authority may issue bonds on behalf of other public entities. While the Transportation Authority will make every effort to facilitate the desires of these entities, the Executive Director will take all reasonable steps to ensure that only the highest quality financings are done and that the Transportation Authority is insulated from all risks. The Transportation Authority shall require that all conduit financings achieve a rating at least equal to the Transportation Authority's ratings (including, where necessary, through the use of credit enhancement).

G. Fees.

The Transportation Authority will charge recipients of debt issuance proceeds an administrative fee equal to the recipient's pro rata share of administrative costs incurred by the Transportation Authority by issuing debt.

XIV. CONSULTANTS

The Transportation Authority shall select its primary consultant(s) by competitive qualifications-based process through Request for Proposals.

A. Selection of Financing Team Members.

The Executive Director will make recommendations for all financing team members, with the Board providing final approval.



B. Financial Advisor.

The Transportation Authority shall utilize a financial advisor to assist in its debt issuance and debt administration processes as prudent. Selection of the Transportation Authority's financial advisor(s) shall be based on, but not limited to, the following criteria:

- a) Experience in providing consulting services to complex issuers
- b) Knowledge and experience in structuring and analyzing complex issues
- c) Experience and reputation of assigned personnel
- d) Fees and expenses

Financial advisory services provided to the Transportation Authority shall include, but shall not be limited to the following:

- a) Evaluation of risks and opportunities associated with debt issuance
- b) Monitoring marketing opportunities
- c) Evaluation of proposals submitted to the Transportation Authority by investment banking firms
- d) Structuring and pricing
- e) Preparation of request for proposals for other financial services such as trustee and paying agent services, printing, credit facilities, remarketing agent services, etc.
- f) Advice, assistance and preparation for presentations with rating agencies and investors
- g) Assisting in preparation of official statements

The Transportation Authority also expects that its financial advisor will provide the Transportation Authority with objective advice and analysis, maintain the confidentiality of Transportation Authority financial plans, and be free from any conflicts of interest.

C. Bond Counsel.

Transportation Authority debt will include a written opinion by legal counsel affirming that the Transportation Authority is authorized to issue the proposed debt, that the Transportation Authority has met all constitutional and statutory requirements necessary for issuance, and a determination of the proposed debt's federal income tax status. The approving opinion and other documents relating to the issuance of debt will be prepared by nationally-recognized counsel with extensive experience in public finance and tax issues. Counsel will be selected by the Transportation Authority through its request for proposal process.

The services of bond counsel may include, but are not limited to:

- a) Rendering a legal opinion with respect to authorization and valid issuance of debt obligations including whether the interest paid on the debt is tax exempt under federal and State of California law;
- b) Preparing all necessary legal documents in connection with authorization, sale, issuance and delivery of bonds and other obligations;
- c) Assisting in the preparation of the preliminary and final official statements and commercial paper memorandum;
- d) Participating in discussions with potential investors, insurers and credit rating agencies, if requested; and
- e) Providing continuing advice, as requested, on the proper use and administration of bond proceeds under applicable laws and the indenture, particularly arbitrage tracking and rebate requirements.

D. Disclosure Counsel

For Transportation Authority debt issued and sold through the use of an official statement or offering memorandum, the Transportation Authority may retain disclosure counsel with experience in public

finance and securities law issues. Disclosure counsel will be selected by the Transportation Authority through its Request for Proposal (RFP) process.

The services of disclosure counsel may include, but are not limited to:

- a) Assisting the internal due diligence process;
- b) Preparation and/or review of disclosure documents necessary for the sale and delivery of securities, including preliminary and final official statements (or offering memoranda) and continuing disclosure agreements;
- c) Delivery of a negative assurance letter regarding the disclosure document; and
- d) The Transportation Authority may also retain disclosure counsel with experience in public finance and securities law issues to provide advice and support between issuances of debt sold through the use of an official statement or offering memorandum, as determined by the Executive Director.

XV. UNDERWRITER SELECTION

A. Senior Manager Selection.

The Transportation Authority may select a senior manager for a proposed negotiated sale. The criteria shall include but not be limited to the following:

- a) The firm's ability and experience in managing complex transactions
- b) Demonstrated ability to structure debt issues efficiently and effectively
- c) Prior knowledge and experience with the Transportation Authority
- d) The firm's willingness to risk capital and demonstration of such risk
- e) The firm's ability to sell bonds
- f) Quality and experience of personnel assigned to the Transportation Authority's engagement
- g) Financing plan presented

B. Co-Manager Selection.

Co-managers, if any, will be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of transaction size and the necessity to ensure maximum distribution of the Transportation Authority's bonds.

C. Selling Groups.

The Transportation Authority may establish selling groups in certain transactions. To the extent that selling groups are used, the Transportation Authority may make appointments to selling groups from within the pool of underwriters or from outside the pool, as the transaction dictates.

D. Underwriter's Counsel.

In any negotiated sale of Transportation Authority debt, in which legal counsel is required to represent the underwriter, the lead underwriter will make the appointment, subject to Transportation Authority consent.

E. Underwriter's Discount.

- a) The Transportation Authority will evaluate the proposed underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the Transportation Authority will determine the allocation of fees with respect to the management fee. The determination will be based upon participation in the structuring phase of the transaction.
- b) All fees and allocation of the management fee will be determined prior to the sale date; a cap on management fee, expenses and underwriter's counsel will be established and



communicated to all parties by the Transportation Authority. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

F. Evaluation of Financing Team Performance.

The Transportation Authority will evaluate each bond sale after its completion to assess the following: costs of issuance, including underwriters' compensation, pricing of the bonds in terms of the overall interest cost and on a maturity-by-maturity basis, and the distribution of bonds and sales credits.

Following each sale, the Transportation Authority shall provide a post-sale evaluation on the results of the sale to the Board.

G. Syndicate Policies.

For each negotiated transaction, the senior manager will prepare syndicate policies for approval by the Executive Director that will describe the designation policies governing the upcoming sale. The Executive Director shall ensure that the senior manager receives each member's acknowledgement of the syndicate policies for the upcoming sale prior to the sale date.

H. Designation Policies.

To encourage the pre-marketing efforts of each member of the underwriting team, orders for the Transportation Authority's bonds will be net designated, unless otherwise expressly stated. The Transportation Authority shall require the senior manager to:

- a) Equitably allocate bonds to other managers and the selling group
- b) Comply with MSRB regulations governing the priority of orders and allocations
- c) Within 10 working days after the sale date, submit to the Executive Director a detail of orders, allocations and other relevant information pertaining to the Transportation Authority's sale.

I. Disclosure by Financing Team Members.

All financing team members will be required to provide full and complete disclosure, relative to agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, under no circumstances will agreements be permitted which could compromise the firm's ability to provide independent advice which is solely in the Transportation Authority's best interests or which could reasonably be perceived as a conflict of interest.



GLOSSARY

Arbitrage. The difference between the interest paid on an issue of tax exempt debt and the interest earned by investing the debt proceeds in higher-yielding taxable securities. IRS regulations govern arbitrage earned pursuant to the investment of the proceeds of tax-exempt municipal securities.

Balloon Maturity. A maturity within an issue of bonds that contains a disproportionately large percentage of the principal amount of the original issue.

Bullet Maturity. The maturity of an issue of bonds for which there are no principal payments prior to the final stated maturity date.

Call Provisions. The terms of the bond contract giving the issuer the right to redeem all or a portion of an outstanding issue of bonds prior to their stated dates of maturity at a specific price, usually at or above par.

Capitalized Interest. A portion of the proceeds of an issue that is set aside to pay interest on the securities for a specific period of time. Interest is sometimes capitalized for the construction period of the project.

Commercial Paper. Very short-term, unsecured promissory notes issued in either registered or bearer form, and usually backed by a line of credit with a bank that, upon the maturity thereof, successively rolls into other short term promissory notes until the principal thereof is paid by the Transportation Authority.

Competitive Sale. A sale of securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities in contrast to a negotiated sale.

Continuing Disclosure. The ongoing disclosure provided by an issuer to comply with a continuing disclosure undertaking. Generally includes annual updates of operating and financial information, audited financial statements, and notice of events specifically identified in the undertaking.

Credit Enhancement. Credit support purchased by the issuer to raise the credit rating of the issue. The most common credit enhancements consist of bond insurance, direct or standby letters of credit, and lines of credit.

DBE. Disadvantaged Business Enterprises as defined by the Transportation Authority's current DBE policy.

Debt Service Reserve Fund. The fund in which moneys are placed which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements.

Deep Discount Bonds. Bonds that are priced for sale at a substantial discount from their face or par value.

Derivatives. (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

Designation Policies. Outline as to how an investor's order is filled when a maturity in an underwriting syndicate is oversubscribed. The senior managing underwriter and issuer decide how the bonds will be allocated among the syndicate. There are three primary classifications of orders, which form the designation policy. The highest priority is given to Group Net orders; the next priority is given to Net Designated orders and Member orders are given the lowest priority.

Escrow. A fund established to hold moneys pledged and to be used to pay debt service on an outstanding issue.

Expenses. Compensates senior managers for out-of-pocket expenses including: underwriters counsel, DTC charges, travel, syndicate expenses, dealer fees, overtime expenses, communication expenses, computer time and postage.

Grant Anticipation Notes (GANs). Short-term notes issued by the government unit, usually for capital projects, which are paid from the proceeds of State or Federal grants of any type.



Grant Anticipation Revenue Vehicle Financing (GARVEE) are bonds issued by the State and enable entities to fund transportation projects that are secured by certain federal grants.

Letters of Credit. A bank credit facility supporting the payment of bonds wherein the bank agrees to lend a specified amount of funds for a limited term.

Management Fee. The fixed percentage of the gross spread which is paid to the managing underwriter for the structuring phase of a transaction.

Members. Underwriters in a syndicate other than the senior underwriter.

Negotiated Sale. A method of sale in which the issuer chooses one underwriter to negotiate terms pursuant to which such underwriter will purchase and market the bonds.

Original Issue Discount. The amount by which the original par amount of an issue exceeds its public offering price at the time it is originally offered to an investor.

Original Issue Premium. The amount by which the public offering price of an issue exceeds its original par amount at the time it is originally offered to an investor.

Pay-As-You-Go. An issuer elects to finance a project with existing cash flow as opposed to issuing debt obligations.

Present Value. The current value of a future cash flow.

Private Placement. The original placement of an issue with one or a limited number of investors as opposed to being publicly offered or sold.

Rebate. A requirement imposed by the Tax Reform Act of 1986 whereby the issuer of the bonds must pay the IRS an amount equal to its profit earned from investment of bond proceeds at a yield above the bond yield calculated pursuant to the IRS code together with all income earned on the accumulated profit pending payment subject to certain exceptions.

["Rule 15c2-12" means Rule 15c2-12\(b\)\(5\) adopted by the SEC under the Securities Exchange Act of 1934, as the same may be amended from time to time](#)

Sales Tax and Revenue Anticipation Notes (TRANS). Short-term notes issued by a government unit, usually for operating purposes, which are paid from the proceeds of sales tax or other anticipated revenue sources.

Selling Groups. The group of securities dealers who participate in an offering not as underwriters but rather as those who receive securities less the selling concession from the managing underwriter for distribution at the public offering price.

Syndicate Policies. The contractual obligations placed on the underwriting group relating to distribution, price limitations and market transactions.

Transportation Infrastructure Finance Innovation Act (TIFIA). Loans and loan guaranty program provided by the United States Department of Transportation for transportation projects of regional importance.

Underwriter. A dealer that purchases new issues of municipal securities from the Issuer and resells them to investors.

Underwriter's Discount. The difference between the price at which the Underwriter buys bonds from the Issuer and the price at which they are reoffered to investors.

Variable Rate Debt. An interest rate on a security, which changes at intervals according to an index or a formula or other standard of measurement as, stated in the bond contract.



INVESTMENT POLICY

I. INTRODUCTION

The purpose of this document is to set out policies and procedures that enhance opportunities for a prudent and systematic investment policy and to organize and formalize investment-related procedures.

The investment policies and procedures of the San Francisco County Transportation Authority (Transportation Authority) are, in every case, subject to and limited by applicable provisions of state law and to prudent money management principles. All funds will be invested in accordance with the Transportation Authority's Investment Policy, and applicable provisions of Chapter 4 of Part 1 of Division 2 of Title 5 of the California Government Code (Section 53600 et seq.). The investment of bond proceeds (including proceeds of notes issued pursuant to bond documents) will be further restricted by the provisions of relevant bond documents.

II. SCOPE

This policy covers all funds and investment activities under the jurisdiction of the Transportation Authority.

Bond proceeds (including proceeds of notes issued pursuant to bond documents) shall be invested in the securities permitted pursuant to the relevant bond documents, including any tax certificate. If the bond documents are silent as to the permitted investments, bond proceeds will be invested in the securities permitted by this policy. In addition to the securities listed in Section IX below, bond proceeds may also be invested in investment and forward delivery agreements. Notwithstanding the other provisions of this Investment Policy, the percentage or dollar portfolio limitations listed elsewhere in this Investment Policy do not apply to bond proceeds.

III. PRUDENT INVESTOR STANDARD

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

IV. OBJECTIVES

The primary objectives, in priority order, for the Transportation Authority's investment activities are:

- 1) **Safety.** Safety of the principal is the foremost objective of the investment program. Investments of the Transportation Authority will be undertaken in a manner that seeks to ensure preservation of the principal of the funds under its control.
- 2) **Liquidity.** The Transportation Authority's investment portfolio will remain sufficiently liquid to enable the Transportation Authority to meet its reasonably anticipated cash flow requirements.



- 3) **Return on Investment.** The Transportation Authority's investment portfolio will be managed with the objective of attaining a market rate of return throughout budgetary and economic cycles commensurate with the Transportation Authority's investment risk parameters and the cash flow characteristics of the portfolio.

V. DELEGATION OF AUTHORITY

Management's responsibility for the investment program is derived from the Transportation Authority Board of Commissioners (Board) and is hereby delegated to the Executive Director acting as Transportation Authority Treasurer. Pursuant to the requirements of the California Government Code, the Board may renew the delegation pursuant to this section each year. No person may engage in an investment transaction except as provided under the limits of this policy. The Transportation Authority may retain the services of an investment advisor to advise it with respect to investment decision-making and to execute investment transactions for the Transportation Authority. The advisor will follow the policy and such other written instructions as are provided by the Executive Director.

VI. SOCIAL RESPONSIBILITY

Investment of funds should be guided by the following socially responsible investment goals when investing in corporate securities and depository institutions. Investments shall be made in compliance with the forgoing socially responsible investment goals to the extent that such investments achieve substantially equivalent safety, liquidity and yield compared to investments permitted by state law.

1. Investments are encouraged in entities that support community well-being through safe and environmentally sound practices and fair labor practices. Investments are encouraged in entities that support equality of rights regardless of sex, race, age, disability or sexual orientation. Investments are discouraged in entities that manufacture tobacco products, firearms, or nuclear weapons. In addition, investments are encouraged in entities that offer banking products to serve all members of the local community, and investments are discouraged in entities that finance high-cost check-cashing, deferred deposit (payday lending) businesses and organizations involved in financing, either directly or indirectly, the Dakota Access Pipeline or, as determined by the Transportation Authority, similar pipeline projects. Prior to making investments, the Transportation Authority will verify an entity's support of the socially responsible goals listed above through direct contact or through the use of a third party such as the Investors Responsibility Research Center, or a similar ratings service. The entity will be evaluated at the time of purchase of the securities.
2. Investments are encouraged in entities that promote community economic development. Investments are encouraged in entities that have a demonstrated involvement in the development or rehabilitation of low income affordable housing and have a demonstrated commitment to reducing predatory mortgage lending and increasing the responsible servicing of mortgage loans. Securities investments are encouraged in financial institutions that have a Community Reinvestment Act (CRA) rating of either Satisfactory or Outstanding, as well as financial institutions that are designated as a Community Development Financial Institution (CDFI) by the United States Treasury Department, or otherwise demonstrate commitment to community economic development.



3. All depository institutions are to be advised of applicable Transportation Authority contracting ordinances, and shall certify their compliance therewith, if required.

VII. ETHICS AND CONFLICT OF INTEREST

Officers, employees and agents of the Transportation Authority involved in the investment process will not engage in any personal business activities that could conflict with proper and lawful execution of the investment program, or which could impair their ability to make impartial decisions.

VIII. INTERNAL CONTROLS

The Transportation Authority's internal controls ensures compliance with the Investment Policy and with the applicable requirements of the California Government Code. The Deputy Director for Finance and Administration is responsible for developing and managing internal control procedures. The monitoring of ongoing compliance shall be reviewed quarterly.

IX. AUTHORIZED FINANCIAL INSTITUTIONS AND DEALERS

The Executive Director will establish and maintain a list of financial institutions and other financial services providers authorized to provide investment services. In addition, the Transportation Authority will establish and maintain a list of approved security broker/dealers, selected on the basis of credit worthiness, that are authorized to provide investment services in the State of California. These include primary dealers or regional dealers that meet the net capital and other requirements under Securities and Exchange Commission Rule 15c3-1. No public deposit will be made except in a qualified public depository as established by state law.

X. PERMITTED INVESTMENT INSTRUMENTS

California Government Code Section 53601 governs and limits the investments permitted for purchase by the Transportation Authority. Within those investment limitations, the Transportation Authority seeks to further restrict eligible investment to the investments listed below. The portfolio will be diversified by security type and institution, to avoid incurring unreasonable and avoidable concentration risks regarding specific security types or individual financial institutions.

Percentage limitations, where indicated, apply at the time of purchase. Rating requirements where indicated, apply at the time of purchase. In the event a security held by the Transportation Authority is subject to a rating change that brings it below the minimum specified rating requirement, the Executive Director will notify the Board of the change. The course of action to be followed will then be decided on a case-by-case basis, considering such factors as the reason for the rating reduction, prognosis for recovery or further rating reductions and the current market price of the security.

1. United States Treasury notes, bonds, bills, or certificates of indebtedness, or those for which the faith and credit of the United States are pledged for the payment of principal and interest. There is no limitation as to the percentage of the portfolio that may be invested in this category.
2. Federal agency or United States government-sponsored enterprise obligations, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored



enterprises. There is no limitation as to the percentage of the portfolio that may be invested in this category.

3. Repurchase Agreements not to exceed one year duration. There is no limitation as to the percentage of the portfolio that may be invested in this category. The following collateral restrictions will be observed: Only U.S. Treasury securities or Federal Agency securities are acceptable collateral. All securities underlying repurchase agreements must be delivered to the Transportation Authority's custodian bank versus payment or be handled under a properly executed tri-party repurchase agreement. The market value of securities that underlay a repurchase agreement will be valued at 102 percent or greater of the funds borrowed against those securities and the value will be adjusted no less than quarterly. Since the market value of the underlying securities is subject to daily market fluctuations, the investments in repurchase agreements will be in compliance if the value of the underlying securities is brought back up to 102 percent no later than the next business day.
4. Obligations of the State of California or any local agency within the state, including bonds payable solely out of revenues from a revenue-producing property owned, controlled or operated by the state or any local agency; provided that the obligations are rated in one of the two highest categories by a nationally recognized statistical-rating organization (NRSRO). There is no limitation as to the percentage of the portfolio that may be invested in this category.
5. Registered treasury notes or bonds of any of the other 49 United States in addition to California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by a state or by a department, board, agency, or authority of any of the other 49 United States, in addition to California, provided that the obligations are rated in one of the two highest categories by a NRSRO. There is no limitation as to the percentage of the portfolio that may be invested in this category.
6. Bankers' Acceptances issued by domestic or domestic branches of foreign banks, which are eligible for purchase by the Federal Reserve System, the short-term paper of which is rated in the highest category by a NRSRO. Purchases of Banker's Acceptances may not exceed 180 days maturity or 40 percent of the Transportation Authority's portfolio. No more than 30 percent of the Transportation Authority's portfolio may be invested in the Banker's Acceptances of any one commercial bank.
7. Commercial paper of "prime" quality rated the highest ranking or of the highest letter or number rating as provided by a NRSRO. The entity that issues the commercial paper will meet all of the criteria in either (1) or (2) as follows: (1) the corporation will be organized and operating within the United States as a general corporation, will have assets in excess of five hundred million dollars (\$500,000,000), and will issue debt, other than commercial paper, if any, that is rated "A" or higher by a NRSRO; or (2) the corporation will be organized within the United States as a special purpose corporation, trust, or limited liability company, has program wide credit enhancements including, but not limited to, over collateralizations, letters of credit, or surety bond; has commercial paper that is rated "A-1" or higher, or equivalent by a NRSRO. Eligible commercial paper may not exceed 270 days' maturity nor represent more than 10% of the outstanding paper of an issuing corporation, or 25% of the Transportation Authority's portfolio.



8. Medium-term corporate notes, defined as all corporate and depository institution debt securities with a maximum remaining maturity of five years or less, issued by corporations organized and operating within the United States or by depository institutions licensed by the U.S. or any state and operating within the U.S. Medium-term corporate notes will be rated in a rating category “A” or better by a NRSRO. Purchases of medium-term notes will not exceed 30 percent of the Transportation Authority’s portfolio.
9. FDIC insured or fully collateralized time certificates of deposit in financial institutions located in California. Purchases of time certificates of deposit may not exceed 1 year in maturity or 10 percent of the Transportation Authority’s portfolio.

To be eligible to receive local agency money, a bank, savings association, federal association, or federally insured industrial loan company shall have received an overall rating of not less than “satisfactory” in its most recent evaluation by the appropriate federal financial supervisory agency of its record of meeting the credit needs of California’s communities, including low- and moderate-income neighborhoods, pursuant to Section 2906 of Title 12 of the United States Code. The FFIEC provides an overall assessment of the insured depositories’ ability to meet the credit needs of their communities, consistent with safe and sound operations.
10. Negotiable certificates of deposit or deposit notes issued by a nationally or state-chartered bank, a savings association or a federal association, a state or federal credit union or by a state-licensed branch of a foreign bank. Purchases of negotiable certificates of deposit may not exceed 30 percent of the Transportation Authority’s portfolio.
11. State of California’s Local Agency Investment Fund (LAIF). The LAIF portfolio should be reviewed periodically. There is no limitation as to the percentage of the portfolio that may be invested in this category. However, the amount invested may not exceed the maximum allowed by LAIF.
12. The California Asset Management Program, as authorized by Section 53601 (p) of the California Government Code. The Program constitutes shares in a California common law trust established pursuant to Section 6509.7 of Title 1, Division 7, Chapter 5 of the Government Code of the State of California which invests exclusively in investments permitted by subdivisions (a) to (q) of Section 53601 of the Government Code of California, as it may be amended.
13. Insured savings account or money market account. To be eligible to receive local agency deposits, a financial institution must have received a minimum overall satisfactory rating for meeting the credit needs of California communities in its most recent evaluation. There is no limitation as to the percentage of the portfolio that may be invested in this category. Bank deposits are required to be collateralized as specified under Government Code Section 53630 et. seq. The collateralization requirements may be waived for any portion that is covered by federal deposit insurance. The Transportation Authority shall have a signed agreement with any depository accepting Transportation Authority funds per Government Code Section 53649.
14. Placement Service Certificates of Deposit (CDs). Certificates of deposit placed with a private sector entity that assists in the placement of certificates of deposit with eligible financial institutions located in the United States (Government Code Section 53601.8).



The full amount of the principal and the interest that may be accrued during the maximum term of each certificate of deposit shall at all times be insured by federal deposit insurance. The combined maximum portfolio exposure to Placement Service CDs and Negotiable CDs is limited to 30%. The maximum investment maturity will be restricted to five years.

15. The San Francisco City and County Treasury Pool. There is no limitation as to the percentage of the portfolio that may be invested in this category. Any loans or investments of Transportation Authority funds invested in the San Francisco City and County Treasury Pool to agencies of the City and County of San Francisco will specifically require the approval of the Board prior to purchase or acceptance.
16. Shares of beneficial interest issued by diversified management companies that are money market funds registered with the Securities and Exchange Commission under the Investment Company Act of 1940. To be eligible for investment pursuant to this subdivision these companies shall meet either of the following criteria:
 - Attain the highest ranking or highest letter and numerical rating provided by not less than two NRSROs.
 - Have an investment advisor registered or exempt from registration with the Securities and Exchange Commission with not less than five years' experience managing money market mutual funds with assets under management in excess of five hundred million dollars (\$500,000,000).

The purchase price of shares of beneficial interest purchased will not include any commission that these companies may charge and will not exceed 20 percent of the Transportation Authority's portfolio.

XI. INELIGIBLE INVESTMENTS

The Transportation Authority will not invest any funds in inverse floaters, range notes, or interest-only strips that are derived from a pool of mortgages, or in any security that could result in zero interest accrual if held to maturity.

XII. MAXIMUM MATURITY

Investment maturities will be based on a review of cash flow forecasts. Maturities will be scheduled so as to permit the Transportation Authority to meet all projected obligations.

Where this Policy does not specify a maximum remaining maturity at the time of the investment, no investment will be made in any security, other than a security underlying a repurchase agreement, that at the time of the investment has a term remaining to maturity in excess of five years, unless the Board has granted express authority to make that investment either specifically or as a part of an investment program approved by the Board no less than three months prior to the investment.

XIII. REPORTING REQUIREMENTS

The Executive Director will submit a quarterly list of transactions to the Board. In addition, the Executive Director will submit to the Board an investment report each quarter, which will include, at a minimum, the following information for each individual investment:

- Type of investment instrument



- Issuer name
- Purchase date
- Maturity date
- Purchase price
- Par value
- Amortized cost
- Current market value and the source of the valuation
- Credit rating
- Overall portfolio yield based on cost
- Sale Date of any investment sold prior to maturity

The quarterly report also will (i) state compliance of the portfolio to the statement of investment policy, or manner in which the portfolio is not in compliance, (ii) include a description of any of the Transportation Authority's funds, investments or programs that are under the management of contracted parties, and (iii) include a statement denoting the ability of the Transportation Authority to meet its expenditure requirements for the next six months, or provide an explanation as to why sufficient money may, or may, not be available. For all of the Transportation Authority's investments held in the City and County of San Francisco's Treasury Pool the Executive Director will provide the Board with the most recent investment report furnished by the Office of the Treasurer and Tax Collector.

XIV. SAFEKEEPING AND CUSTODY

All security transactions entered into by the Transportation Authority will be conducted on a delivery-versus-payment basis. Securities will be held by an independent third-party custodian selected by the Transportation Authority. The securities will be held directly in the name of the Transportation Authority as beneficiary.

XV. INVESTMENT POLICY REVIEW

The Executive Director will annually render to the Board a statement of investment policy, which the Board will consider at a public meeting. Any changes to the policy will also be considered by the Board at a public meeting.



GLOSSARY

AGENCIES. Federal agency securities and/or Government-sponsored enterprises.

ASKED. The price at which securities are offered.

BANKERS' ACCEPTANCE (BA). A draft or bill of exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

BENCHMARK. A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

BID. The price offered by a buyer of securities. (When you are selling securities, you ask for a bid.) See Offer.

BROKER. A broker brings buyers and sellers together for a commission.

CERTIFICATE OF DEPOSIT (CD). A time deposit with a specific maturity evidenced by a Certificate. Large-denomination CD's are typically negotiable.

COLLATERAL. Securities, evidence of deposit or other property, which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COUPON. (a) The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value. (b) A certificate attached to a bond evidencing interest due on a payment date.

DEALER. A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

DEBENTURE. A bond secured only by the general credit of the issuer.

DELIVERY VERSUS PAYMENT. There are two methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

DERIVATIVES. (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

DISCOUNT. The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

DISCOUNT SECURITIES. Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, *e.g.*, U.S. Treasury Bills.

DIVERSIFICATION. Dividing investment funds among a variety of securities offering independent returns.

FEDERAL CREDIT AGENCIES. Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, *e.g.*, S&Ls, small business firms, students, farmers, farm cooperatives, and exporters.



FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC). A federal agency that insures bank deposits, currently up to \$100,000 per deposit.

FEDERAL FUNDS RATE. The rate of interest at which Fed funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.

FEDERAL HOME LOAN BANKS (FHLB). Government sponsored wholesale banks (currently 12 regional banks), which lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district Bank.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA). FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

FEDERAL OPEN MARKET COMMITTEE (FOMC). Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member, while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

FEDERAL RESERVE SYSTEM. The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.

FINANCIAL STATEMENTS. Financial statements are an overview of the agency's finances and shall be prepared in accordance with generally accepted accounting principles and shall be accompanied by a report, certificate, or opinion of an independent certified public accountant or independent public accountant.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae). Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions. Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA or FmHA mortgages. The term "pass-throughs" is often used to describe Ginnie Maes.

LIQUIDITY. A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

MARKET VALUE. The price at which a security is trading and could presumably be purchased or sold.

MASTER REPURCHASE AGREEMENT. A written contract covering all future transactions between the parties to repurchase—reverse repurchase agreements that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller borrower.



MATURITY. The date upon which the principal or stated value of an investment becomes due and payable.

MONEY MARKET. The market in which short-term debt instruments (bills, commercial paper, bankers' acceptances, etc.) are issued and traded.

NATIONALLY RECOGNIZED STATISCAL-RATING ORGANIZATION (NRSRO). A credit rating agency that issues credit ratings that the U.S. Securities and Exchange Commission (SEC) permits other financial firms to use for certain regulatory purposes.

OFFER. The price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See Asked and Bid.

OPEN MARKET OPERATIONS. Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

PORTFOLIO. Collection of securities held by an investor.

PRIMARY DEALER. A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC)-registered securities broker-dealers, banks, and a few unregulated firms.

PRUDENT PERSON RULE. An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state—the so-called legal list. In other states the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORY. A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

RATE OF RETURN. The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond the current income return.

REPURCHASE AGREEMENT (RP OR REPO). A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money that is, increasing bank reserves.

SAFEKEEPING. A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

SECONDARY MARKET. A market made for the purchase and sale of outstanding issues following the initial distribution.



SECURITIES AND EXCHANGE COMMISSION (SEC). Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SEC RULE 15C3-1. See Uniform Net Capital Rule.

STRUCTURED NOTES. Notes issued by Government Sponsored Enterprises (FHLB, FNMA, SLMA, etc.) and Corporations, which have imbedded options (e.g., call features, step-up coupons, floating rate coupons, derivative-based returns) into their debt structure. Their market performance is impacted by the fluctuation of interest rates, the volatility of the imbedded options and shifts in the shape of the yield curve.

TREASURY BILLS. A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year.

TREASURY BONDS. Long-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities of more than 10 years.

TREASURY NOTES. Medium-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities from two to 10 years.

UNIFORM NET CAPITAL RULE. Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

YIELD. The rate of annual income return on an investment, expressed as a percentage. (a) *INCOME YIELD* is obtained by dividing the current dollar income by the current market price for the security. (b) *NET YIELD* or *YIELD TO MATURITY* is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.



Memorandum

AGENDA ITEM 9

DATE: November 25, 2019
TO: Transportation Authority Board
FROM: Cynthia Fong - Deputy Director for Finance and Administration
SUBJECT: 12/10/19 Board Meeting: Approval of the Revised Debt Policy and Ratifying the Investment Policy

<p>RECOMMENDATION <input type="checkbox"/> Information <input type="checkbox"/> Action</p> <p>Recommend approval of the revised Debt policy and ratifying the Investment policy.</p> <p>SUMMARY</p> <p>It is the Transportation Authority's direction to review the administrative code and all policies periodically to ensure compliance with current statutes and Transportation Authority objectives. We are recommending changes to the Debt Policy to conform to applicable law and keep consistent with state and local government codes and ratification of the Investment Policy.</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 type="checkbox"/> Contract/Agreement <input checked="" type="checkbox"/> Other: Policies
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DISCUSSION

Background.

The Transportation Authority develops and implements policies and procedures to organize and formalize agency activities, and to ensure compliance with current statutes and Transportation Authority objectives. It is the Transportation Authority's direction to review its Debt and Investment policies annually.

Review.

The purpose of this memorandum is to present staff recommendations for updates to Transportation Authority's Debt Policy and ratification of the Investment Policy. The Debt and Investment Policies were last adopted by the Transportation Authority Board through Resolution 19-32. At the Transportation Authority's request, Squire Patton Boggs and KNN Public Finance have reviewed these policies and based on the their reviews we are recommending changes as summarized in Attachments 2; and redlined in the proposed



policy in Attachments 1 and 3. We have no changes to the Investment Policy and updating one municipal securities disclosure rule and clarifying languages and references throughout the Debt Policy.

Below is a brief description of the Debt and Investment policies and attached are the proposed policies with redline changes.

Debt Policy: Designed to organize and formalize debt issuance-related policies and procedures necessary to carry out the operations of Transportation Authority.

Investment Policy: Designed to set out policies and procedures that enhance opportunities for a prudent and systematic investment policy and to organize and formalize investment-related procedures.

FINANCIAL IMPACT

The recommended action would not have an impact on the adopted Fiscal Year 2019/20 budget.

CAC POSITION

This item will be presented to the CAC at their January 22, 2020 meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Proposed Debt Policy
- Attachment 2 - Proposed Debt Policy Matrix
- Attachment 3 - Proposed Investment Policy

Attachment 2

DEBT POLICY			
SECTION	REVISION	REASON	PAGE
II. DEBT POLICY OBJECTIVE	<p>The primary objectives of the Transportation Authority’s debt and financing related activities are to:</p> <ul style="list-style-type: none"> • Maintain cost-effective access to the capital markets and other financing alternatives through prudent yet flexible policies; • Moderate debt principal and debt service payments through effective planning and project cash management in coordination with Transportation Authority project sponsors; and • Achieve the highest practical credit ratings that also allow the Transportation Authority to meet its objectives. 	<p>Add reference to non-capital markets (i.e., non-bond) sources of financing proceeds, as acknowledged in Section VII.C.</p>	1
V. SOURCE OF SECURITY FOR DEBT FINANCING	<p>Beginning in April of 1990, the State of California Board of Equalization (now the California Department of Tax and Fee AdministrationBOE) started collecting the sales tax revenues for the Transportation Authority as set forth in the San Francisco County Transportation Expenditure Plan (Prop B Expenditure Plan) for a period not to exceed twenty years. In November 2003, San Francisco voters approved the Proposition K Sales Tax (Prop K) a new 30-year Expenditure Plan (Expenditure Plan) that superseded Prop B and continued the one-half of one percent sales tax. The Transportation Authority’s current debt obligations are secured by the sales tax revenues generated from the Transportation Authority’s one-half cent (0.5%) sales tax collections in the City and County of San Francisco. The sales tax is currently set to expire on March 31, 2034.</p>	<p>“BOE” not otherwise used in this Debt Policy; agency name updated.</p>	1
VII. E. Tax Law Compliance, Rebate Policy and System.	<p>Debt issued by the Transportation Authority, the interest on which is intended to be federally tax-exempt, is subject to requirements and limitations in order that such debt initially qualifies for tax-exemption initially at issuance, qualify for tax-exemption and remains tax-exempt on an ongoing basis until such debt is fully repaid in order that such debt remain tax-exempt. Failure to comply with such requirements and limitations could cause an issue of the Transportation Authority’s debt</p>	<p>Clarifying language.</p>	3

Attachment 2

DEBT POLICY

SECTION	REVISION	REASON	PAGE
	<p>to be determined to fail to qualify for tax-exemption, retroactive to the date of issuance. The Transportation Authority designates the Executive Director, and his or her designee, to periodically undertake procedures to confirm compliance with such requirements and limitations. In furtherance thereof, the Executive Director, and his or her designee, will consult with the Transportation Authority's bond counsel or others as deemed necessary regarding such periodic procedures or in the event that it is discovered that noncompliance has or may have occurred.</p> <p>In addition, in furtherance of the above, the Transportation Authority will accurately account for all interest earnings in debt-related funds. These records will be designed to ensure that the Transportation Authority is in compliance with all debt covenants, <u>including covenants related to the preservation of the tax-exempt status of debt issued on such basis</u>, and with <u>all</u> applicable laws. The Transportation Authority will maximize the interest earnings on all funds within the investment parameters set forth in each respective indenture, consistent with consideration of applicable yield limits and arbitrage requirements and as permitted by the Investment Policy. The Transportation Authority will develop a system of reporting interest earnings that relates to and complies with any tax certificate(s) relating to its outstanding debt and Internal Revenue Code rebate, yield limits and arbitrage <u>rules</u>; and <u>of</u> making any required filings with State and Federal agencies. The Transportation Authority will retain records as required by its tax certificate(s). The Transportation Authority shall have the authority to retain the services of an Arbitrage Rebate Consultant.</p>		
IX. D. Additional Bonds Test.	<p>Any new money senior lien sales tax debt issuance must not cause the Transportation Authority's debt service to be expected to exceed the level at which the incoming sales tax revenues are less than one and three quarters times (1.75x) the maximum annual principal, interest, and debt service for the aggregate outstanding senior lien bonds including the debt service for the new issuance, calculated in accordance with the Indenture. This test shall not apply to refunding</p>	<p>Adding clarifying language that references additional bonds/obligations being issued at the Parity and Subordinate lien level.</p>	8

Attachment 2

DEBT POLICY

SECTION	REVISION	REASON	PAGE
	<p>The Transportation Authority may by Supplemental Indenture issue or incur Parity Debt and Subordinate Obligations, subject to the limitations set forth in the Indenture, the Act, the Ordinance and other applicable law.</p>		
<p>IX. G. Original Issue Discount.</p>	<p>An original issue discount or original issue premium <u>applicable to a particular maturity of any series of Transportation Authority bonds</u> will be permitted only if the Transportation Authority determines that such discount or premium results in a lower true interest cost <u>of the such series of bonds</u> and that the use of an original issue discount or original issue premium will not adversely affect the project identified by the bond documents.</p>	<p>Clarifying language.</p>	<p>7</p>
<p>XI. B. Restructuring.</p>	<p>The Transportation Authority will refund debt when in its best interest to do so. Refunding <u>purposes</u> will<u>may</u> include, <u>but not be limited to:</u> restructuring to meet unanticipated revenue expectations, terminating swaps, achieving cost savings, mitigating irregular debt service payments, releasing reserve funds, or removing unduly restrictive bond covenants, <u>or any combination of purposes beneficial to the Transportation Authority.</u></p>	<p>Clarifying language and increase flexibility.</p>	<p>9</p>
<p>XII. A. Competitive Sale.</p>	<p>In a competitive <u>bond sale</u>, the Transportation Authority's bonds shall be awarded to the bidder providing the lowest true interest cost as long as the bid <u>also</u> adheres to the requirements set forth in the official notice of sale. Conditions under which a competitive sale would be preferred are as follows <u>(not all conditions need be present/satisfied):</u> a) Bond prices are stable and/or demand is strong; b) Market timing and interest rate sensitivity are not critical to the pricing; c) Participation from DBE firms is <u>"best efforts"</u> and not required for winning bid;</p>	<p>Clarifying language and increase flexibility.</p>	<p>10</p>

Attachment 2

DEBT POLICY

SECTION	REVISION	REASON	PAGE
<p>XII. B. Negotiated Sale</p>	<p>d) There are no complex explanations required during marketing regarding issuer's <u>the Transportation Authority's</u> projects, media coverage, political structure, political support, funding or credit quality; e) The bond type and structure are conventional; f) Bond insurance is included or pre-qualified (available); g) Manageable transaction size; h) Issuer <u>The Transportation Authority</u> has strong credit rating(s); and i) Issuer <u>The Transportation Authority</u> is well known to investors.</p> <p>The Transportation Authority recognizes that some securities are best sold through negotiation. Conditions under which a negotiated sale would be preferred are as follows <u>(not all conditions need be present/satisfied)</u>:</p> <p>a) Bond prices are volatile; b) Demand is weak, or supply of competing bonds is high; c) Market timing is important, such as for refundings; d) <u>The Transportation Authority</u> Issuer has lower or weakening credit rating(s); e) <u>The Transportation Authority</u> Issuer is not well known to investors; f) Sale and marketing of the bonds will require complex explanations about the <u>Transportation Authority</u> Issuer's projects, media coverage, political structure, political support, funding, or credit quality; g) The bond type and/or structural features are non-standard, such as for a forward delivery bond sale, issuance of variable rate bonds, or where there is the use of derivative products; h) Bond insurance is not available or not offered; i) Early structuring and market participation by underwriters are desired; j) The par amount for the transaction is significantly larger than normal; k) Demand for the bonds by retail investors is expected to be high; and l) Participation from DBE firms is required.</p>	<p>Clarifying language and increase flexibility.</p>	<p>10</p>

Attachment 2

DEBT POLICY		
SECTION	REVISION	REASON
XIII. D. Disclosure.	<p>The Transportation Authority shall comply with the terms of its continuing disclosure undertakings (CDUs). Material noncompliance with continuing disclosure undertakings <u>any CDU</u> must be disclosed in bond offering documents, which could reflect negatively on the Transportation Authority. The Executive Director will take all reasonable steps to ensure that the Transportation Authority files timely annual reports and “listed event” notices (there are currently <u>15</u> such events <u>in the Transportation Authority’s existing CDUs, including the requirement that the Transportation Authority give, or cause to be given, in a timely manner, notice of a failure to provide the annual financial information on or before the date specified in its CDUs; amendments to Rule 15c-12 effective [i.e., applicable to CDUs entered by the Transportation Authority after] February 27, 2019 added two more “listed events” relating to a debt issuer’s “material financial obligations” that could impact bond holders <u>notices</u> with the Municipal Securities Rulemaking Board’s (MSRB’s) Electronic Municipal Market Access system (“EMMA”), and that all such filings are (i) complete and accurate under the law and (ii) clear, concise, and readable for the investing community. The Transportation Authority may also, from time to time, evaluate using the services of a dissemination agent, such as the Transportation Authority’s Financial Adviser or Digital Assurance Certification, LLC, to assist with compliance.</u></p> <p>From time to time, the Transportation Authority prepares disclosure documents. Disclosure documents include offering documents for Transportation Authority bonds (e.g, preliminary and final Official Statements), (b) annual continuing disclosure reports filed with EMMA, (c) event notices and any other filings with the EMMA, (d) the Transportation Authority’s audited financial statements and (e) any other documents that are reasonably likely to reach investors or the securities markets, including but not limited to press releases, web-site postings, and other communications required to be certified as representations of the City’s financial condition to investors or the securities markets.</p>	Update to reflect changes in Rule 15c2-12 that will apply to future bonds/CDUs.
		PAGE 11

Attachment 2

DEBT POLICY

SECTION	REVISION	REASON	PAGE
GLOSSARY	<p><u>“Rule 15c2-12” means Rule 15c2-12(b)(5) adopted by the SEC under the Securities Exchange Act of 1934, as the same may be amended from time to time.</u></p>	<p>Add definition for Rule 15c2-12, as amended, after “Rebate” and before “Sales Tax and Revenue Anticipation Notes (TRANs)” (term used in the additions to Section XIII. D. Disclosure).</p>	17

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RESOLUTION ALLOCATING \$3,330,000 IN PROP K FUNDS, WITH CONDITIONS, TO SAN FRANCISCO PUBLIC WORKS FOR BETTER MARKET STREET 5TH TO 8TH STREET DESIGN AND BIKEWAY PILOT

WHEREAS, The Transportation Authority received a request for \$3,330,000 in Prop K Local Transportation Sales Tax funds for Better Market Street 5th to 8th Streets Design and Bikeway Pilot, as summarized in Attachments 1 and 2 and detailed in the attached allocation request form; and

WHEREAS, The request seeks funds from the Guideways–Undesignated category of the Prop K Expenditure Plan; and

WHEREAS, As required by the voter-approved Expenditure Plans, the Transportation Authority Board has adopted a Prop K 5-Year Prioritization Program (5YPP) for the aforementioned Expenditure Plan programmatic category; and

WHEREAS, The request is consistent with the Guideways–Undesignated 5YPP; and

WHEREAS, After reviewing the request, Transportation Authority staff recommended allocating \$3,330,000 in Prop K funds, with conditions, to San Francisco Public Works for Better Market Street 5th to 8th Streets Design and Bikeway Pilot, as described in Attachment 3 and detailed in the attached allocation request form, which includes staff recommendations for the Prop K allocation amount, required deliverables, timely use of funds requirements, special conditions, and Fiscal Year Cash Flow Distribution Schedule; and

WHEREAS, There are sufficient funds in the Capital Expenditures line item of the Transportation Authority’s approved Fiscal Year 2019/20 budget to cover the proposed action; and

WHEREAS, At its November 20, 2019 meeting, the Citizens Advisory Committee was briefed on the subject request and unanimously adopted a motion of support for the staff recommendation; now, therefore be it

RESOLVED, That the Transportation Authority hereby allocates \$3,330,000 in Prop K Sales Tax Funds, with conditions, to San Francisco Public Works for Better Market Street 5th to 8th Streets Design and Bikeway Pilot, as summarized in Attachment 3 and detailed in the attached allocation request form; and be it further



RESOLVED, That the Transportation Authority finds the allocation of these funds to be in conformance with the priorities, policies, funding levels, and prioritization methodologies established in the Prop K Expenditure Plan, the Prop K Strategic Plan, and the Guideways–Undesignated 5YPP; and be it further

RESOLVED, That the Transportation Authority hereby authorizes the actual expenditure (cash reimbursement) of funds for these activities to take place subject to the Fiscal Year Cash Flow Distribution Schedule detailed in the attached allocation request form; and be it further

RESOLVED, That the Capital Expenditures line item for subsequent fiscal year annual budgets shall reflect the maximum reimbursement schedule amounts adopted and the Transportation Authority does not guarantee reimbursement levels higher than those adopted; and be it further

RESOLVED, That as a condition of this authorization for expenditure, the Executive Director shall impose such terms and conditions as are necessary for the project sponsor to comply with applicable law and adopted Transportation Authority policies and execute A Standard Grant Agreement to that effect; and be it further

RESOLVED, That as a condition of this authorization for expenditure, the project sponsor shall provide the Transportation Authority with any other information it may request regarding the use of the funds hereby authorized; and be it further

RESOLVED, That the Capital Improvement Program of the Congestion Management Program, the Prop K Strategic Plan and the Facilities–Undesignated 5YPP are hereby amended, as appropriate.

Attachments:

1. Summary of Request
2. Brief Project Description
3. Staff Recommendations
4. Prop K Allocation Summaries - FY 2019/20
5. Prop K/Prop AA Allocation Request Form (1)

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	22U	SFPW	Better Market Street - 5th to 8th Streets Design and Bikeway Pilot	\$ 3,330,000	\$ 18,600,000	78%	82%	Design, Construction	3, 5, 6
TOTAL					\$ 3,330,000	\$ 18,600,000	78%	82%	

Footnotes

¹ "EP Line No./Category" is either the Prop K Expenditure Plan line number referenced in the 2019 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).

² Acronym: SFPW (San Francisco Public Works)

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 or non-Prop AA 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 Description ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Project Description
22U	SFPW	Better Market Street - 5th to 8th Streets Design and Bikeway Pilot	\$3,330,000	The Better Market Street project is comprised of various streetscape enhancements, transit capacity and reliability improvements, and state of good repair infrastructure along 2.2 miles of Market Street between Steuart Street and Octavia Boulevard. Key features include a new sidewalk-level cycle track and a F-Line loop to enable streetcars to turnaround in the mid-Market area. Requested funds are for detailed design from 5th to 8th streets (Phase 1A), which is anticipated to be complete by June 2020. The request also includes installation and evaluation of a pilot sidewalk level bikeway along the south side of Market Street between Gough and Franklin streets, which will be installed starting in March 2020 and be open for use by late July 2020.
TOTAL			\$3,330,000	

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations ¹

EP Line No./Category	Project Sponsor	Project Name	Prop K Funds Recommended	Recommendations
22U	SFPW	Better Market Street - 5th to 8th Streets Design and Bikeway Pilot	\$ 3,330,000	<p>Deliverable: SFPW will present preliminary results of the bikeway pilot with the quarterly project update to the Board in Fall 2020.</p> <p>Special Condition: The recommended allocation is contingent upon SFPW's continued compliance with quarterly project reporting on the Better Market Street project to the Transportation Authority Board, established as a condition of receiving OBAG funding.</p>
TOTAL			\$3,330,000	

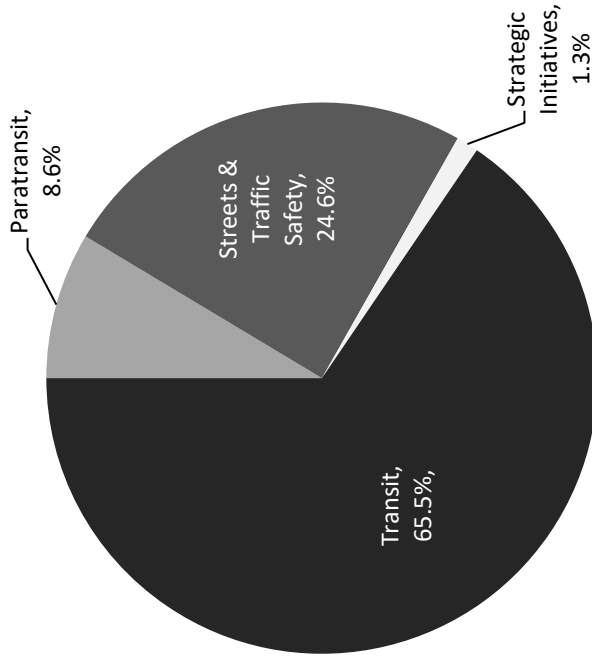
¹ See Attachment 1 for footnotes.

Attachment 4.
Prop K and Prop AA Allocation Summaries - FY 2019/20

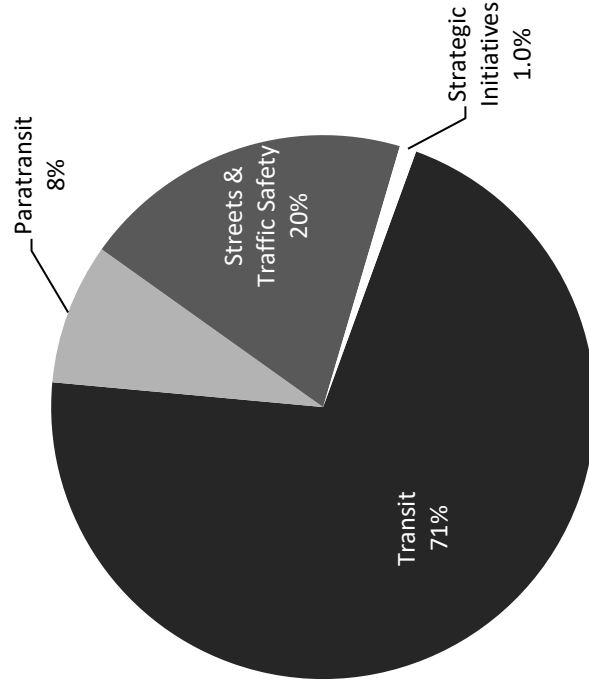
PROP K SALES TAX									
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26		
Total									
Prior Allocations	\$ 62,376,736	\$ 19,146,940	\$6,052,974	\$ 2,690,622	\$ 2,690,622	\$ 2,690,622	\$ 717,500		
Current Request(s)	\$ 3,330,000	\$ 2,780,000	\$ -	\$ -	\$ -	\$ -	\$ -		
New Total Allocations	\$ 65,706,736	\$ 21,926,940	\$ 6,052,974	\$ 2,690,622	\$ 2,690,622	\$ 2,690,622	\$ 717,500		

The above table shows maximum annual cash flow for all FY 2019/20 allocations and appropriations approved to date, along with the current recommended allocation(s).

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



Prop K Investments To Date



San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	Better Market Street - 5th to 8th Streets Design and Bikeway Pilot
Grant Recipient:	Department of Public Works

EXPENDITURE PLAN INFORMATION

Prop K EP categories:	Guideways - Undesignated
Current Prop K Request:	\$3,330,000
Supervisory District(s):	District 03, District 05, District 06

REQUEST

Brief Project Description

The Better Market Street project is comprised of various streetscape enhancements, transit capacity and reliability improvements, and state of good repair infrastructure along 2.2 miles of Market Street between Steuart Street and Octavia Boulevard. Key features include a new sidewalk-level cycle track and a F-Line loop to enable streetcars to turn around in the mid-Market area. Requested funds are for detailed design from 5th to 8th streets, as well as installation and evaluation of a pilot sidewalk level bikeway along the south side of Market Street between Gough and Franklin streets.

Detailed Scope, Project Benefits and Community Outreach

Overall Project

Market Street is San Francisco's civic backbone, connecting water to hills, businesses to neighborhoods, cultural centers to recreational opportunities. The movement of people and goods, from the very earliest times, has dominated its design and use. Market Street is also San Francisco's most important transportation corridor, serving as the spine roadway within downtown San Francisco and linking the residential neighborhoods from the Twin Peaks foothills, through the Civic Center to the downtown Retail and Financial Districts.

Both the design of San Francisco's street network and its historic land use patterns have served to funnel movement, chiefly transit, to Market Street. Infrastructure investments in the 1970s and 1980s, first in the underground Bay Area Rapid Transit (BART) and Muni Metro systems, and then in the surface historic streetcar system, cemented Market Street's role as San Francisco's key transit corridor. Nearly one-third of Muni's all-day, weekday surface transit lines travel on Market Street. During the busiest hour of the day, over 100 buses and streetcars pass in each direction, transporting over 250,000 daily riders. Transit operational and on-time performance on Market Street impacts the entire Muni system – with delays and inefficiencies rippling out across San Francisco.

Market Street additionally is the Bay Area's most regionally significant rail corridor, providing underground Muni Metro light rail and BART regional rail service. The lower level BART service consists of six routes serving the San Francisco Bay Area with 420,000 average weekday daily passengers. Moreover, 2/3 of all BART trips begin or end at one of the four Market Street shared BART/Muni stations (Civic Center, Powell, Montgomery, and Embarcadero). The upper level consists of six Muni Metro light rail lines. Muni Metro is the United States' third-busiest light rail system, operating a fleet of 151 light rail vehicles (LRVs) with an average weekday ridership of 173,500 passengers.

Market Street is also San Francisco's busiest pedestrian thoroughfare, averaging 500,000 each day. Recently, Market Street also became the most popular route for bicyclists wishing to access downtown San Francisco, surpassing one million annual trips inbound to the Financial District for the first time in 2015, making it the busiest bicycling street west of the Mississippi. It is also part of San Francisco's High Injury Network developed to inform the city's efforts to achieve Vision Zero. In order to address the key challenges, five San Francisco City agencies have collaborated on a vision for a Better Market Street (BMS), which is a comprehensive program of projects to reconstruct 2.2 miles of the San Francisco's premier boulevard and most important transit corridor from Octavia Boulevard to The Embarcadero.

Phase 1A - 5th to 8th Streets

To accelerate project construction while providing time for funding to be secured for the overall project, the BMS program will be implemented in five phases. Phase 1A improvements will cover the portion of Market Street between 5th and 8th Streets and the logical tie-in points with existing infrastructure at each end. This work is located in the Central Market and Civic Center sections of Market Street. Central Market has been a neglected section of Market Street for over 50 years, and activating Central Market remains a priority.

The subject request includes \$2,230,000 to help complete funding for detailed design (currently at about 60%) of the segment along Market Street between 5th and 8th streets. Phase 1A work includes construction of sidewalk-level bicycle lanes, pavement renovation, utilities relocation and upgrades, and improvements on sidewalk; way-finding; lighting; landscaping; transit boarding islands; transit connections; and traffic signals. Phase 1A also includes new rail, track switches, and overhead contact system work between 5th to 8th streets that will allow the F-Line loop, to be built on McAllister Street and Charles J Brennan Place in Phase 1B, to connect to the existing track along Market St.

SFPW, the SFMTA, PUC and OEWD will develop a Construction Mitigation Plan during the design phase. The project team will establish a committee to advise on the needs of businesses, and conduct outreach in order to collect input from businesses as they develop the Plan. The Plan will include outreach during construction, and there will also be a project office for businesses to request support and services.

Bikeway Pilot Implementation

In Summer 2019 the project team conducted a Bikeway Separation Study to identify a separation material to install between the bikeway and pedestrian areas of the sidewalk. The material needed to be detectable by the blind and low vision; and it needed to be at least as easy to cross as truncated domes for people with mobility disabilities. The recommended material selected from the study, trapezoidal bar, would also help deter cyclists from riding on the sidewalk.

This request also includes \$1,100,000 to implement a pilot sidewalk level bikeway along the south side of Market Street between Gough and Franklin streets that will test the recommended bikeway separation material. The recommended separation material will be installed as a pilot program that will inform the design of this and future segments.

The pilot project will be implemented at the same site as a previous pilot which tested three different levels of raised bikeway at 2", 4" and 6" from the roadway. Results from the previous pilot project showed that the separation between bikeway and roadway is most effective at 6" since cars will still encroach the bikeway at 2" and 4". The results from that pilot were adopted by the Better Market Street project and are reflected in the proposed design of a sidewalk level bikeway.

Design of the pilot project has been completed (see attachment for design drawings) and is tentatively planned to be constructed between the beginning of March 2020 and the end of July 2020. The pilot project will construct a sidewalk level asphalt bikeway with detectable ADA separation material (trapezoidal bar) recommended by the project study conducted in Summer 2019. The pilot project will also reinstall granite curb, and install an asphalt sidewalk level bikeway and new pavers on the sidewalk as proposed for the Better Market Street project. The pilot project is located in the Better Market Street project segment between Octavia Boulevard and Van Ness Avenue, which is tentatively planned for construction no earlier than 2025. The pilot will run between July 2020 and December 2020. To evaluate the pilot, SFMTA and Public Works will conduct intercept surveys and bike and pedestrian counts.

Project Location

Market Street between 5th and 8th streets, Gough to Franklin

Project Phase(s)

Design Engineering (PS&E), Construction (CON)

Justification for Multi-phase Request

As part of the design phase of Phase 1A, Public Works is proposing implementation of a near-term improvement pilot to inform the design of this and future segments.

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop K 5YPP/Prop AA Strategic Plan?	Named Project
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5YPP/STRATEGIC PLAN INFORMATION

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:	\$3,330,000

San Francisco County Transportation Authority Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	Better Market Street - 5th to 8th Streets Design and Bikeway Pilot
Grant Recipient:	Department of Public Works

ENVIRONMENTAL CLEARANCE

Environmental Type:	EIR/EIS
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PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering	Oct-Nov-Dec	2017	Oct-Nov-Dec	2018
Environmental Studies (PA&ED)	Jul-Aug-Sep	2015	Jan-Feb-Mar	2020
Right of Way				
Design Engineering (PS&E)	Oct-Nov-Dec	2018	Apr-May-Jun	2020
Advertise Construction	Jul-Aug-Sep	2020		
Start Construction (e.g. Award Contract)	Oct-Nov-Dec	2020		
Operations				
Open for Use			Jan-Feb-Mar	2023
Project Completion (means last eligible expenditure)			Oct-Nov-Dec	2021

SCHEDULE DETAILS

The schedule dates shown above are for Phase 1A of the Better Market Street project. In order to accelerate construction of the project, SFPW has developed a strategy involving phased design and construction, where final design for later phases continues while earlier phases are under construction. SFPW will develop schedule milestones for construction of the remainder of the corridor as funding is secured.

Environmental Approval:

Planning Commission approved the CEQA Final Environmental Impacts Report on October 10, 2019. SFPW hosted a hearing on October 11, 2019 and adopted the project and findings in a Director's Order. The SFMTA Board has approved the legislation for the full corridor on October 15, 2019. The deadline to file an appeal related to CEQA was November 11 and no appeals were submitted. NEPA approval authority has been transferred to FHWA. Caltrans is in the process of reviewing the Environmental Assessment analysis and documents. SFPW anticipates NEPA approval by end of May 2020.

Bikeway Pilot:

Between the beginning of March 2020 and the end of July 2020, SFPW anticipates installing an asphalt sidewalk level bikeway, proposed ADA pavers and granite curb, and the trapezoidal bar detectable separation material recommended in the materials study conducted in Summer 2019. The pilot sidewalk level bikeway will be installed on Market Street between Gough and Franklin streets with the pilot anticipated to run from July 2020 to December 2020.

Public Engagement and Coordination with Other Projects.

Project team has been presenting the project and design alternative to various CAC and CBD and have hosted Open Houses in June and August 2019 for community outreach. Better Market Street project has been in coordination with Safer Taylor Street and 6th Street Improvement projects since all three projects are scheduled to be constructed in the same timeframe and are geographically close in proximity.

San Francisco County Transportation Authority Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	Better Market Street - 5th to 8th Streets Design and Bikeway Pilot
Grant Recipient:	Department of Public Works

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K: Guideways - Undesignated	\$0	\$3,330,000	\$0	\$3,330,000
BART MEASURE RR	\$0	\$225,000	\$0	\$225,000
PROP A GO BOND	\$0	\$0	\$11,545,000	\$11,545,000
PUC FUNDS (E.G. WW & WTR BOND)	\$0	\$3,500,000	\$0	\$3,500,000
Phases in Current Request Total:	\$0	\$7,055,000	\$11,545,000	\$18,600,000

FUNDING PLAN - ENTIRE PROJECT (ALL PHASES)*

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K	\$0	\$13,864,000	\$0	\$13,864,000
TBD (E.G. PROP A GO BOND, AHSC, SB1 LOCAL PARTNERSHIP PROGRAM COMPETITIVE)	\$38,826,600	\$0	\$0	\$38,826,600
PUC FUNDS (E.G. WW & WTR BOND)	\$36,500,000	\$3,500,000	\$0	\$40,000,000
PROP A GO BOND	\$0	\$72,123,000	\$24,623,000	\$96,746,000
OCTAVIA LAND SALES	\$0	\$0	\$3,050,000	\$3,050,000
OBAG 2	\$0	\$3,366,000	\$0	\$3,366,000
MTA OPERATING REVENUE	\$0	\$0	\$3,000,000	\$3,000,000
MARKET OCTAVIA IMPACT FEES	\$0	\$0	\$1,000,000	\$1,000,000
GENERAL FUND	\$0	\$0	\$5,100,000	\$5,100,000
BUILD (FEDERAL)	\$0	\$15,000,000	\$0	\$15,000,000
BART MEASURE RR	\$0	\$635,000	\$0	\$635,000
Funding Plan for Entire Project Total:	\$75,326,600	\$108,488,000	\$36,773,000	\$220,587,600

*Funding plan includes planning and EIR/EIS for the full corridor, 30% design for full corridor, and 100% design and construction for Phase 1A. See attached for full funding plan for all phases for the entire Better Market Street corridor.

COST SUMMARY

Phase	Total Cost	Prop K - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering	\$15,754,000	\$0	Actuals
Environmental Studies (PA&ED)	\$9,474,000	\$0	Actuals and Cost to Complete
Right of Way	\$0	\$0	
Design Engineering (PS&E)	\$17,500,000	\$2,230,000	10% of Construction Cost
Construction (CON)	\$177,859,600	\$1,100,000	Engineer's estimate (\$1.1 m for Pilot)
Operations	\$0	\$0	
Total:	\$220,587,600	\$3,330,000	

% Complete of Design:	60.0%
As of Date:	09/10/2019
Expected Useful Life:	50 Years

MAJOR LINE ITEM BUDGET

SUMMARY BY MAJOR LINE ITEM - DESIGN		
Budget Line Item	Totals	% of phase
1. Total Labor	\$ 17,500,000	
2. Consultant		
3. Other Direct Costs *		
4. Contingency		
TOTAL PHASE	\$ 17,500,000	

TOTAL LABOR COST BY AGENCY	
SFMTA	\$ 7,000,000
SFPW	\$ 10,500,000
TOTAL	\$ 17,500,000

MAJOR LINE ITEM BUDGET

SUMMARY BY MAJOR LINE ITEM (BY AGENCY LABOR BY TASK)						
Budget Line Item	Totals	% of contract	SFPW	SFMTA	Contractor	
Roadway Work	\$ 111,000				\$ 111,000	
Landscape Work*	\$ 468,000				\$ 468,000	
Subtotal	\$ 579,000				\$ 579,000	
Traffic Routing	\$ 174,000	30%			\$ 174,000	
Mobilization	\$ 46,320	8%			\$ 46,320	
Demobilization	\$ 28,950	5%			\$ 28,950	
Subtotal	\$ 828,270				\$ 828,270	
Construction Contingency	\$ 82,827	10%	\$ 82,827			
Total Construction Estimate	\$ 911,097					
Construction Support	\$ 188,903	21%	\$ 188,903			
TOTAL PILOT IMPLEMENTATION COST	\$ 1,100,000		\$ 271,730	\$ -	\$ 828,270	

*Landscape Work includes all of the sidewalk work including granite curbs, pavers, and the bikeway separation.

San Francisco County Transportation Authority Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	Better Market Street - 5th to 8th Streets Design and Bikeway Pilot
Grant Recipient:	Department of Public Works

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
Total Prop K Requested:	\$3,330,000	Total Prop AA Requested:	\$0
Total Prop K Recommended:	\$3,330,000	Total Prop AA Recommended:	\$0

SGA Project Number:		Name:	Better Market Street - Bikeway Pilot
Sponsor:	Department of Public Works	Expiration Date:	03/31/2024
Phase:	Construction	Fundshare:	17.9

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
PROP K EP-120U	\$550,000	\$550,000	\$0	\$0	\$0	\$1,100,000

Deliverables

1. The first quarterly progress report shall include 2-3 photos of typical before conditions and data on the before conditions to support the pilot evaluation, in addition to all other requirements described in the Standard Grant Agreement (SGA). Over the course of the project, quarterly progress reports should include 2-3 photos of the bikeway pilot under construction and in use. See SGA for definitions.
2. With the progress report and quarterly project update to the Transportation Authority Board in Fall 2020, SFPW will provide preliminary results for the Bikeway pilot evaluation.
3. Upon completion, SFPW will provide an electronic copy of the results of the Bikeway Pilot evaluation.

Special Conditions

1. The recommended allocation is contingent upon SFPW's continued compliance with quarterly project reporting on the Better Market Street project to the Transportation Authority Board, established as a condition of receiving OBAG funding.

SGA Project Number:		Name:	Better Market Street - 5th to 8th Streets Design
Sponsor:	Department of Public Works	Expiration Date:	12/31/2020
Phase:	Design Engineering	Fundshare:	17.9

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
PROP K EP-120U	\$2,230,000	\$0	\$0	\$0	\$0	\$2,230,000

Deliverables
1. With the first quarterly progress report due January 15, 2020, provide 2-3 photos of typical before conditions.
2. Quarterly progress reports shall include updates on construction mitigation activities including but not limited to efforts to engage and support businesses.
3. By March 2020, SFPW shall present to the Board an outline of the construction mitigation plan.
4. Upon project completion, provide evidence of completion of 100% design (e.g. copy of certifications page).
5. Upon completion, provide an updated scope, schedule, budget and funding plan for construction of Phase 1A (5th to 8th streets). This can be satisfied by submitting an allocation request for construction.
Special Conditions
1. The recommended allocation is contingent upon SFPW's continued compliance with quarterly project reporting on the Better Market Street project to the Transportation Authority Board, established as a condition of receiving OBAG funding.

Metric	Prop K	Prop AA
Actual Leveraging - Current Request	82.1%	No Prop AA
Actual Leveraging - This Project	93.71%	No Prop AA

San Francisco County Transportation Authority Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2019/20
Project Name:	Better Market Street - 5th to 8th Streets Design and Bikeway Pilot
Grant Recipient:	Department of Public Works

EXPENDITURE PLAN INFORMATION

Current Prop K Request:	\$3,330,000
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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.

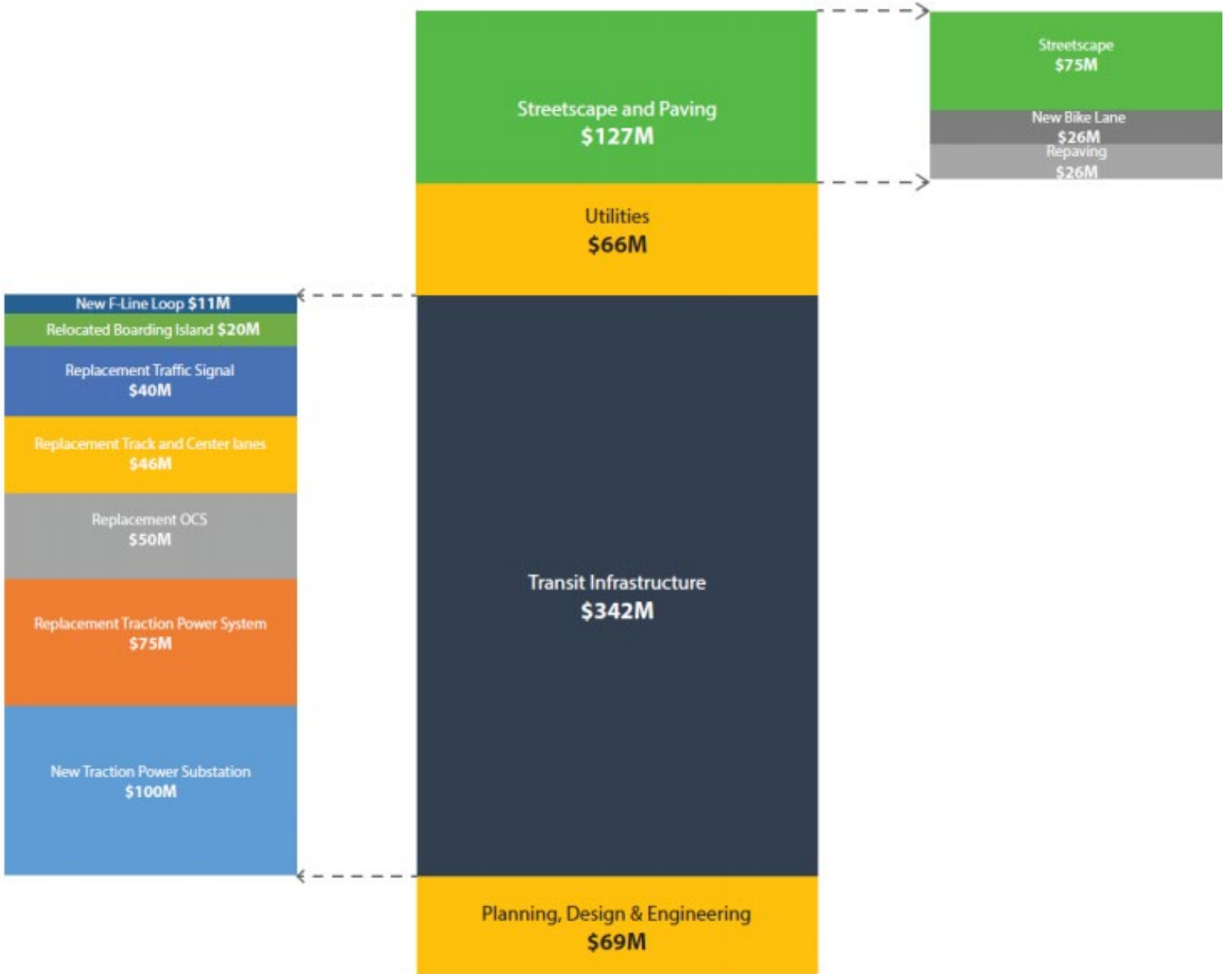
Initials of sponsor staff member verifying the above statement

OQ

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Cristina Olea (SFDPW)	Oscar Quintanilla
Title:	Project Manager	Capital Budget Analyst
Phone:	(415) 558-4004	(415) 554-5847
Email:	cristina.c.olea@sfdpw.org	oscar.quintanilla@sfdpw.org

Attachment 2: Project Component Cost Breakdown
Based on 10% design



\$604M Cost Estimate

BETTER MARKET STREET FUNDING PLAN

ALL DOLLARS IN THOUSANDS

ENVIRONMENTAL AND PHASE 1A FUNDING

Funding Source	Status	Full Corridor Env. Review & 30% Design	Design Ph. 1A	Construction Ph. 1A	Future Phases	Total by Fund Source
General Fund	Allocated	5,100				5,100
Octavia Land Sales	Allocated	3,050				3,050
Market Octavia Impact Fees	Allocated	1,000				1,000
Transit Center Impact Fees	Allocated				2,000	2,000
Prop A GO Bond	Allocated	13,078	11,545			24,623
MTA Operating Funds	Allocated	3,000				3,000
Prop A GO Bond	Programmed			72,123		72,123
BART (8th/Grove/Hyde/Market)	Programmed		225	410		635
OBAG	Programmed			3,366		3,366
Prop K (EP 22 & 44)	Programmed		2,230	11,634		13,864
BUILD	Programmed			15,000		15,000
PUC Sewer and Water Funds	Programmed		3,500			3,500
PUC Sewer and Water Funds	Planned			36,500		36,500
TBD (e.g. MTA Bond, AHSC, LPP Competitive)	Planned			38,826		38,826
Total Identified Funding		25,228	17,500	177,859	2,000	222,587
Phase 1A Funding						220,587
Phase 1A Design + Construction Cost						195,359
Phase 1A Design + Construction Need						75,326
Project Total (All Phases)						603,720
Project Total Need (All Phases)						459,959

OTHER POTENTIAL FUNDING SOURCES

Funding Source	Funding Requested
Federal FTA 5309 (New Starts, Small Starts, Core Capacity)	
Federal FTA 5337 Fixed Guideway	
Federal BUILD	
Federal OBAG 3 (FYs 2022/23-2026/27)	
State Senate Bill (SB) 1, Cap & Trade (ATP, LPP)	
Regional Regional Measure 3 (bridge tolls): Phase 1	4,872
Regional Regional Measure 3 (bridge tolls)	20,128
Local SFMTA Prop B General Fund set-aside	
Local New Funding (vehicle license fee, bonds, sales tax, TNC tax)	
Local Prop K	
Local Transit Center Impact Fees	

Better Market Street

Project Schedule

Segment	Phase	Schedule, by Fiscal Year									
		FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	
Phase 1a - 5th-8th	Design	X	X								
Phase 1a - 5th-8th	Construction			X	X						
Phase 1b - F Loop	Design		X	X							
Phase 1b - F Loop	Construction				X	X					
Segment 2	Design			X	X						
Segment 2	Construction					X	X				
Segment 3	Design					X					
Segment 3	Construction						X	X			
Segment 4	Design						X				
Segment 4	Construction							X	X		
Segment 5	Design								X		
Segment 5	Construction								X	X	

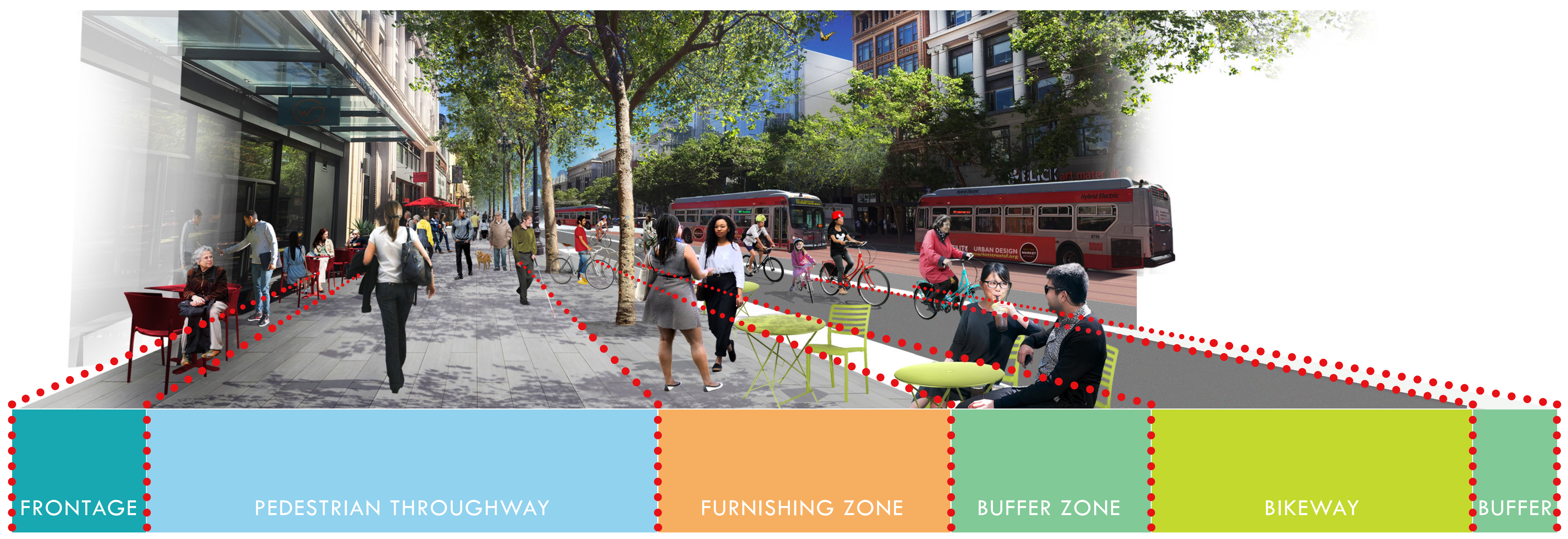
Possible Segments:

- Steuart St - 2nd St
- 2nd St - 5th St
- 8th St - 12th St
- 12th St - Octavia Boulevard

PAVING & ACCESSIBILITY




Better Market Street proposes new sidewalk paving that is accessible, durable and easily maintained. Sidewalk use zones will be delineated using variations in paving materials and the scale, proportion and color of those materials. The design of paving patterns will result in an urban design that is memorable and unique to Market Street and to San Francisco.



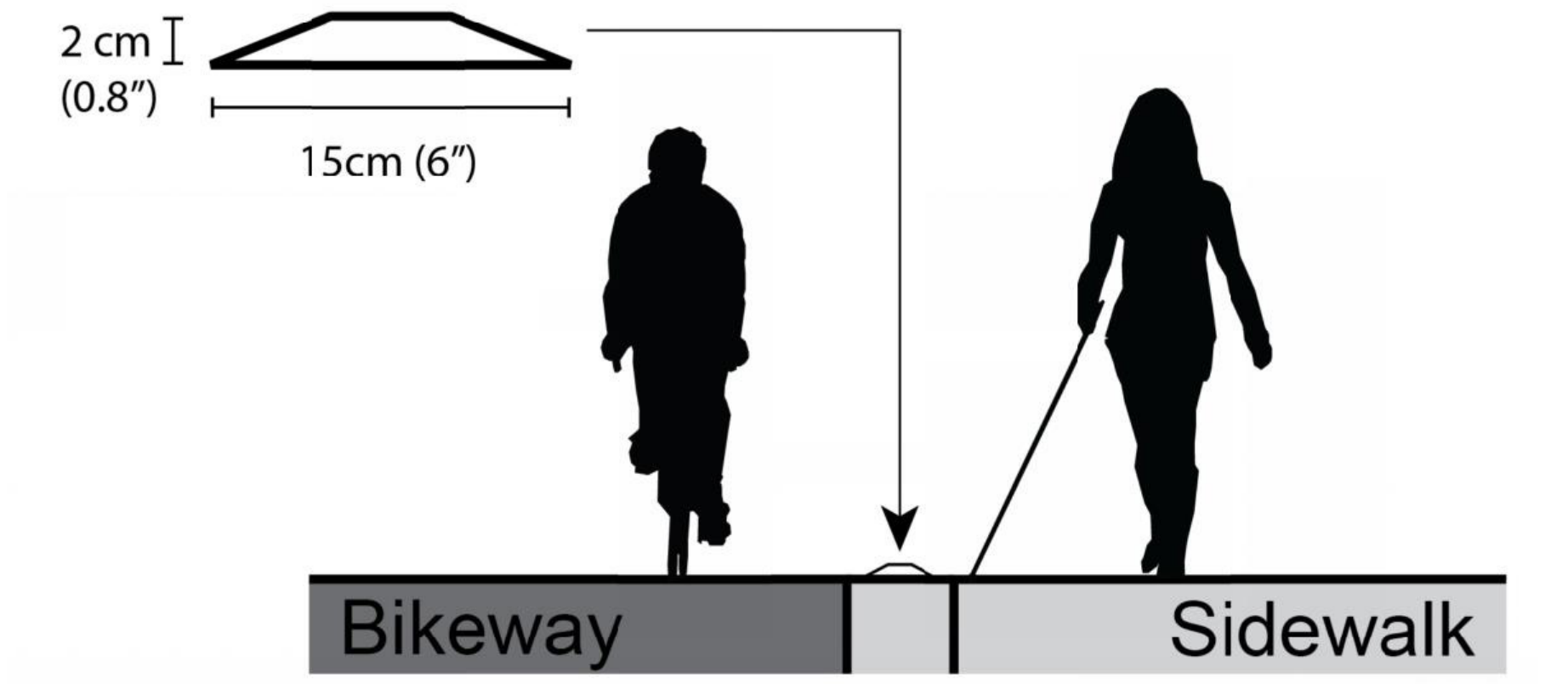

A Pedestrian Realm Focus Group working with the project team and the Mayor's Office on Disability, evaluated the sidewalk paving on Market Street. The resulting report recommended replacing the brick on Market Street with a safe, durable and smooth paver. And in 2018, San Francisco adopted a paving standard for city sidewalks that requires concrete pavers to have joints at least 18" apart.

A delineation zone between the pedestrian walkway and bikeway is recommended. A pilot is underway to develop a standard for this feature.

Potential Path Delineator



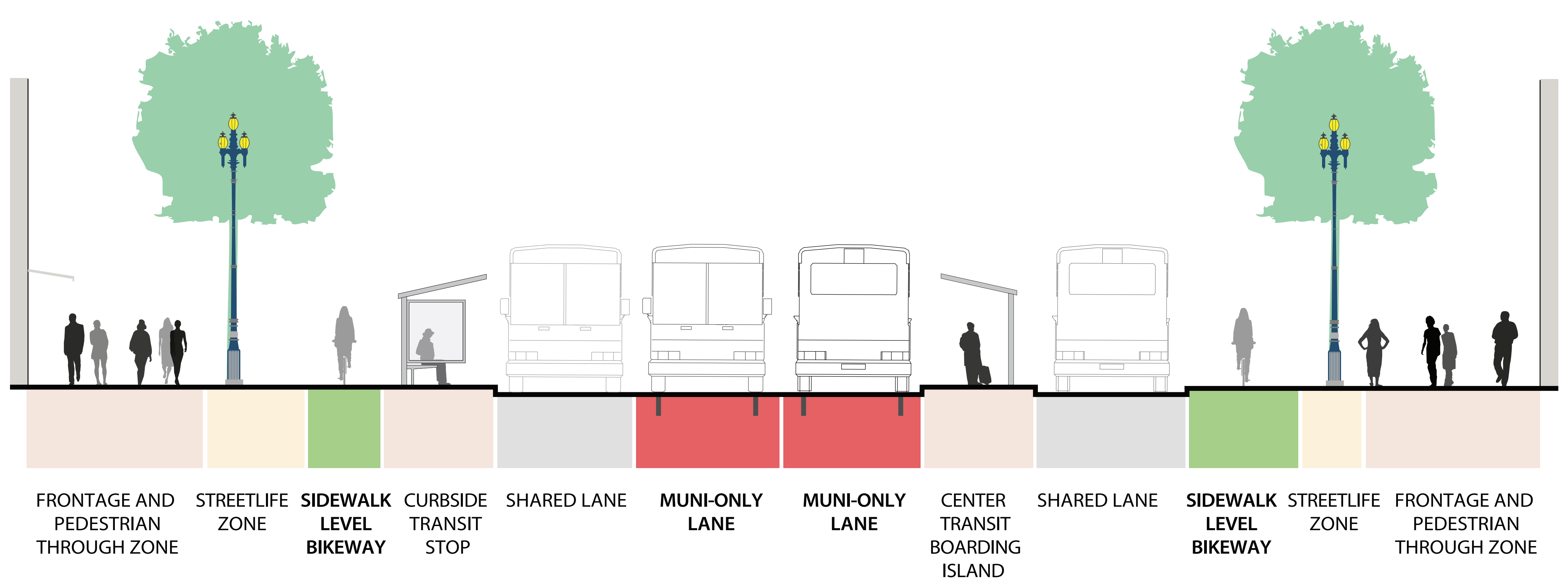
London




Market Street has uniquely oblique intersections. The sidewalk paving design will highlight this characteristic through paving color and texture.

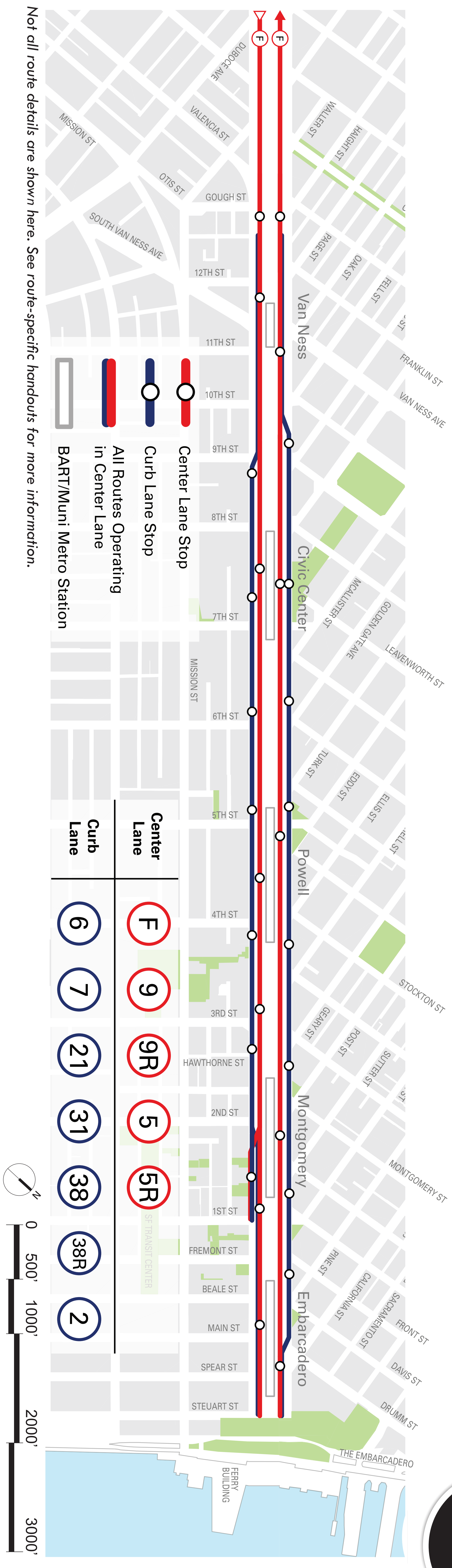


The project intends to reuse the existing granite curbs throughout the street, either as curbs or site furnishings.





PROPOSED MUNI SERVICE

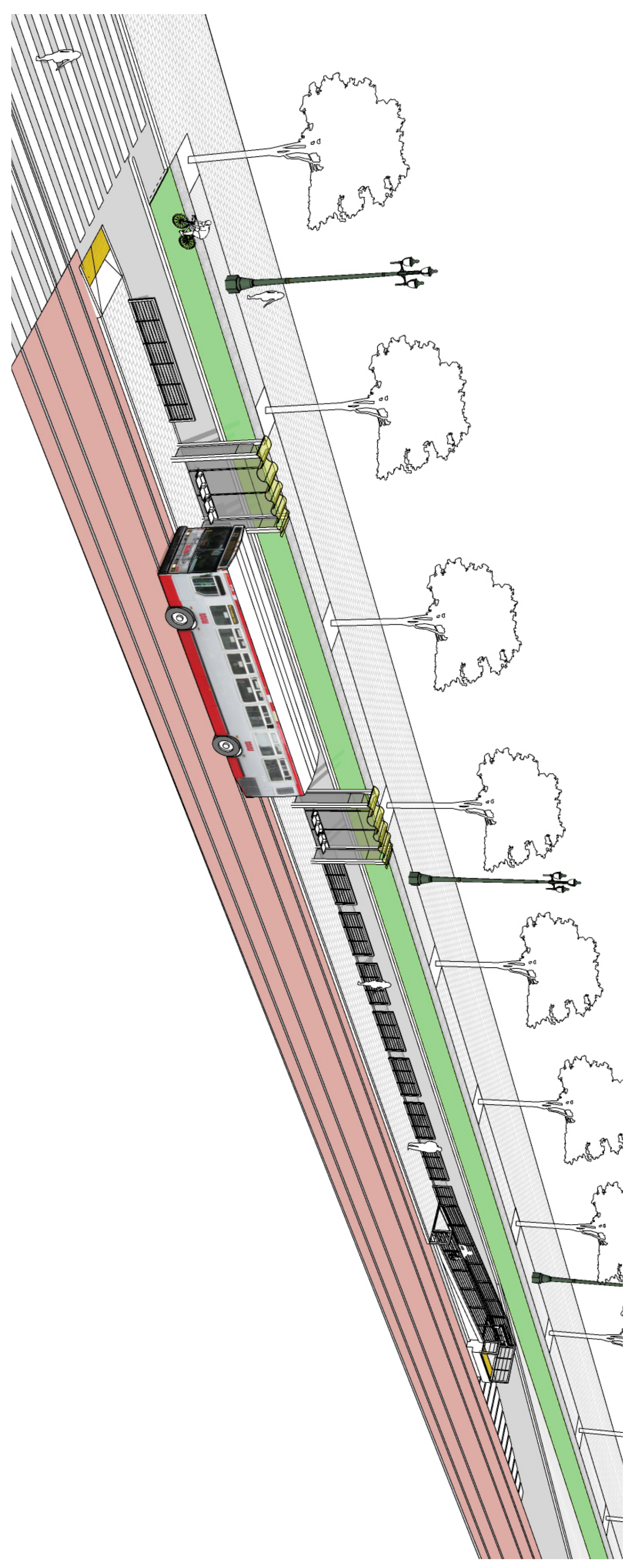


Not all route details are shown here. See route-specific handouts for more information.

The project is expected to provide up to 25% travel time savings by changing stop spacing, reducing conflicts with bikes, and extending Muni-only lanes.

Rapid Center Lane Service:

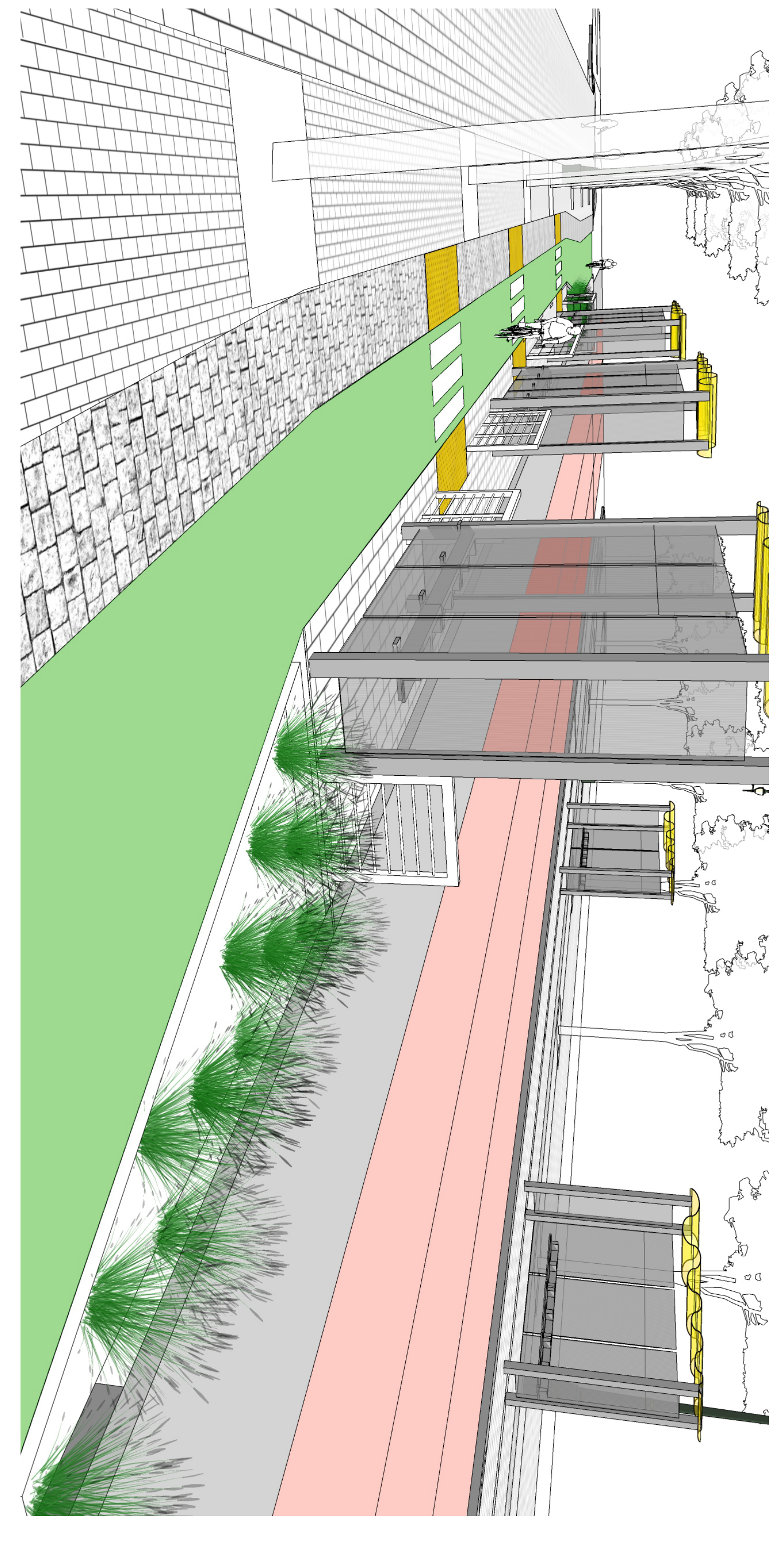
Stops located only at BART/Muni Metro stations would provide easy transfers and faster service. Transit customers would have to walk no more than two blocks to access the closest center-lane stop.



The proposed extension of the red Muni-Only lanes will keep transit moving, even during busy times on Market Street.

Maintain Curbside Local Service:

Curbside stops would remain at about every block and Civic Center would serve as a convenient transfer point for those wanting to minimize walking.



The proposed sidewalk-level bikeway will help speed up transit by reducing conflicts with people biking.

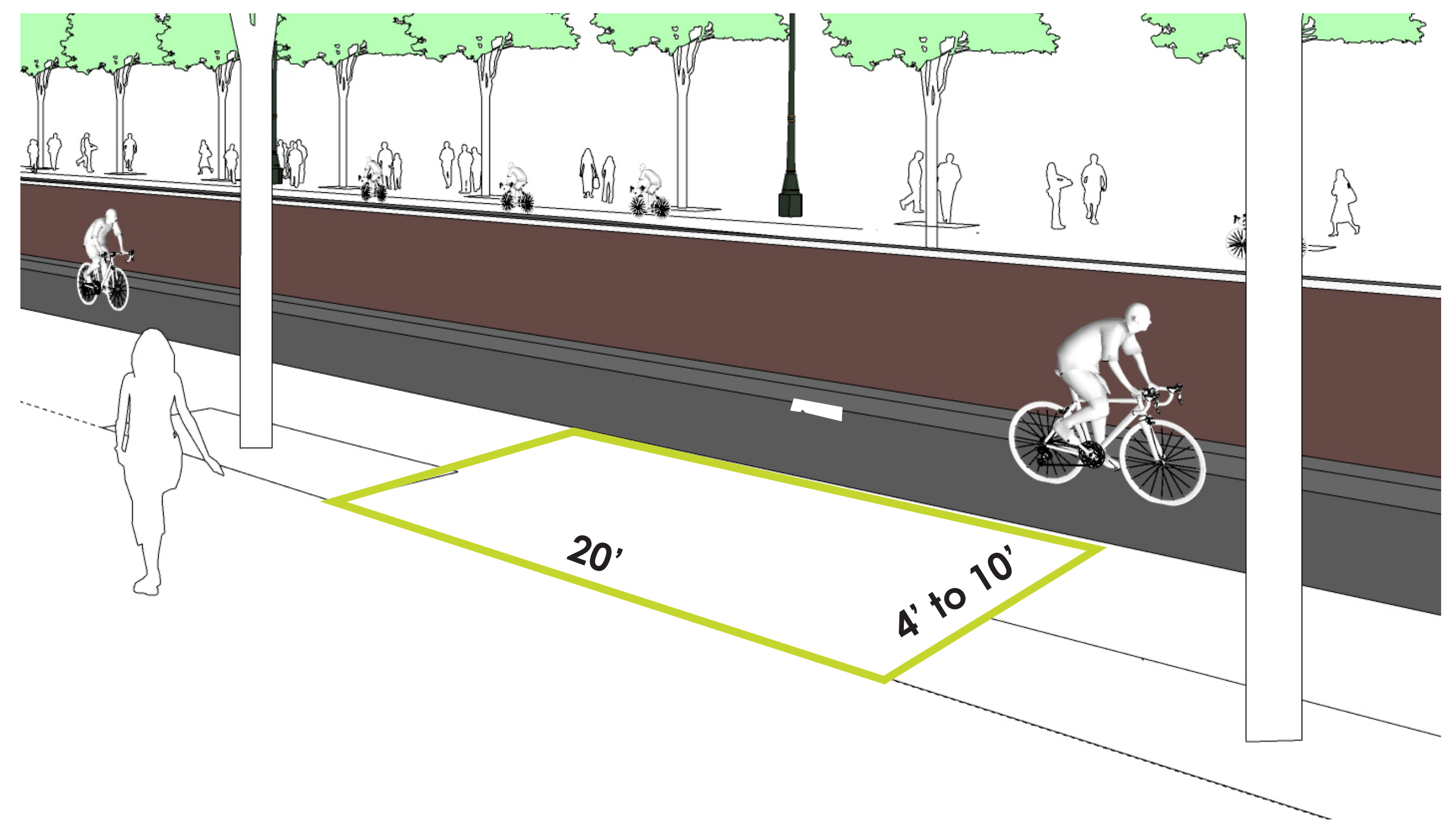


SITE FURNISHINGS: SEATING

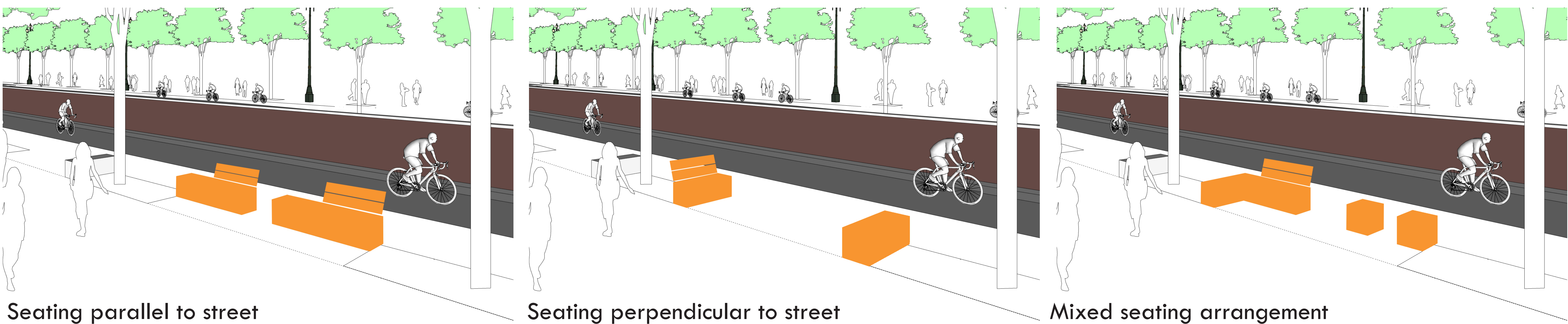


The furnishing zones on Market Street's sidewalks also provide the opportunity for seating, allowing people to socialize and linger. In keeping with the project's goal of sustainability, the existing Sierra White Granite curbs could be refashioned into seating elements. Alternatively, seating could be made from locally sourced or reclaimed lumber.

A 20 foot long furnishing zone can be designed and programmed to accommodate different amenities and uses to provide comfort and engagement along Market Street. The zone width varies from 4 to 10 feet.



SEATING LAYOUT There are numerous ways that seating elements could be arranged within the furnishing zone.



SEATING STYLE AND MATERIALS





SITE FURNISHINGS

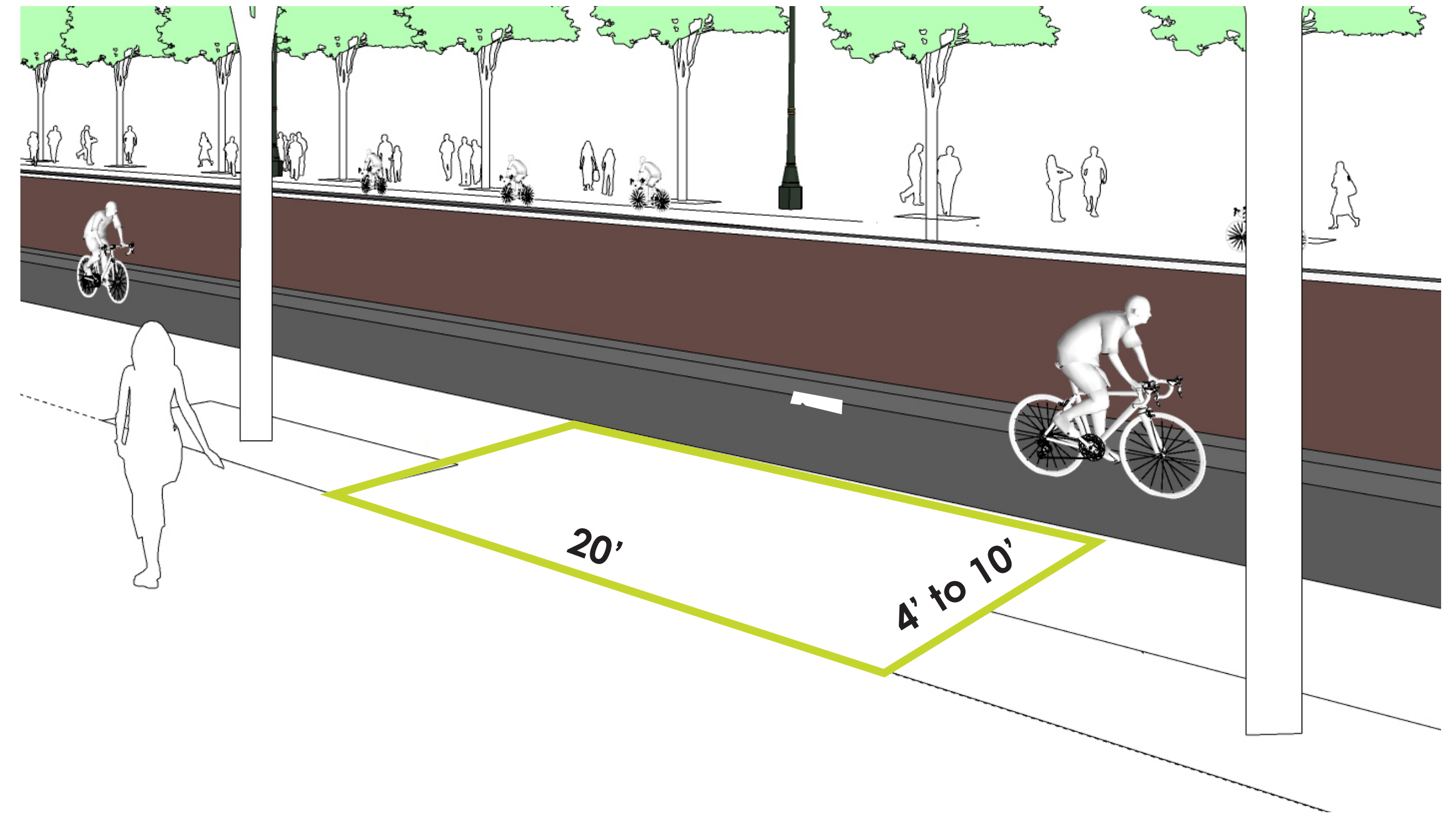
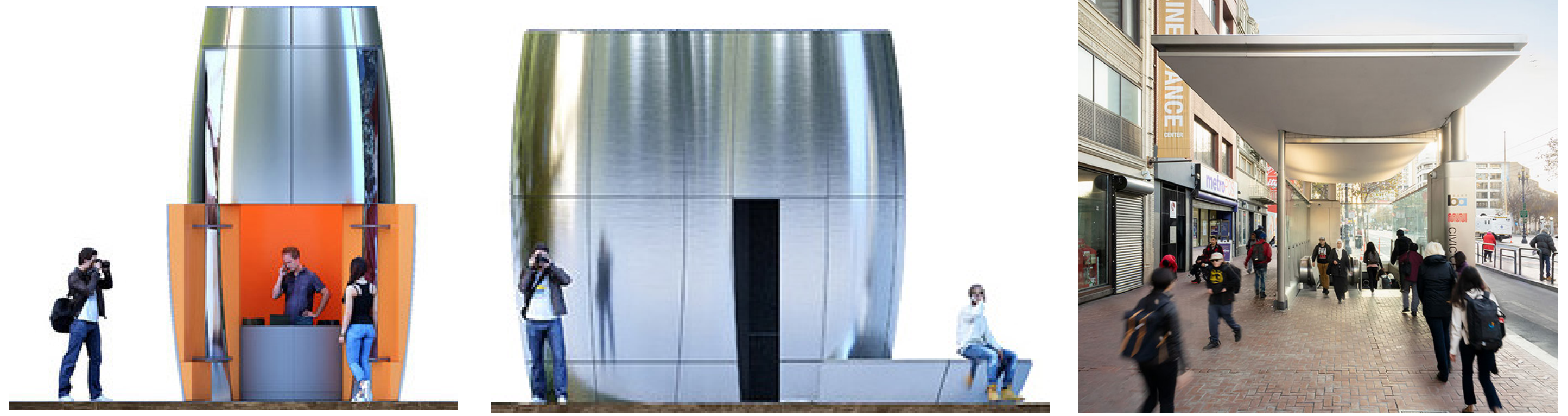


The furnishing zone on Market Street needs to accommodate many uses and elements, not just seating. Today, the above-ground elements give the street a haphazard and cluttered appearance. Better Market Street will streamline the site furnishings as much as possible.

A 20 foot long furnishing zone can be designed and programmed to accommodate different amenities and uses to provide comfort and engagement along Market Street. The zone width varies from 4 to 10 feet.

SITE FURNISHINGS TO COORDINATE:

Kiosks, restrooms and BART portals



SITE FURNISHINGS TO ACCOMMODATE:

Railings, bus shelters, lights, bike racks and bike amenities



Bike share, newsracks, advertising panels and trash cans



Kiosks, vendors and events



Landmarks





VEHICLE CIRCULATION

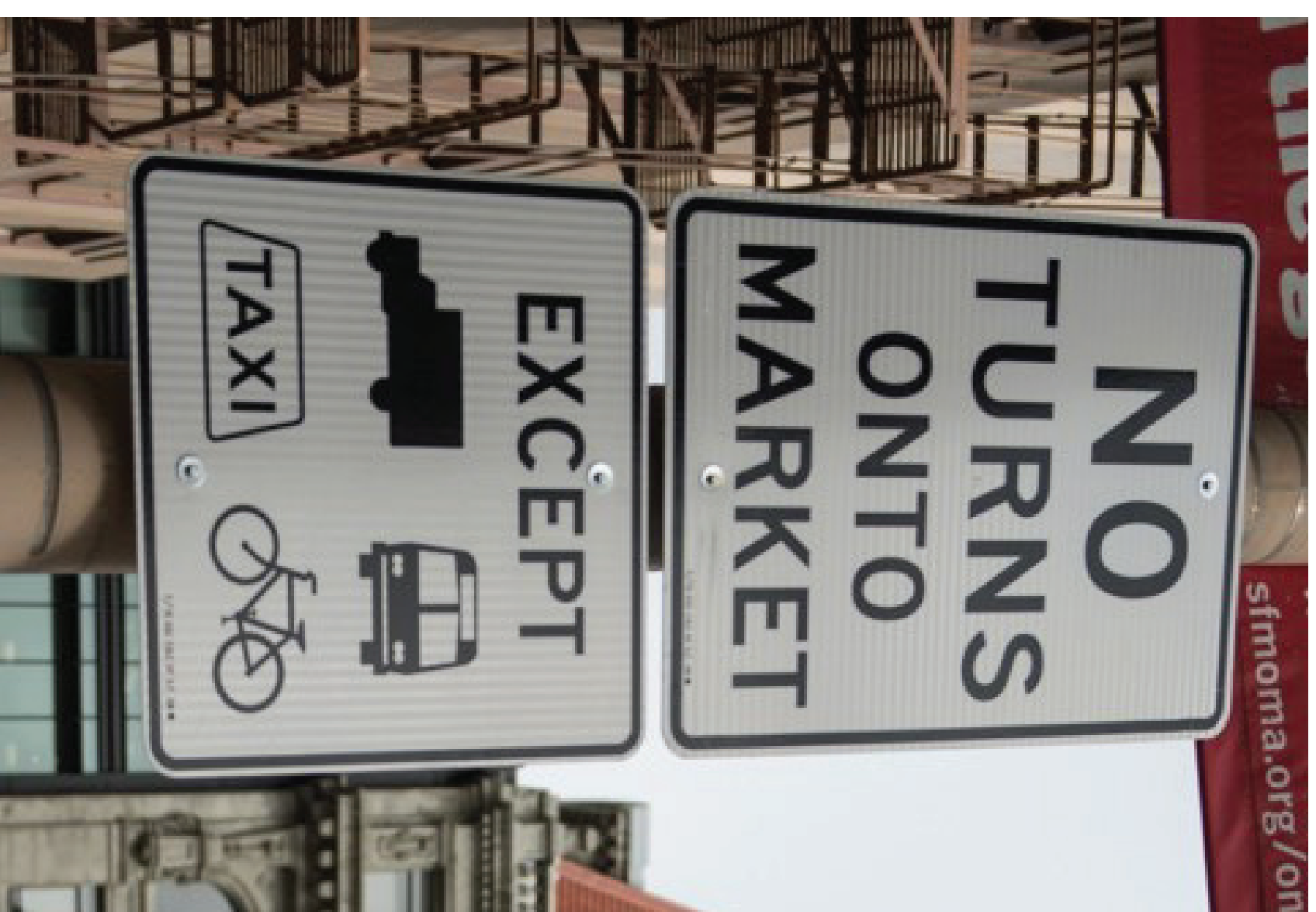
Proposed Private Vehicle Circulation



Proposed private vehicle restrictions on Market Street:

- Eastbound between 10th Street and Spear Street
- Westbound between Stewart Street and Van Ness Avenue

The project proposes to accommodate passenger loading by private vehicles, including Uber and Lyft, at cross street and side street passenger loading zones. The project plans to install more than 40 new passenger white zones on streets adjacent to Market Street.



What are Private Vehicles?

Personal cars, trucks, vans, scooters and motorcycles, including those operating for Uber, Lyft and similar companies



What are Commercial Vehicles?

Trucks, vans, and taxis with commercial license plates; shuttle buses with 10 or more passengers



Commercial plates have one letter and six numbers



City and County of San Francisco
 London Breed, Mayor
 Mohammed Nuru, Director

SIDEWALK-LEVEL BIKEWAY PILOT FOR BETTER MARKET STREET PROJECT CONTRACT NO. 2752J



Public Works
 Design and Construction

John F. Thomas, P.E.
 City Engineer



LOCATION MAP

REFERENCE INFORMATION & FILE NO. OF SURVEYS						BUREAU OF ENGINEERING CITY & COUNTY OF SAN FRANCISCO SAN FRANCISCO PUBLIC WORKS 30 VAN NESS AVENUE, 5TH FLOOR SAN FRANCISCO, CA 94102 - 6028		Acting Section Mgr: ERIC KUELSBERG Date:		DESIGNED: DATE: J. MUNOZ 09/19		SCALE: NONE SHEET OF SHEETS OF		CONTRACT NO. 2752J	
TABLE OF REVISIONS NO. DATE DESCRIPTION BY APP.				BUREAU OF ENGINEERING CITY & COUNTY OF SAN FRANCISCO SAN FRANCISCO PUBLIC WORKS 30 VAN NESS AVENUE, 5TH FLOOR SAN FRANCISCO, CA 94102 - 6028		Deputy Bureau Mgr: FERNANDO CISNEROS Date:		DRAWN: DATE: J. MUNOZ 09/19		SIDEWALK-LEVEL BIKEWAY PILOT FOR BETTER MARKET STREET COVER PAGE		DRAWING NO. R-60		FILE NO.	
THIS DRAWING WAS LAST MODIFIED: 09/11/19 1:31. BY: jmunoz				BUREAU OF ENGINEERING CITY & COUNTY OF SAN FRANCISCO SAN FRANCISCO PUBLIC WORKS 30 VAN NESS AVENUE, 5TH FLOOR SAN FRANCISCO, CA 94102 - 6028		Bureau Mgr: PATRICK RIVERA Date:		CHECKED: DATE: C. YU 09/19		SHEET OF SHEETS OF		REV. NO.		REV. NO.	

NO.	DATE	DESCRIPTION	BY	APP.
THIS DRAWING WAS LAST MODIFIED: 09/11/19 1:33:14, BY: jmunoz				

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CITY & COUNTY OF SAN FRANCISCO
SAN FRANCISCO PUBLIC WORKS
30 VAN NESS AVENUE, 5TH FLOOR
SAN FRANCISCO, CA 94102 - 6028

Acting Section Mgr:	ERIC KUELSBERG	Date:	
Deputy Bureau Mgr:	FERNANDO CISNEROS		
Bureau Mgr:	PATRICK RIVERA		

DESIGNED:	J. MUNOZ	DATE:	09/19
DRAWN:	J. MUNOZ	DATE:	09/19
CHECKED:	C. YU	DATE:	09/19

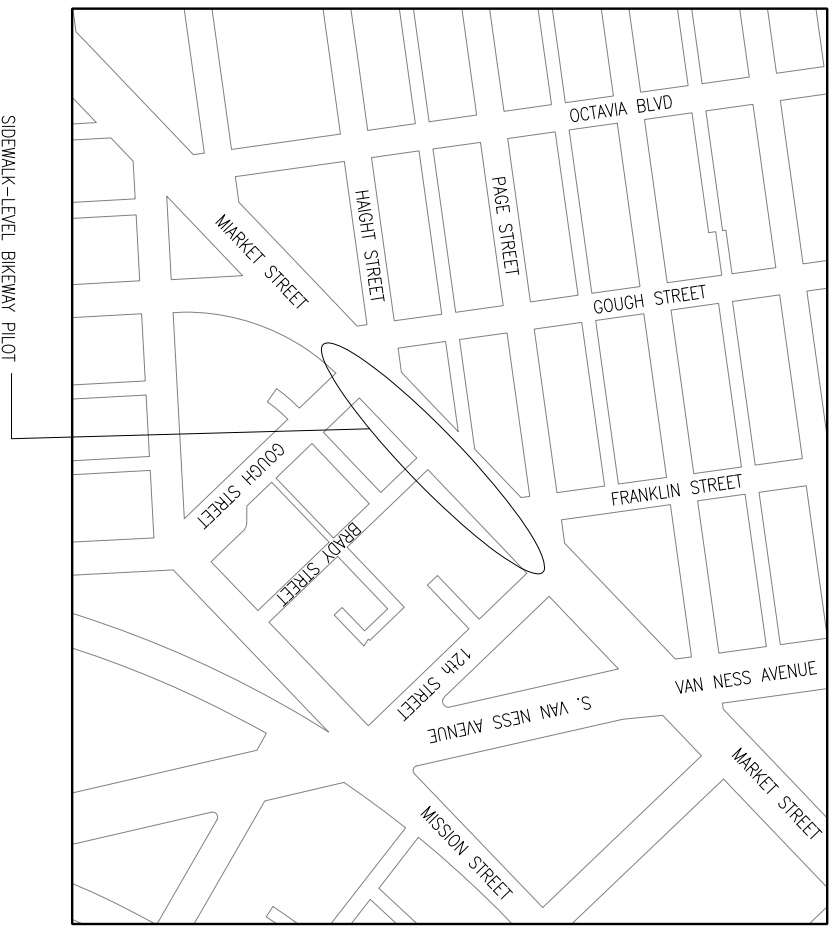
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SHEET OF SHEETS	OF

SIDEWALK-LEVEL BIKEWAY PILOT FOR BETTER MARKET STREET

VICINITY MAP AND INDEX OF DRAWINGS

CONTRACT NO.	2752J
DRAWING NO.	R-G1
REV. NO.	

VICINITY MAP



INDEX OF DRAWINGS

DWG NO	REV NO	FILE NO	DRAWING TITLE
GENERAL			
G-00			COVER PAGE
G-01			VICINITY MAP & INDEX OF DRAWINGS
G-02			LEGEND AND ABBREVIATIONS
G-03			GENERAL NOTES
ROADWAY DETAILS			
R-1			MARKET ST FROM GOUGH ST TO BRADY ST DESIGN DETAIL AND CROSS SECTION
R-2			MARKET ST FROM BRADY TO FRANKLIN ST DESIGN DETAIL AND CROSS SECTION
LANDSCAPE			
L-1			MARKET ST FROM GOUGH ST TO BRADY ST DESIGN ...
L-2			MARKET ST FROM GOUGH ST TO BRADY ST DESIGN ...

LEGEND

	APPROXIMATE AREA TO BE COLD PLANED 2-INCH FULL DEPTH OF CUT AND RESTORED WITH 2-INCH THICK MINIMUM OF ACWS. EXACT LOCATION AND DIMENSIONS TO BE DETERMINED BY THE CITY REPRESENTATIVE IN THE FIELD
	APPROXIMATE AREA TO BE RECONSTRUCTED WITH 2-INCH THICK MINIMUM OF ACWS ON 8-INCH THICK CONCRETE BASE. EXACT LOCATION AND DIMENSIONS TO BE DETERMINED BY THE CITY REPRESENTATIVE IN THE FIELD
	12-INCH WIDE TRAPEZOIDAL DELINEATOR
	INSTALL PRECAST CONCRETE GRANITE FINISH CURB
	CONSTRUCT 6-INCH OR 14-INCH WIDE CONCRETE HEADER
	APPROXIMATE LIMITS OF EXISTING BASEMENT BENEATH THE SIDEWALK, CURB, AND/OR ROADWAY. PRIOR TO ANY WORK THE CONTRACTOR SHALL VERIFY BASEMENT LIMITS AND NOTIFY THE CITY REPRESENTATIVE IN WRITING ANY CONFLICTS
	EXISTING MUNI OVERHEAD CONTACT SYSTEM (OCS) WIRES
	EXISTING CURB/GUTTER/PARKING STRIP/ISLAND
	APPROXIMATE LOCATION OF PROPERTY LINE
	CONFORM LINE
	MATCH LINE

	TOP OF CURB OR SIDEWALK OR PAVEMENT ELEVATION
	FLOW LINE/GUTTER OR CATCH BASIN ELEVATION
	APPROXIMATE DIMENSIONS, IN FEET, OF CONCRETE BASE RECONSTRUCTION
	SECTION/DETAIL IDENTIFICATION DRAWING NO.
	AMNING POLE
	BENCH MARK
	BIKE RACK
	BOLLARD
	(N) CATCH BASIN
	(E) CATCH BASIN TO REMAIN
	(E) CATCH BASIN TO BE ABANDONED
	CITY MONUMENT
	CONDUIT
	DIRECTION OF DRAINAGE FLOW
	DOWN SPOUT
	ELECTROLER
	FIRE HYDRANT
	FIRE HYDRANT VALVE
	GAS VALVE
	HPRS HYDRANT
	HPRS VALVE

AB	ASSESSOR'S BLOCK
AC	ASPHALT CONCRETE
ACWS	ASPHALT CONCRETE WEARING SURFACE
AMSS	AUXILIARY WATER SUPPLY SYSTEM
BC	CURVE BEGINNING
BLDG	BUILDING
BLHP	BUREAU OF LIGHT, HEAT AND POWER
BOT	BOTTOM
BRK	GRADE BREAK
BSW	BACK OF SIDEWALK
BVC	VERTICAL TANGENT-CURVE INTERSECT
C	CURB
CB	CATCH BASIN
CL	CENTER LINE
CO	SANITARY SEWER CLEANOUT/VENT
COMM	COMMUNICATIONS
CONC	CONCRETE
CR	CURB RAMP
C1	CURVE 1, ETC
DT	DEPARTMENT OF TECHNOLOGY
DWG	DRAWING
DWY	DRIVEWAY
(E), EX	EXISTING
EA	EACH
EC	CURVE END
EL, ELEV	ELEVATION
ENT	ENTRANCE
EQ	EQUAL
EVC	VERTICAL CURVE-TANGENT INTERSECT
FA	FIRE ALARM POLE
FH	FIRE HYDRANT
FIG	FIGURE
FL	FLOW LINE
G	GUTTER
GB	GRADE BREAK
GR	GRATE
GV	GAS VALVE
HYD	HYDRANT
HP	HIGH POINT
HPFH	HIGH PRESSURE FIRE HYDRANT
HPRS	HIGH PRESSURE FIRE SERVICE
IRV	IRRIGATION VALVE
LB	LINE BEGINNING
LE	LINE END
LPFH	LOW PRESSURE HIGH HYDRANT
L1	LINE 1, ETC
MAX	MAXIMUM
MIN	MINIMUM
MFN	METROMEDIA FIBER OPTIC CABLE NETWORK
MH	MANHOLE
MTR	METER
MON	MONUMENT
(N)	NEW
N/A	NOT APPLICABLE
NO.	NUMBER
NIC	NOT IN CONTRACT
NTS	NOT TO SCALE
OCS	OVERHEAD CONTACT SYSTEM
OG	OUTSIDE GUTTER
PB	PULL BOX
PC	POINT OF CURVATURE/
PCC	TANGENT-CURVE INTERSECT
PCC	POINT OF HORIZONTAL COMPOUND CURVE/
PI	COMPOUND CURVE-CURVE INTERSECT
PI	POINT OF INTERSECTION/
PI	TANGENT-TANGENT INTERSECT
PL	PROPERTY LINE
PRC	POINT OF HORIZONTAL REVERSE CURVE/
PT	REVERSE CURVE-CURVE INTERSECT
PT	POINT OF TANGENCY/
PT	CURVE-TANGENT INTERSECT
PVI	POINT OF VERTICAL INTERSECTION
REF PT	REFERENCE POINT
REV	REVISION
ROW	RIGHT-OF-WAY
S, SW	SEWER
SWLK	SIDEWALK
SL	STREET LIGHTING
STA	STATION
TS	TRAFFIC SIGNAL
TW	TOP OF WALL
TYP	TYPICAL
UNK	UNKNOWN
USPS	UNITED STATES POSTAL SERVICE
UTIL	UTILITY
WM	WATER METER
WV	WATER VALVE

ABBREVIATIONS



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NO.	DATE	DESCRIPTION	BY	APP.
TABLE OF REVISIONS				
THIS DRAWING WAS LAST MODIFIED: 09/11/19 14:38. BY: jmunoz				
REFERENCE INFORMATION & FILE NO. OF SURVEYS				
		BUREAU OF ENGINEERING CITY & COUNTY OF SAN FRANCISCO SAN FRANCISCO PUBLIC WORKS 30 VAN NESS AVENUE, 5TH FLOOR SAN FRANCISCO, CA 94102 - 8028		
Acting Section Mgr:	ERIC KLEISBERG	Date:	DESIGNED: DATE: 09/19	J. MUNOZ
Deputy Bureau Mgr:	FERNANDO CISNEROS	Drawn:	DATE: 09/19	J. MUNOZ
Bureau Mgr:	PATRICK RIVERA	Checked:	DATE: 09/19	C. YU
SCALE: NONE		SHEET OF SHEETS		
SIDEWALK-LEVEL BIKEWAY PILOT FOR BETTER MARKET STREET		LEGEND AND ABBREVIATIONS		
CONTRACT NO. 2752J		DRAWING NO. R-62		
REV. NO.		FILE NO.		

GENERAL NOTES

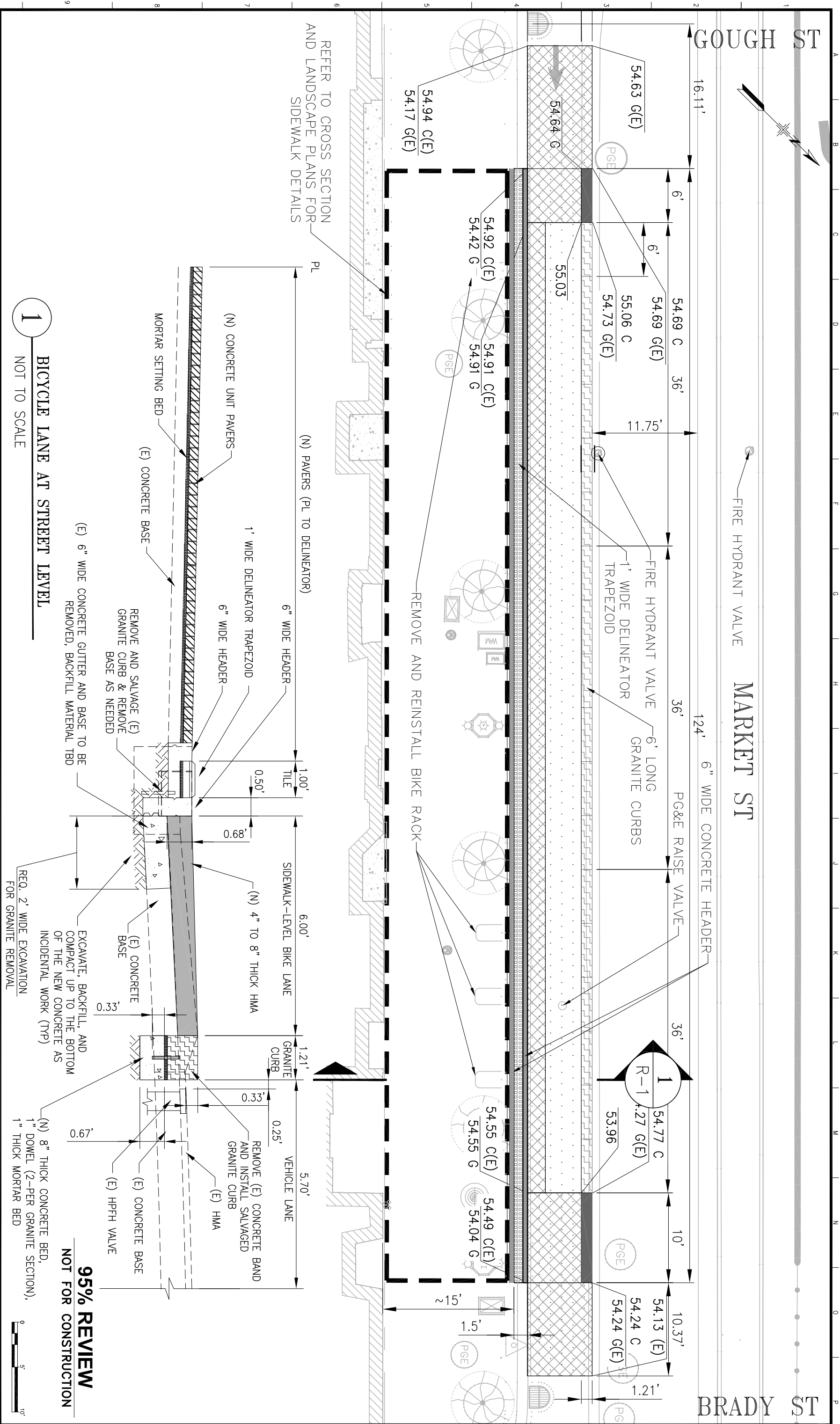
- ENTERING INTO THIS CONTRACT WITH THE CITY INDICATES THAT THE CONTRACTOR HAS VISITED THE SITE, IS FAMILIAR WITH THE EXISTING CONDITIONS AND REVIEWED SAME WITH THE REQUIREMENTS OF THE CONTRACT DOCUMENTS.
- THE CONTRACTOR IS RESPONSIBLE FOR CHECKING ALL CONTRACT DOCUMENTS AND FIELD CONDITIONS, AND FOR CONFIRMING THAT THE WORK IS BUILDABLE AS SHOWN BEFORE PROCEEDING WITH THE WORK. THE CONTRACTOR IS RESPONSIBLE FOR OBTAINING CLARIFICATION FROM THE CITY BEFORE PROCEEDING WITH THE WORK IN QUESTION OR RELATED WORK. WRITTEN DIMENSIONS SHALL GOVERN. THE CONTRACTOR SHALL VERIFY ALL DIMENSIONS PRIOR TO PROCEEDING WITH THE WORK.
- THE CONTRACTOR SHALL VERIFY EXISTING FACILITIES IN THE FIELD, WHETHER OR NOT THEY ARE SHOWN ON THE DRAWINGS.
- THE CONTRACTOR SHALL NOTIFY THE CITY REPRESENTATIVE IN WRITING OF CONFLICTS BETWEEN DRAWINGS PRIOR TO PROCEEDING WITH THE WORK IN QUESTION.
- THE CONTRACTOR IS RESPONSIBLE FOR WORKING AROUND AND PROTECTING ALL EXISTING FACILITIES ADJACENT TO THE WORK AREA. THESE FACILITIES INCLUDE, BUT ARE NOT LIMITED TO, THE FOLLOWING: CABLE CAR TRACKS, TREES, LANDSCAPING, HYDRANTS AND UTILITY POLES.
- THE CONTRACTOR IS RESPONSIBLE FOR COORDINATING ALL WORK UNDER THIS CONTRACT TO AVOID REDUNDANCY BETWEEN PAVING/CURB RAMP WORK AND SEWER AND/OR WATER WORK OR OTHER UTILITY REQUIRED TRENCH RESTORATION.
- CONFORM LINE SHALL BE FIVE (5) FEET BEYOND THE EXTENDED PROPERTY LINE UNLESS OTHERWISE INDICATED ON THE DRAWINGS OR AS DIRECTED BY THE CITY REPRESENTATIVE.
- THE THICKNESS OF THE NEW ASPHALT CONCRETE WEARING SURFACE (ACMS) SHALL BE TWO (2) INCHES MINIMUM UNLESS OTHERWISE INDICATED ON THE DRAWINGS OR AS DIRECTED BY THE CITY REPRESENTATIVE.
- CURB GRADE SHALL BE SIX (6) INCHES ABOVE THE ADJACENT PAVEMENT GRADE OR GUTTER GRADE UNLESS OTHERWISE INDICATED ON THE DRAWINGS OR AS DIRECTED BY THE CITY REPRESENTATIVE.
- WHEN EXISTING AND NEW ELEVATIONS ARE GIVEN FOR THE SAME POINT, THE CONTRACTOR SHALL CONSTRUCT TO NEW ELEVATIONS, UNLESS OTHERWISE DIRECTED BY THE CITY REPRESENTATIVE. THE EXISTING ELEVATIONS ARE FOR INFORMATION ONLY.
- STANDARD DETAILS AND INFORMATION SHALL BE USED FOR ALL APPLICABLE CASES UNLESS OTHERWISE INDICATED.
- GROSS SECTION CALL-OUTS ARE SHOWN ONLY ONCE ON THE DRAWINGS AND ARE TYPICAL FOR SIMILAR CONDITIONS UNLESS OTHERWISE INDICATED.
- EXISTING CATCHBASIN GRADE SHALL BE ADJUSTED IN THE FIELD TO CONFORM TO NEW GUTTER GRADE.
- NEW GUTTER AND/OR PARKING STRIP SHALL CONFORM TO EXISTING PAVEMENT UNLESS OTHERWISE INDICATED.
- THE LIMITS OF SIDEWALK RECONSTRUCTION SHOWN ON THE DRAWINGS ARE APPROXIMATE. THE CONTRACTOR SHALL SAWCUT TO THE NEAREST FLAG/JOINT AND MATCH THE EXISTING SCORE PATTERN UNLESS OTHERWISE INDICATED ON THE DRAWINGS OR AS DIRECTED BY THE CITY REPRESENTATIVE.
- ALL UTILITY VAULTS AND PULL BOXES WITHIN THE SIDEWALK RECONSTRUCTION AREA SHALL BE ADJUSTED TO THE NEW GRADE.
- FOR ALL TRAFFIC SIGNAL PULL BOXES THAT ARE ROTATED, RELOCATED OR ADJUSTED, THE CONTRACTOR SHALL CONTACT MTA TRAFFIC SIGNAL SHOP STEVE VANUCCI OR EDDIE TSUI AT LEAST THREE (3) DAYS PRIOR TO SETTING THE PULL BOX AT THE NEW LOCATION AND/OR GRADE. ALL WORK SHALL MEET REQUIREMENTS OF STDPW STANDARD PLAN 87.201
- THE 12-INCH WIDE GROoved BORDERS (MARKING BANDS) ON CURB RAMPS SHALL NOT BE PART OF THE SLOPED RAMP AND WING SURFACES UNLESS OTHERWISE INDICATED.
- CURB RAMPS WITH GRADE BREAKS SHALL HAVE A BACK OF CURB (BOC) ELEVATION OF 0.01 FEET HIGHER THAN THE SPECIFIED FACE OF CURB (FOC) ELEVATION. CURB RAMPS WITHOUT GRADE BREAKS SHALL HAVE A MAXIMUM BACK OF CURB (BOC) ELEVATION OF 0.04 FEET HIGHER THAN THE FACE OF CURB (FOC) ELEVATION.
- ELEVATIONS SHOWN ON CURB RAMP DETAILS ARE MEASURED IN FEET AND ARE RELATIVE TO A LOCAL REFERENCE POINT (TOP OF FIRE HYDRANT IN MOST CASES) UNLESS OTHERWISE INDICATED.
- ASPHALT CONCRETE PATCHING AROUND NEW GUTTERS AND/OR PARKING STRIPS AT CURB RETURNS SHALL BE CONSIDERED AS INCIDENTAL WORK TO THE CURB RAMP BID ITEM.
- CONCRETE BASE WORK SHOWN ON CURB RAMP DETAILS MAY OVERLAP WITH THE SAME WORK SHOWN ON PAVEMENT PLANS. THE CONTRACTOR SHALL COORDINATE OVERALL PAVING WORK TO AVOID PERFORMING DUPLICATE WORK.

- ANY POLES OR VERTICAL ELEMENTS INSTALLED OR RELOCATED NEAR FIRE HYDRANTS SHALL ADHERE TO THE FOLLOWING MINIMUM CLEARANCES: THE MINIMUM CLEARANCE BETWEEN A POLE OR VERTICAL ELEMENT TO A HIGH PRESSURE HYDRANT IS FIVE (5) FEET. THE MINIMUM CLEARANCE BETWEEN A POLE OR VERTICAL ELEMENT TO A LOW PRESSURE HYDRANT IS THREE (3) FEET.
- ALL CITY MONUMENTS MUST BE PROTECTED PER STATE LAND SURVEYORS ACT. CALL THE COUNTY SURVEYOR AT 554-5833 TO REPORT ANY MONUMENTS IN DANGER OF DISTURBANCE. DESTRUCTION OR REMOVAL.
- CONTRACTOR SHALL AVOID DAMAGING AND PROTECT IN PLACE EXISTING GRANITE CURBS. CONTRACTOR SHALL NOTIFY CITY REPRESENTATIVE OF ANY GRANITE CURB NOT IDENTIFIED ON THE PLANS TO BE RESET OR SALVAGED THAT IS IN CONFLICT WITH PROPOSED WORK.
- EXISTING GRANITE CURB SHALL ONLY BE REPLACED WITH CONCRETE CURB ON CURVED RETURNS AND AS PART OF CURB RAMP CONSTRUCTION. EXISTING GRANITE CURB IN GOOD CONDITION SHALL BE RESET TO NEW GRADE. IF EXISTING GRANITE CURB IS DAMAGED, CONTRACTOR SHALL NOTIFY CITY REPRESENTATIVE.
- IN THE EVENT COBBLESTONES ARE ENCOUNTERED AND TO BE REMOVED IN ANY STREET UNDER CONSTRUCTION, THE CONTRACTOR SHALL REMOVE THEM FROM THE PROJECT SITE AS CITY PROPERTY. SALVAGE, HAULING AND DELIVERY OF EXISTING COBBLESTONES TO THE DESIGNATED AREAS, FROM THE PROJECT SITE, SHALL BE DONE AS INCIDENTAL WORK.
- IN THE EVENT GROUNDWATER WELLS ARE ENCOUNTERED IN ANY STREET UNDER CONSTRUCTION, THE CONTRACTOR SHALL BE RESPONSIBLE FOR GROUNDWATER WELL PRESERVATION (OR DESTRUCTION, IF DESTRUCTION IS CALLED FOR) FOR PRESERVATION. THE CONTRACTOR SHALL EXERCISE CARE IN WORKING AROUND GROUNDWATER WELLS TO PREVENT DAMAGE.
- AT THE COMPLETION OF WORK, THE CONTRACTOR SHALL REMOVE ALL MARKS, STAINS AND BLEMISHES RESULTING FROM CONSTRUCTION OPERATIONS THROUGHOUT THE CONTRACT.
- THE CONTRACTOR SHALL PREVENT CONSTRUCTION MATERIAL, PAVEMENT, CONCRETE, EARTH, PAINTS, THINNER, SOLVENTS, AND OTHER DEBRIS OR TOXIC MATERIAL FROM ENTERING A SEWER OR SEWER STRUCTURE INCLUDING SURFACE FLOW COLLECTION SYSTEM, SUCH AS CATCHBASINS AND CULVERTS.
- THE CONTRACTOR IS RESPONSIBLE FOR CONTACTING PUBLIC AND PRIVATE UTILITIES FOR COORDINATION. THE FOLLOWING ARE CONTACT PHONE NUMBERS:
- BLHP STREET LIGHTS (415) 227-8506 Streetlights@sfwater.org
- DPW NEWS RACKS (415) 554-4464 (415) 534-5346 (415) 695-2096 (415) 641-2676 JOSEPH THOPPL CATHERINE XU
- SEWER REPAIR STREET TREES (URBAN FORESTRY) (415) 550-2742 MIKE DENNING
- DT FIRE ALARM (415) 550-2718
- MTA MUNI OVERHEAD LINES (415) 554-9227 (415) 554-9220 (415) 550-2742 (415) 646-2308 JOHN ORKES CLIFFORD SMETHURST EDDIE TSUI GAIL STEIN
- SFWD BUSINESS HOURS REPAIRS (415) 550-4965 (415) 550-4911 (415) 550-4925 NON-BUSINESS HOURS REPAIRS IDENTIFY LINES
- AT&T (650) 991-5630 (650) 216-2196 LYNN SCHUSSEL MARRI TORRES CAROL MITCHELL
- COMCAST (415) 377-1921 (415) 503-4505 JEFF CASTANEDA DEREK NIPPE
- PG&E SERVICE PLANNING (628) 256-5013 (415) 757-8485 JASON BUHAQAR DANA SOUZA BILL RUSSO
- CLEAR CHANNEL (BUS SHELTERS) (925) 518-7042 NICHOLAS FAGUNDES ASHLEY KIRCHNER MARGEAU CASILLAS
- ZAVO/ABOVENET (MFN FACILITIES) (415) 265-3189 ALLEN LEHEW
- WAVE (ASTOUND) (925) 332-7806 KEN HAWKINS
- USPS MAILBOXES (415) 550-5248

			BUREAU OF ENGINEERING CITY & COUNTY OF SAN FRANCISCO SAN FRANCISCO PUBLIC WORKS 30 VAN NESS AVENUE, 15TH FLOOR SAN FRANCISCO, CA 94102 - 8028	
	Acting Section Mgr.: ERIC K. LESBERG Deputy Bureau Mgr.: FERNANDO CISNEROS Bureau Mgr.: PATRICK RIVERA			
	DESIGNED: J. MINOZ 09/19 DRAWN: J. MINOZ 09/19 CHECKED: C. YU 09/19	DATE: 09/19	SCALE: NONE SHEET OF SHEETS OF	CONTRACT NO. Z752J DRAWING NO. R-G3 REV. NO.

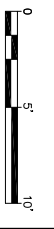
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SIDEWALK-LEVEL BIKEWAY PILOT
FOR BETTER MARKET STREET
GENERAL NOTES



1
BICYCLE LANE AT STREET LEVEL
NOT TO SCALE

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TABLE OF REVISIONS				

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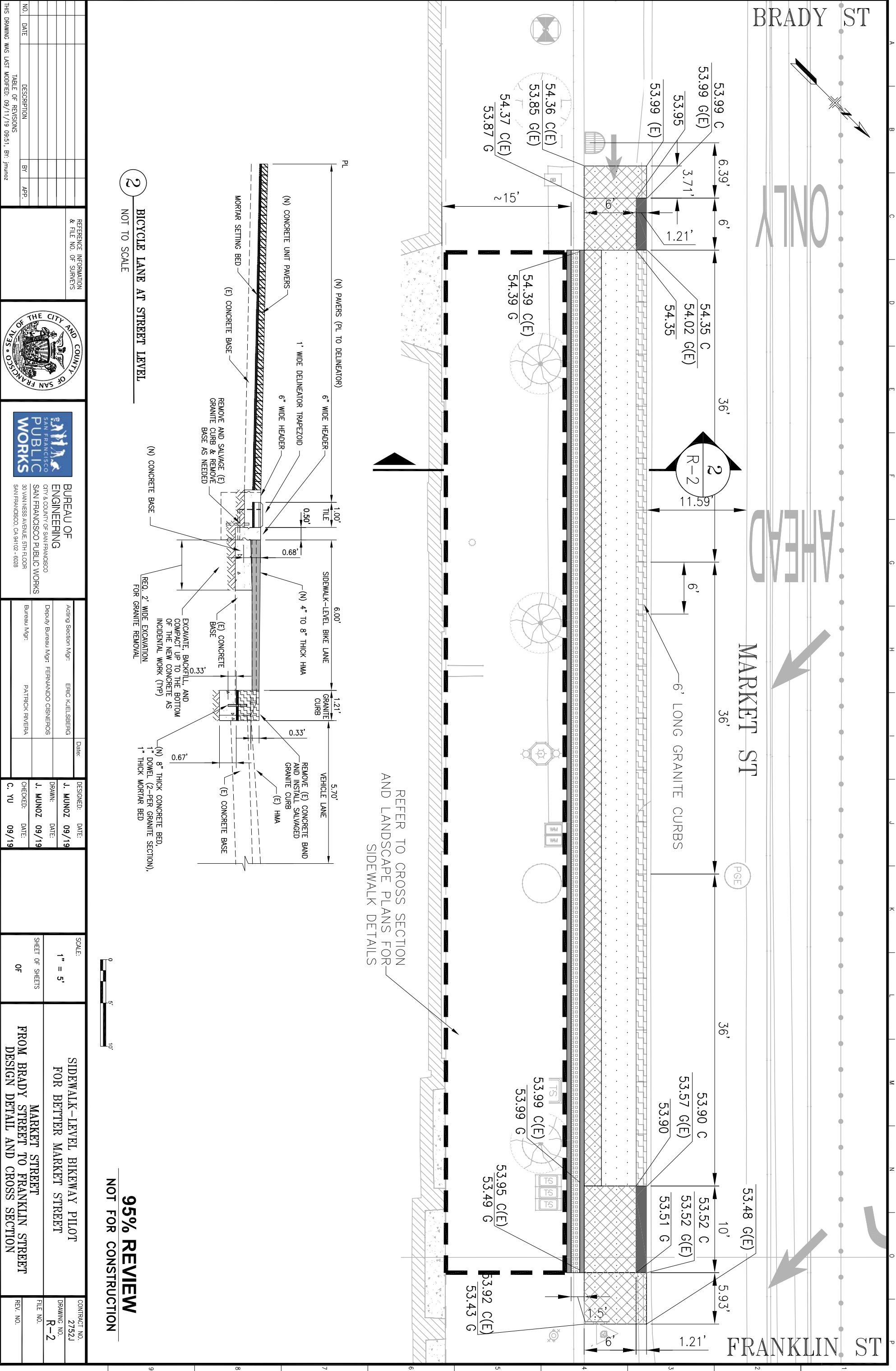
BUREAU OF ENGINEERING
CITY & COUNTY OF SAN FRANCISCO
SAN FRANCISCO PUBLIC WORKS
30 VAN NESS AVENUE, 5TH FLOOR
SAN FRANCISCO, CA 94102 - 8028

Acting Section Mgr:	ERIC KJELSSBERG	Date:	
Deputy Bureau Mgr:	FERNANDO CISNEROS	DESIGNED:	J. MINOZ 09/19
Bureau Mgr:	PATRICK RIVERA	DRAWN:	J. MINOZ 09/19
		CHECKED:	C. YU 09/19

SCALE:	NONE
SHEET OF SHEETS	OF

SIDEWALK-LEVEL BIKEWAY PILOT FOR BETTER MARKET STREET
MARKET STREET TO FRANKLIN STREET
DESIGN DETAIL AND CROSS SECTION

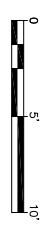
CONTRACT NO.:	2752J
DRAWING NO.:	R-1
FILE NO.:	
REV. NO.:	



2 BICYCLE LANE AT STREET LEVEL
NOT TO SCALE

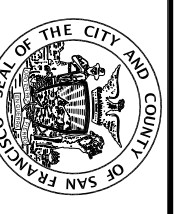
95% REVIEW
NOT FOR CONSTRUCTION

REFER TO CROSS SECTION
AND LANDSCAPE PLANS FOR
SIDEWALK DETAILS



NO.	DATE	DESCRIPTION	BY	APP.
TABLE OF REVISIONS				
THIS DRAWING WAS LAST MODIFIED: 09/11/19 09:51, BY: jmunoz				

REFERENCE INFORMATION
& FILE NO. OF SURVEYS



BUREAU OF ENGINEERING
CITY & COUNTY OF SAN FRANCISCO
SAN FRANCISCO PUBLIC WORKS
30 VAN NESS AVENUE, 5TH FLOOR
SAN FRANCISCO, CA 94102 - 6028

Acting Section Mgr:	ERIC KULESBERG	Date:	
Deputy Bureau Mgr:	FERNANDO CISNEROS	DESIGNED:	J. MUNOZ 09/19
Bureau Mgr:	PATRIK RIVERA	DRAWN:	J. MUNOZ 09/19
		CHECKED:	C. YU 09/19

SCALE:
1" = 5'

SHEET OF SHEETS
OF

SIDEWALK-LEVEL BIKEWAY PILOT
FOR BETTER MARKET STREET
MARKET STREET TO FRANKLIN STREET
FROM BRADY STREET TO MARKET STREET
DESIGN DETAIL AND CROSS SECTION

CONTRACT NO.	2752J
DRAWING NO.	R-2
FILE NO.	
REV. NO.	



Memorandum

AGENDA ITEM 10

DATE: December 13, 2019

TO: Transportation Authority Board

FROM: Eric Cordoba - Deputy Director for Capital Projects
Anna LaForte - Deputy Director for Policy and Programming

SUBJECT: 12/17/19 Board Meeting: Allocate \$3,330,000 in Prop K Sales Tax Funds, with Conditions, to San Francisco Public Works for Better Market Street 5th to 8th Streets Design and Bikeway Pilot

RECOMMENDATION Information Action

Allocate \$3,330,000 in Prop K funds, with conditions to San Francisco Public Works (SFPW) for Better Market Street (BMS) 5th to 8th Street Design and Bikeway Pilot

SUMMARY

Led by SFPW, the BMS project is comprised of various streetscape enhancements, transit capacity and reliability improvements, and state of good repair infrastructure work along a 2.2-mile stretch of Market Street between Steuart Street and Octavia Boulevard. It includes construction of sidewalk-level bicycle lanes, pavement renovation, utilities relocation and upgrades, turn restrictions implementation, and improvements on sidewalk; way-finding; lighting; landscaping; transit boarding islands; transit connections; and traffic signals. The preliminary cost estimate for all phases of the project is \$604 million. SFPW has developed a proposed phasing plan that could enable construction of Phase 1A (the segment between 5th and 8th streets) to start in late 2020, pending funding availability. Last month, relevant city agencies took the required CEQA approval actions. The 30-day appeal period ended on November 12 and no appeals were filed. The subject request includes \$1.1 million for installation and evaluation of a pilot sidewalk level bikeway along the south side of Market Street between Gough and Franklin streets. The remaining \$2.23 million is to complete design of Phase 1A. The current estimated Phase 1A construction cost is \$178 million, a \$51 million increase from the previous estimate of \$127 million. The project team is seeking funding to fill a \$35 million gap in construction funds.

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



FOLLOW-UP

At the December 10, 2019 Board meeting, Chair Peskin expressed concern about how the city has planned for and dealt with the impacts of mega projects such as the Central Subway and Van Ness Bus Rapid Transit on businesses and residents. He asked how SFPW and other city agencies will ensure that we have learned from past experiences and apply these learnings to the Better Market Street project, including recognizing the need for early meaningful engagement with businesses. Commissioner Haney echoed the Chair's comments. Chair Peskin then asked staff from SFPW, SFMTA, the Transportation Authority, and the Office of Economic and Workforce Development (OEWD) to bring to the December 17, 2019 meeting recommendations for how to address these concerns and plan for mitigating impacts from the Better Market Street project in a pro-active and effective manner.

Following discussion at the December 10 meeting, we have updated the attached allocation request form to require the quarterly progress reports to include updates on construction mitigation activities including, but not limited to efforts to engage and support businesses; added a requirement for SFPW to present an outline of the construction mitigation plan to the Board as part of the quarterly project update in March; and updated the scope to reflect that the project team will establish a committee to advise on the needs of businesses.

At the December 17 meeting, Cristina Olea, SFPW project manager, will present on the next steps for developing a comprehensive plan for construction mitigation measures. Staff from OEWD, SFMTA and the Transportation Authority will also be prepared to speak and answers questions on this topic.

DISCUSSION

BACKGROUND.

OBAG Reporting Condition: As a condition of receiving OBAG funds, all project sponsors are required to provide quarterly progress reports to the Transportation Authority through our grants portal to assist with project delivery oversight and compliance with OBAG timely-use-of-funds requirements. In addition, the Board action programming OBAG funds to the BMS project required SFPW to provide quarterly reports and semi-annual updates on the project to the Board, addressing any changes in project schedule and cost, in particular.

BMS: Market Street is San Francisco's premier boulevard and an important local and regional transit corridor. The BMS project will completely reconstruct 2.2 miles of the corridor, from Steuart Street to Octavia Boulevard. It is a multi-modal project that includes among other features, a new sidewalk-level cycle track, pavement renovation, landscaping, Muni track replacement and a new F-Line loop that would enable the streetcars to turnaround along McAllister Street and Charles J. Brenham Place, providing increased operational flexibility.



To support its role as a transit, bike, and pedestrian corridor, the BMS project will prohibit the entry of vehicles on Market Street between Steuart and 9th streets, in the westbound direction, and Market Street between 10th and Main streets, in the eastbound direction, except for buses, taxis, bicycles, commercial vehicles, and emergency vehicles. BMS will also prohibit vehicle entry on Market Street between 9th and 12th streets, in the westbound direction, and between 12th and 11th streets, in the eastbound direction, except for Muni, AC transit, taxis, bicycles, and emergency vehicles. The intent of these changes is to allow space on Market Street to be allocated for pedestrians and bicyclists, thereby improving safety and health, prioritizing transit modes, providing for loading to support adjacent land uses, and improving Market Street as a civic space.

Although not part of the BMS project, the project team is coordinating with BART on its efforts to construct escalator canopies at BART/Muni entrances and to perform state of good repair work on BART ventilation grates.

In addition to its transportation-focused goals supporting the City's Transit First and Vision Zero policies, the project is also intended to help revitalize Market Street as the City's premier pedestrian boulevard.

The BMS project is a partnership between SFPW, which is the lead agency, the Transportation Authority, the San Francisco Municipal Transportation Agency (SFMTA), San Francisco Public Utilities Commission (SFPUC), and the Planning Department, which is leading the environmental review.

STATUS AND KEY ACTIVITIES.

Environmental Clearance and Preliminary Engineering.

BMS completed environmental review under the California Environmental Quality Act (CEQA) but is still undergoing environmental review under the National Environmental Policy Act (NEPA). The San Francisco Planning Department issued the Draft Environmental Impacts Report for public circulation on February 27, 2019. The Planning Department accepted comments on the Draft EIR through April 15, 2019, and the Planning Commission held a public hearing on the Draft EIR on April 4, 2019. The project team received 59 comments from public agencies, organizations, and individual persons, which were primarily focused on transportation, including transit stops/bus boarding islands, loading, and vehicle access. The Planning Department prepared a response to comments received on environmental issues, and made minor text changes to the Draft EIR in a Responses to Comments document published on September 23, 2019. The San Francisco Planning Commission, on October 10, 2019, certified the Final EIR and found that the contents of the report and the procedures through which the report was prepared, publicized, and reviewed complied with the provisions of CEQA. The 30-day appeal period ended at 5:00pm on November 12, 2019. No appeal was filed.



SFPW approved the project with the western variant and adopted the CEQA Findings, including a statement of overriding considerations, and the Mitigation Measure and Reporting Program on October 11, 2019. The SFMTA Board of Directors, on October 15, 2019, adopted the BMS Final EIR CEQA findings as its own, including the mitigation measures.

Project Phasing, Quick Build Auto Restrictions and Bikeway Pilot.

Project Phasing. Large projects such as BMS often are implemented in phases due to funding availability (both timing and amount) and a desire to minimize construction impacts and disruptions. The project team has identified Phase 1 as Market Street between 5th and 8th streets and is currently working on the detailed design for this phase. Phase 1 is further divided into Phase 1A, the full suite of improvements planned for BMS on the segment extending from 5th to 8th streets, and Phase 1B, the aforementioned F-Loop.

Pending funding availability, SFPW is proposing a phasing plan for design and construction that could allow them to advertise Phase 1A construction in Fall 2020 and begin construction by late 2020.

Quick Build Auto Restrictions. SFMTA may implement auto restrictions on Market Street as a quick-build enhancement starting in Spring 2020 to increase safety on this High Injury Network street. Quick-build projects are reversible, adjustable traffic safety improvements that can be installed relatively quickly. The quick-build portion, if implemented, will prohibit cars on eastbound Market Street between 10th to Main Street, and on westbound Market Street from The Embarcadero to 11th Street.

Bikeway Separation Study and Pilot. In summer 2019, the BMS team finished conducting a research study with people with mobility disabilities and people with visual disabilities to identify detectable tactile material that will be used for separation between bike lanes and pedestrian area as part of the proposal for sidewalk-level bikeway on the project. The study evaluated six different materials and the trapezoidal bar was recommended for implementation in the BMS project. This separation material is intended to improve safety for pedestrians with disabilities, and also help deter bicyclists from riding in the pedestrian zone. Although the team completed the materials study, they are still working on the report. The subject Prop K allocation request would fund installation of a pilot project on Market Street between Gough and Franklin streets in Spring 2020 to install asphalt sidewalk level bikeway, proposed ADA pavers and granite curb, and the detectable separation material recommended in the study. The pilot will include a before and after study and the results will be used to inform design of Phase 1A, along with the rest of the BMS project.

Project Schedule.

SFPW anticipates completion of final design for Phase 1A in Spring 2020 to allow advertisement for construction services in Fall 2020. Under this schedule, Phase 1A construction could start in late 2020, subject to full funding availability. Construction is



anticipated to last until early 2023. This schedule also assumes NEPA certification in summer 2020.

A proposed schedule for design and implementation of the remaining segments of the BMS project is included as in the enclosed allocation request form. This schedule also assumes NEPA certification summer 2020 and is subject to funding availability.

As part of the July progress report update, we flagged that SFPW was concerned about schedule implications if the FTA were to take over as NEPA lead since FHWA had been lead to date. The potential change issue arose when the project was granted a \$15 million federal BUILD grant, administered by the FTA, for the new F-Loop streetcar turnaround. With the help of an OBAG fund exchange approved by the Board earlier this year, SFPW reports that this schedule risk has been eliminated as FHWA is the confirmed NEPA lead for the BMS project, including the F-Loop.

Project Cost and Funding.

The current estimated construction cost for Phase 1A is \$178 million which represents a \$51 million increase from the previous estimate of \$127 million, not including the F- Loop streetcar turnaround along McAllister Street and Charles J. Brenham Place in Phase 1B.

SFPW estimates Phase 1A construction cost of \$178 million and has committed funding from BART Measure RR, the federal BUILD grant program, OBAG, Prop K, and SFMTA's Prop A General Obligation bond. The project still needs to secure construction funding of \$36.5 million from SFPUC for utility works and an additional \$35.3 million in construction funding remains unidentified. The project team has identified additional Prop A General Obligation bond revenues as one potential fund source. The total Phase 1A cost, including soft costs, is \$220 million.

The total project cost estimate for all phases of the BMS project, based on 10% design, is \$604 million. Like most projects of this size at this stage of development, BMS has a significant funding gap which very little funding identified beyond Phase 1A. SFPW expects this estimate to change as detailed design of each construction phase progresses and as costs are updated to reflect escalation once schedule milestones are more certain. A significant portion of the total project cost represents state of good repair and infrastructure renewal work that would be required regardless of the BMS project.

Current Issues and Risks.

The BMS Project team is actively considering potential risks to the project scope, schedule, budget, and funding as the Phase 1A final design stages advance. The project team has potholed each block of Phase 1A to identify underground utilities and sub-sidewalk basements. Coordination with utility companies is on-going. When the BART tunnels were originally constructed under Market Street, BART developed detailed utility maps, thus there may be fewer utility conflicts and surprises when digging up and replacing sewer and water lines.



Larger trends also have the potential to impact the BMS project. A competitive construction environment exists across the Bay Area, resulting in construction bids on projects exceeding estimates developed in a slower market by close to 30%. Project cost engineers are aware of these challenges, and will be using the most up-to-date bids when developing the 100% cost estimate early next year. The project is not fully funded, and the shortfall may impact the schedule.

FINANCIAL IMPACT

The recommended action would allocate \$3,330,000 in Prop K funds. The allocations would be subject to the Fiscal Year Cash Flow Distribution Schedule contained in the attached Allocation Request Form.

Attachment 4 shows the approved Fiscal Year 2019/20 allocations and appropriations to date, with associated annual cash flow commitments as well as the recommended allocation and cash flow amount that are the subject of this memorandum.

Sufficient funds are included in the Fiscal Year 2019/20 budget to accommodate the recommended actions. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distribution for those respective fiscal years.

CAC POSITION

The CAC was briefed on this item at its November 20, 2019 meeting and unanimously adopted a motion of support for the staff recommendation.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Summary of Request Received
- Attachment 2 - Project Description
- Attachment 3 - Staff Recommendation
- Attachment 4 - Prop K Allocation Summary - FY 2019/20
- Attachment 5 - Allocation Request Form



RESOLUTION ADOPTING AN OPPOSE UNLESS AMENDED POSITION ON SENATE
BILL 50 (WIENER) TO INCORPORATE TRANSIT IMPACT MITIGATION PROVISIONS

WHEREAS, The Transportation Authority approves a set of legislative principles to guide transportation policy advocacy in the sessions of the Federal and State Legislatures and regional bodies; and

WHEREAS, At its December 10, 2019 meeting, Commissioner Mar expressed the need to plan for complete communities when considering growth policies for transit rich areas such as those proposed in Senate Bill (SB) 50 (Wiener) (Attachments 1 (SB 50) and 2 (transit rich areas map)) and;

WHEREAS, The Transportation Authority raised concerns that upzoning transit rich areas could negatively impact transit by exacerbating existing crowding, increasing wear and tear on existing high capacity transit lines, and subjecting transit operators to unforeseen costs; and by decreasing public demand to upgrade transit services and infrastructure to avoid impacts of SB 50; and

WHEREAS, SB 50 does not contain any exemptions from the California Environmental Quality Act (CEQA), such that even modest transit projects or transit service changes could be required to conduct CEQA analysis of the land use effects triggered by the service change or infrastructure investment, adding time and cost to the transit project development and approval process; and

WHEREAS, Commissioner Mar raised the concern that SB 50 does not consider local and regional transportation planning efforts, and the need to mitigate the impacts of SB 50 through various means, and as such, requested the Transportation Authority consider an oppose unless amended position to express these concerns and propose appropriate transit impact mitigation provisions for inclusion in or with SB 50; and

WHEREAS, there are ways to help mitigate these potential negative impacts through expanding existing and/or creating transportation and infrastructure incentives programs to apply to areas impacted by SB 50 (Attachment 3) such as the Transit Intercity Rail Capital



Program, Affordable Housing/Sustainable Communities, Low Carbon Transit Operations Program, Local Partnership Program, and Transformative Climate Communities program; and

WHEREAS, In order to maximize the ability to seek the desired amendments given that preparations for the State Legislative session that begins January 6, 2020 are already underway, the Transportation Authority is considering adoption of the oppose unless amended position on SB 50 (Wiener) on its first read; now therefore, be it

RESOLVED, That the Transportation Authority hereby adopts an oppose unless amended position on SB 50 (Wiener) until the aforementioned concerns are addressed through amendments and/or companion legislation; and be it further

RESOLVED, That the Transportation Authority requests that SB 50 be amended and/or companion legislation be put forward to:

- Provide sufficient new funding for community-based planning to ensure local jurisdictions can evaluate the transportation service and infrastructure needs resulting from SB 50;
- Provide sufficient new funding for local jurisdictions to deliver the additional transportation infrastructure and service needed to support the housing development enabled under SB 50, which could include prioritization in existing state discretionary grant programs and/or establishing a new grant program; and
- Provide a limited exemption from CEQA analysis for public transportation projects, such that the changes in land use regulations resulting from the projects are not considered significant; and be it further

RESOLVED, That the Executive Director is hereby authorized to communicate the policies to state legislators, transportation authorities, and all other relevant parties, and work with Senator Wiener's office to address these concerns.

Attachments:

1. SB 50 (Wiener), as amended on June 4, 2019
2. Map of San Francisco's transit-rich areas
3. Map of where SB 50 might apply



California

LEGISLATIVE INFORMATION

Attachment 1

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SB-50 Planning and zoning: housing development: streamlined approval: incentives. (2019-2020)

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Date Published: 06/04/2019 09:00 PM

AMENDED IN SENATE JUNE 04, 2019

AMENDED IN SENATE MAY 01, 2019

AMENDED IN SENATE MARCH 11, 2019

CALIFORNIA LEGISLATURE— 2019–2020 REGULAR SESSION

SENATE BILL

NO. 50

Introduced by Senator Wiener

 (Coauthors: Senators Caballero, Hueso, *McGuire*, Moorlach, Skinner, and Stone)

 (Coauthors: Assembly Members ~~Burke~~, Chu, Diep, Fong, Kalra, Kiley, Low, McCarty, Robert Rivas, Ting, and Wicks)

December 03, 2018

An act to amend Section 65589.5 of, to add Sections 65913.5 and 65913.6 to, and to add Chapter 4.35 (commencing with Section 65918.50) to Division 1 of Title 7 of, the Government Code, relating to housing.

LEGISLATIVE COUNSEL'S DIGEST

SB 50, as amended, Wiener. Planning and zoning: housing development: *streamlined approval*: incentives.

(1) Existing law authorizes a development proponent to submit an application for a multifamily housing development that satisfies specified planning objective standards to be subject to a streamlined, ministerial approval process, as provided, and not subject to a conditional use permit.

This bill would authorize a development proponent of a neighborhood multifamily project located on an eligible parcel to submit an application for a streamlined, ministerial approval process that is not subject to a conditional use permit. The bill would define a "neighborhood multifamily project" to mean a project to construct a multifamily structure on vacant land, or to convert an existing structure that does not require substantial exterior alteration into a multifamily structure, consisting of up to 4 residential dwelling units and that meets local height, setback, and lot coverage zoning requirements as they existed on July 1, 2019. The bill would also define "eligible parcel" to mean a parcel that meets specified requirements, including requirements relating to the location of the parcel and restricting the demolition of certain housing development that may already exist on the site.

This bill would require a local agency to notify the development proponent in writing if the local agency determines that the development conflicts with any of the requirements provided for streamlined ministerial ~~approval; otherwise,~~ *approval within 60 days of the submission of the development to the local agency. If the*

local agency does not notify the development proponent within this time period, the development ~~is~~ *would be* deemed to comply with those requirements. The bill would limit the authority of a local agency to impose parking standards or requirements on a streamlined development approved pursuant to these provisions, as provided. The bill would provide that the approval of a project under these provisions expires automatically after 3 years, unless that project qualifies for a one-time, one-year extension of that approval. The bill would provide that approval pursuant to its provisions would remain valid for 3 years and remain valid thereafter, so long as vertical construction of the development has begun and is in progress, and would authorize a discretionary one-year extension, as provided. The bill would prohibit a local agency from adopting any requirement that applies to a project solely or partially on the basis that the project receives ministerial or streamlined approval pursuant to these provisions.

This bill would allow a local agency to exempt a project from the streamlined ministerial approval process described above by finding that the project will cause a specific adverse impact to public health and safety, and there is no feasible method to satisfactorily mitigate or avoid the adverse impact.

The California Environmental Quality Act (CEQA) requires a lead agency, as defined, to prepare, or cause to be prepared, and certify the completion of, an environmental impact report on a project that it proposes to carry out or approve that may have a significant effect on the environment or to adopt a negative declaration if it finds that the project will not have that effect. CEQA also requires a lead agency to prepare a mitigated negative declaration for a project that may have a significant effect on the environment if revisions in the project would avoid or mitigate that effect and there is no substantial evidence that the project, as revised, would have a significant effect on the environment. CEQA does not apply to the approval of ministerial projects.

This bill would establish a streamlined ministerial approval process for neighborhood multifamily ~~and transit-oriented~~ projects, thereby exempting these projects from the CEQA approval process.

(2) Existing law, known as the density bonus law, requires, when an applicant proposes a housing development within the jurisdiction of a local government, that the city, county, or city and county provide the developer with a density bonus and other incentives or concessions for the production of lower income housing units or for the donation of land within the development if the developer, among other things, agrees to construct a specified percentage of units for very low, low-, or moderate-income households or qualifying residents.

This bill would require a city, county, or city and county to grant upon request an equitable communities incentive when a development proponent seeks and agrees to construct a residential development, as defined, that satisfies specified criteria, including, among other things, that the residential development is either a job-rich housing project or a transit-rich housing project, as those terms are defined; the site does not contain, or has not contained, housing occupied by tenants or accommodations withdrawn from rent or lease in accordance with specified law within specified time periods; and the residential development complies with specified additional requirements under existing law. The bill would impose additional requirements on a residential development located within a county with a population equal to or less than 600,000. The bill would require that a residential development within a county with a population greater than 600,000 that is eligible for an equitable communities incentive receive, upon request, waivers from maximum controls on ~~density and density~~; minimum automobile parking requirements greater than 0.5 parking spots per ~~unit. The bill would require that a residential development also receive unit~~; *and* specified additional waivers if the residential development is located within a $\frac{1}{2}$ -mile or $\frac{1}{4}$ -mile radius of a major transit stop, as defined. For a residential development within a county with a population equal to or less than 600,000, the bill would instead require that the incentive provide waivers from maximum controls on density, subject to certain limitations; maximum height limitations less than or equal to one story, or 15 feet, above the highest allowable height for mixed use or residential use; ~~maximum floor area ratio requirements less than 0.6 times the number of stories in the proposed project~~; *certain requirements governing the size of the parcel and the area that the building may occupy*; and minimum automobile parking requirements, as provided. The bill would require a local government to grant an equitable communities incentive unless it makes a specified finding regarding the effects of the incentive on any real property or historic district that is listed on a federal or state register of historical resources. The bill would authorize a local government to modify or expand the terms of an equitable communities incentive, provided that the equitable communities incentive is consistent with these provisions.

The bill would include findings that the changes proposed by these provisions address a matter of statewide concern rather than a municipal affair and, therefore, apply to all cities, including charter cities. The bill would also delay implementation of these provisions in potentially sensitive communities, as defined, until July 1, 2020. The bill would further delay implementation of these provisions in sensitive communities, determined as provided, until January 1, 2026, unless the city or county in which the area is located votes to make these

provisions applicable after a specified petition and public hearing process. On and after January 1, 2026, the bill would apply these provisions to a sensitive community unless the city or county adopts a community plan for the area that meets certain requirements.

The Housing Accountability Act prohibits a local agency from disapproving, or conditioning approval in a manner that renders infeasible, a housing development project that complies with applicable, objective general plan, zoning, and subdivision standards and criteria in effect at the time the application for the project is deemed complete unless the local agency makes specified written findings based on a preponderance of the evidence in the record. That law provides that the receipt of a density bonus is not a valid basis on which to find a proposed housing development is inconsistent, not in compliance, or not in conformity with an applicable plan, program, policy, ordinance, standard, requirement, or other similar provision of that act.

This bill would additionally provide that the receipt of an equitable communities incentive is not a valid basis on which to find a proposed housing development is inconsistent, not in compliance, or not in conformity with an applicable plan, program, policy, ordinance, standard, requirement, or other similar provision of that act.

(3) By adding to the duties of local planning officials, this bill would impose a state-mandated local program.

~~The~~

(4) The California Constitution requires the state to reimburse local agencies and school districts for certain costs mandated by the state. Statutory provisions establish procedures for making that reimbursement.

This bill would provide that no reimbursement is required by this act for a specified reason.

Vote: majority Appropriation: no Fiscal Committee: yes Local Program: yes

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

SECTION 1. Section 65589.5 of the Government Code is amended to read:

65589.5. (a) (1) The Legislature finds and declares all of the following:

(A) The lack of housing, including emergency shelters, is a critical problem that threatens the economic, environmental, and social quality of life in California.

(B) California housing has become the most expensive in the nation. The excessive cost of the state's housing supply is partially caused by activities and policies of many local governments that limit the approval of housing, increase the cost of land for housing, and require that high fees and exactions be paid by producers of housing.

(C) Among the consequences of those actions are discrimination against low-income and minority households, lack of housing to support employment growth, imbalance in jobs and housing, reduced mobility, urban sprawl, excessive commuting, and air quality deterioration.

(D) Many local governments do not give adequate attention to the economic, environmental, and social costs of decisions that result in disapproval of housing development projects, reduction in density of housing projects, and excessive standards for housing development projects.

(2) In enacting the amendments made to this section by the act adding this paragraph, the Legislature further finds and declares the following:

(A) California has a housing supply and affordability crisis of historic proportions. The consequences of failing to effectively and aggressively confront this crisis are hurting millions of Californians, robbing future generations of the chance to call California home, stifling economic opportunities for workers and businesses, worsening poverty and homelessness, and undermining the state's environmental and climate objectives.

(B) While the causes of this crisis are multiple and complex, the absence of meaningful and effective policy reforms to significantly enhance the approval and supply of housing affordable to Californians of all income levels is a key factor.

(C) The crisis has grown so acute in California that supply, demand, and affordability fundamentals are characterized in the negative: underserved demands, constrained supply, and protracted unaffordability.

(D) According to reports and data, California has accumulated an unmet housing backlog of nearly 2,000,000 units and must provide for at least 180,000 new units annually to keep pace with growth through 2025.

(E) California's overall homeownership rate is at its lowest level since the 1940s. The state ranks 49th out of the 50 states in homeownership rates as well as in the supply of housing per capita. Only one-half of California's households are able to afford the cost of housing in their local regions.

(F) Lack of supply and rising costs are compounding inequality and limiting advancement opportunities for many Californians.

(G) The majority of California renters, more than 3,000,000 households, pay more than 30 percent of their income toward rent and nearly one-third, more than 1,500,000 households, pay more than 50 percent of their income toward rent.

(H) When Californians have access to safe and affordable housing, they have more money for food and health care; they are less likely to become homeless and in need of government-subsidized services; their children do better in school; and businesses have an easier time recruiting and retaining employees.

(I) An additional consequence of the state's cumulative housing shortage is a significant increase in greenhouse gas emissions caused by the displacement and redirection of populations to states with greater housing opportunities, particularly working- and middle-class households. California's cumulative housing shortfall therefore has not only national but international environmental consequences.

(J) California's housing picture has reached a crisis of historic proportions despite the fact that, for decades, the Legislature has enacted numerous statutes intended to significantly increase the approval, development, and affordability of housing for all income levels, including this section.

(K) The Legislature's intent in enacting this section in 1982 and in expanding its provisions since then was to significantly increase the approval and construction of new housing for all economic segments of California's communities by meaningfully and effectively curbing the capability of local governments to deny, reduce the density for, or render infeasible housing development projects and emergency shelters. That intent has not been fulfilled.

(L) It is the policy of the state that this section should be interpreted and implemented in a manner to afford the fullest possible weight to the interest of, and the approval and provision of, housing.

(3) It is the intent of the Legislature that the conditions that would have a specific, adverse impact upon the public health and safety, as described in paragraph (2) of subdivision (d) and paragraph (1) of subdivision (j), arise infrequently.

(b) It is the policy of the state that a local government not reject or make infeasible housing development projects, including emergency shelters, that contribute to meeting the need determined pursuant to this article without a thorough analysis of the economic, social, and environmental effects of the action and without complying with subdivision (d).

(c) The Legislature also recognizes that premature and unnecessary development of agricultural lands for urban uses continues to have adverse effects on the availability of those lands for food and fiber production and on the economy of the state. Furthermore, it is the policy of the state that development should be guided away from prime agricultural lands; therefore, in implementing this section, local jurisdictions should encourage, to the maximum extent practicable, in filling existing urban areas.

(d) A local agency shall not disapprove a housing development project, including farmworker housing as defined in subdivision (h) of Section 50199.7 of the Health and Safety Code, for very low, low-, or moderate-income households, or an emergency shelter, or condition approval in a manner that renders the housing development project infeasible for development for the use of very low, low-, or moderate-income households, or an emergency shelter, including through the use of design review standards, unless it makes written findings, based upon a preponderance of the evidence in the record, as to one of the following:

(1) The jurisdiction has adopted a housing element pursuant to this article that has been revised in accordance with Section 65588, is in substantial compliance with this article, and the jurisdiction has met or exceeded its share of the regional housing need allocation pursuant to Section 65584 for the planning period for the income category proposed for the housing development project, provided that any disapproval or conditional approval shall not be based on any of the reasons prohibited by Section 65008. If the housing development project includes a mix of income categories, and the jurisdiction has not met or exceeded its share of the regional

housing need for one or more of those categories, then this paragraph shall not be used to disapprove or conditionally approve the housing development project. The share of the regional housing need met by the jurisdiction shall be calculated consistently with the forms and definitions that may be adopted by the Department of Housing and Community Development pursuant to Section 65400. In the case of an emergency shelter, the jurisdiction shall have met or exceeded the need for emergency shelter, as identified pursuant to paragraph (7) of subdivision (a) of Section 65583. Any disapproval or conditional approval pursuant to this paragraph shall be in accordance with applicable law, rule, or standards.

(2) The housing development project or emergency shelter as proposed would have a specific, adverse impact upon the public health or safety, and there is no feasible method to satisfactorily mitigate or avoid the specific, adverse impact without rendering the development unaffordable to low- and moderate-income households or rendering the development of the emergency shelter financially infeasible. As used in this paragraph, a "specific, adverse impact" means a significant, quantifiable, direct, and unavoidable impact, based on objective, identified written public health or safety standards, policies, or conditions as they existed on the date the application was deemed complete. Inconsistency with the zoning ordinance or general plan land use designation shall not constitute a specific, adverse impact upon the public health or safety.

(3) The denial of the housing development project or imposition of conditions is required in order to comply with specific state or federal law, and there is no feasible method to comply without rendering the development unaffordable to low- and moderate-income households or rendering the development of the emergency shelter financially infeasible.

(4) The housing development project or emergency shelter is proposed on land zoned for agriculture or resource preservation that is surrounded on at least two sides by land being used for agricultural or resource preservation purposes, or which does not have adequate water or wastewater facilities to serve the project.

(5) The housing development project or emergency shelter is inconsistent with both the jurisdiction's zoning ordinance and general plan land use designation as specified in any element of the general plan as it existed on the date the application was deemed complete, and the jurisdiction has adopted a revised housing element in accordance with Section 65588 that is in substantial compliance with this article. For purposes of this section, a change to the zoning ordinance or general plan land use designation subsequent to the date the application was deemed complete shall not constitute a valid basis to disapprove or condition approval of the housing development project or emergency shelter.

(A) This paragraph cannot be utilized to disapprove or conditionally approve a housing development project if the housing development project is proposed on a site that is identified as suitable or available for very low, low-, or moderate-income households in the jurisdiction's housing element, and consistent with the density specified in the housing element, even though it is inconsistent with both the jurisdiction's zoning ordinance and general plan land use designation.

(B) If the local agency has failed to identify in the inventory of land in its housing element sites that can be developed for housing within the planning period and are sufficient to provide for the jurisdiction's share of the regional housing need for all income levels pursuant to Section 65584, then this paragraph shall not be utilized to disapprove or conditionally approve a housing development project proposed for a site designated in any element of the general plan for residential uses or designated in any element of the general plan for commercial uses if residential uses are permitted or conditionally permitted within commercial designations. In any action in court, the burden of proof shall be on the local agency to show that its housing element does identify adequate sites with appropriate zoning and development standards and with services and facilities to accommodate the local agency's share of the regional housing need for the very low, low-, and moderate-income categories.

(C) If the local agency has failed to identify a zone or zones where emergency shelters are allowed as a permitted use without a conditional use or other discretionary permit, has failed to demonstrate that the identified zone or zones include sufficient capacity to accommodate the need for emergency shelter identified in paragraph (7) of subdivision (a) of Section 65583, or has failed to demonstrate that the identified zone or zones can accommodate at least one emergency shelter, as required by paragraph (4) of subdivision (a) of Section 65583, then this paragraph shall not be utilized to disapprove or conditionally approve an emergency shelter proposed for a site designated in any element of the general plan for industrial, commercial, or multifamily residential uses. In any action in court, the burden of proof shall be on the local agency to show that its housing element does satisfy the requirements of paragraph (4) of subdivision (a) of Section 65583.

(e) Nothing in this section shall be construed to relieve the local agency from complying with the congestion management program required by Chapter 2.6 (commencing with Section 65088) of Division 1 of Title 7 or the

California Coastal Act of 1976 (Division 20 (commencing with Section 30000) of the Public Resources Code). Nothing in this section shall be construed to relieve the local agency from making one or more of the findings required pursuant to Section 21081 of the Public Resources Code or otherwise complying with the California Environmental Quality Act (Division 13 (commencing with Section 21000) of the Public Resources Code).

(f) (1) Nothing in this section shall be construed to prohibit a local agency from requiring the housing development project to comply with objective, quantifiable, written development standards, conditions, and policies appropriate to, and consistent with, meeting the jurisdiction's share of the regional housing need pursuant to Section 65584. However, the development standards, conditions, and policies shall be applied to facilitate and accommodate development at the density permitted on the site and proposed by the development.

(2) Nothing in this section shall be construed to prohibit a local agency from requiring an emergency shelter project to comply with objective, quantifiable, written development standards, conditions, and policies that are consistent with paragraph (4) of subdivision (a) of Section 65583 and appropriate to, and consistent with, meeting the jurisdiction's need for emergency shelter, as identified pursuant to paragraph (7) of subdivision (a) of Section 65583. However, the development standards, conditions, and policies shall be applied by the local agency to facilitate and accommodate the development of the emergency shelter project.

(3) This section does not prohibit a local agency from imposing fees and other exactions otherwise authorized by law that are essential to provide necessary public services and facilities to the housing development project or emergency shelter.

(4) For purposes of this section, a housing development project or emergency shelter shall be deemed consistent, compliant, and in conformity with an applicable plan, program, policy, ordinance, standard, requirement, or other similar provision if there is substantial evidence that would allow a reasonable person to conclude that the housing development project or emergency shelter is consistent, compliant, or in conformity.

(g) This section shall be applicable to charter cities because the Legislature finds that the lack of housing, including emergency shelter, is a critical statewide problem.

(h) The following definitions apply for the purposes of this section:

(1) "Feasible" means capable of being accomplished in a successful manner within a reasonable period of time, taking into account economic, environmental, social, and technological factors.

(2) "Housing development project" means a use consisting of any of the following:

(A) Residential units only.

(B) Mixed-use developments consisting of residential and nonresidential uses with at least two-thirds of the square footage designated for residential use.

(C) Transitional housing or supportive housing.

(3) "Housing for very low, low-, or moderate-income households" means that either (A) at least 20 percent of the total units shall be sold or rented to lower income households, as defined in Section 50079.5 of the Health and Safety Code, or (B) 100 percent of the units shall be sold or rented to persons and families of moderate income as defined in Section 50093 of the Health and Safety Code, or persons and families of middle income, as defined in Section 65008 of this code. Housing units targeted for lower income households shall be made available at a monthly housing cost that does not exceed 30 percent of 60 percent of area median income with adjustments for household size made in accordance with the adjustment factors on which the lower income eligibility limits are based. Housing units targeted for persons and families of moderate income shall be made available at a monthly housing cost that does not exceed 30 percent of 100 percent of area median income with adjustments for household size made in accordance with the adjustment factors on which the moderate-income eligibility limits are based.

(4) "Area median income" means area median income as periodically established by the Department of Housing and Community Development pursuant to Section 50093 of the Health and Safety Code. The developer shall provide sufficient legal commitments to ensure continued availability of units for very low or low-income households in accordance with the provisions of this subdivision for 30 years.

(5) "Disapprove the housing development project" includes any instance in which a local agency does either of the following:

(A) Votes on a proposed housing development project application and the application is disapproved, including any required land use approvals or entitlements necessary for the issuance of a building permit.

(B) Fails to comply with the time periods specified in subdivision (a) of Section 65950. An extension of time pursuant to Article 5 (commencing with Section 65950) shall be deemed to be an extension of time pursuant to this paragraph.

(i) If any city, county, or city and county denies approval or imposes conditions, including design changes, lower density, or a reduction of the percentage of a lot that may be occupied by a building or structure under the applicable planning and zoning in force at the time the application is deemed complete pursuant to Section 65943, that have a substantial adverse effect on the viability or affordability of a housing development for very low, low-, or moderate-income households, and the denial of the development or the imposition of conditions on the development is the subject of a court action which challenges the denial or the imposition of conditions, then the burden of proof shall be on the local legislative body to show that its decision is consistent with the findings as described in subdivision (d) and that the findings are supported by a preponderance of the evidence in the record. For purposes of this section, "lower density" includes any conditions that have the same effect or impact on the ability of the project to provide housing.

(j) (1) When a proposed housing development project complies with applicable, objective general plan, zoning, and subdivision standards and criteria, including design review standards, in effect at the time that the housing development project's application is determined to be complete, but the local agency proposes to disapprove the project or to impose a condition that the project be developed at a lower density, the local agency shall base its decision regarding the proposed housing development project upon written findings supported by a preponderance of the evidence on the record that both of the following conditions exist:

(A) The housing development project would have a specific, adverse impact upon the public health or safety unless the project is disapproved or approved upon the condition that the project be developed at a lower density. As used in this paragraph, a "specific, adverse impact" means a significant, quantifiable, direct, and unavoidable impact, based on objective, identified written public health or safety standards, policies, or conditions as they existed on the date the application was deemed complete.

(B) There is no feasible method to satisfactorily mitigate or avoid the adverse impact identified pursuant to paragraph (1), other than the disapproval of the housing development project or the approval of the project upon the condition that it be developed at a lower density.

(2) (A) If the local agency considers a proposed housing development project to be inconsistent, not in compliance, or not in conformity with an applicable plan, program, policy, ordinance, standard, requirement, or other similar provision as specified in this subdivision, it shall provide the applicant with written documentation identifying the provision or provisions, and an explanation of the reason or reasons it considers the housing development to be inconsistent, not in compliance, or not in conformity as follows:

(i) Within 30 days of the date that the application for the housing development project is determined to be complete, if the housing development project contains 150 or fewer housing units.

(ii) Within 60 days of the date that the application for the housing development project is determined to be complete, if the housing development project contains more than 150 units.

(B) If the local agency fails to provide the required documentation pursuant to subparagraph (A), the housing development project shall be deemed consistent, compliant, and in conformity with the applicable plan, program, policy, ordinance, standard, requirement, or other similar provision.

(3) For purposes of this section, the receipt of a density bonus pursuant to Section 65915 or an equitable communities incentive pursuant to Section 65918.51 shall not constitute a valid basis on which to find a proposed housing development project is inconsistent, not in compliance, or not in conformity with an applicable plan, program, policy, ordinance, standard, requirement, or other similar provision specified in this subdivision.

(4) For purposes of this section, a proposed housing development project is not inconsistent with the applicable zoning standards and criteria, and shall not require a rezoning, if the housing development project is consistent with the objective general plan standards and criteria but the zoning for the project site is inconsistent with the general plan. If the local agency has complied with paragraph (2), the local agency may require the proposed housing development project to comply with the objective standards and criteria of the zoning which is consistent with the general plan, however, the standards and criteria shall be applied to facilitate and

accommodate development at the density allowed on the site by the general plan and proposed by the proposed housing development project.

(5) For purposes of this section, "lower density" includes any conditions that have the same effect or impact on the ability of the project to provide housing.

(k) (1) (A) The applicant, a person who would be eligible to apply for residency in the development or emergency shelter, or a housing organization may bring an action to enforce this section. If, in any action brought to enforce this section, a court finds that either (i) the local agency, in violation of subdivision (d), disapproved a housing development project or conditioned its approval in a manner rendering it infeasible for the development of an emergency shelter, or housing for very low, low-, or moderate-income households, including farmworker housing, without making the findings required by this section or without making findings supported by a preponderance of the evidence, or (ii) the local agency, in violation of subdivision (j), disapproved a housing development project complying with applicable, objective general plan and zoning standards and criteria, or imposed a condition that the project be developed at a lower density, without making the findings required by this section or without making findings supported by a preponderance of the evidence, the court shall issue an order or judgment compelling compliance with this section within 60 days, including, but not limited to, an order that the local agency take action on the housing development project or emergency shelter. The court may issue an order or judgment directing the local agency to approve the housing development project or emergency shelter if the court finds that the local agency acted in bad faith when it disapproved or conditionally approved the housing development or emergency shelter in violation of this section. The court shall retain jurisdiction to ensure that its order or judgment is carried out and shall award reasonable attorney's fees and costs of suit to the plaintiff or petitioner, except under extraordinary circumstances in which the court finds that awarding fees would not further the purposes of this section. For purposes of this section, "lower density" includes conditions that have the same effect or impact on the ability of the project to provide housing.

(B) (i) Upon a determination that the local agency has failed to comply with the order or judgment compelling compliance with this section within 60 days issued pursuant to subparagraph (A), the court shall impose fines on a local agency that has violated this section and require the local agency to deposit any fine levied pursuant to this subdivision into a local housing trust fund. The local agency may elect to instead deposit the fine into the Building Homes and Jobs Trust Fund, if Senate Bill 2 of the 2017-18 Regular Session is enacted, or otherwise in the Housing Rehabilitation Loan Fund. The fine shall be in a minimum amount of ten thousand dollars (\$10,000) per housing unit in the housing development project on the date the application was deemed complete pursuant to Section 65943. In determining the amount of fine to impose, the court shall consider the local agency's progress in attaining its target allocation of the regional housing need pursuant to Section 65584 and any prior violations of this section. Fines shall not be paid out of funds already dedicated to affordable housing, including, but not limited to, Low and Moderate Income Housing Asset Funds, funds dedicated to housing for very low, low-, and moderate-income households, and federal HOME Investment Partnerships Program and Community Development Block Grant Program funds. The local agency shall commit and expend the money in the local housing trust fund within five years for the sole purpose of financing newly constructed housing units affordable to extremely low, very low, or low-income households. After five years, if the funds have not been expended, the money shall revert to the state and be deposited in the Building Homes and Jobs Trust Fund, if Senate Bill 2 of the 2017-18 Regular Session is enacted, or otherwise in the Housing Rehabilitation Loan Fund, for the sole purpose of financing newly constructed housing units affordable to extremely low, very low, or low-income households.

(ii) If any money derived from a fine imposed pursuant to this subparagraph is deposited in the Housing Rehabilitation Loan Fund, then, notwithstanding Section 50661 of the Health and Safety Code, that money shall be available only upon appropriation by the Legislature.

(C) If the court determines that its order or judgment has not been carried out within 60 days, the court may issue further orders as provided by law to ensure that the purposes and policies of this section are fulfilled, including, but not limited to, an order to vacate the decision of the local agency and to approve the housing development project, in which case the application for the housing development project, as proposed by the applicant at the time the local agency took the initial action determined to be in violation of this section, along with any standard conditions determined by the court to be generally imposed by the local agency on similar projects, shall be deemed to be approved unless the applicant consents to a different decision or action by the local agency.

(2) For purposes of this subdivision, "housing organization" means a trade or industry group whose local members are primarily engaged in the construction or management of housing units or a nonprofit organization

whose mission includes providing or advocating for increased access to housing for low-income households and have filed written or oral comments with the local agency prior to action on the housing development project. A housing organization may only file an action pursuant to this section to challenge the disapproval of a housing development by a local agency. A housing organization shall be entitled to reasonable attorney's fees and costs if it is the prevailing party in an action to enforce this section.

(l) If the court finds that the local agency (1) acted in bad faith when it disapproved or conditionally approved the housing development or emergency shelter in violation of this section and (2) failed to carry out the court's order or judgment within 60 days as described in subdivision (k), the court, in addition to any other remedies provided by this section, shall multiply the fine determined pursuant to subparagraph (B) of paragraph (1) of subdivision (k) by a factor of five. For purposes of this section, "bad faith" includes, but is not limited to, an action that is frivolous or otherwise entirely without merit.

(m) Any action brought to enforce the provisions of this section shall be brought pursuant to Section 1094.5 of the Code of Civil Procedure, and the local agency shall prepare and certify the record of proceedings in accordance with subdivision (c) of Section 1094.6 of the Code of Civil Procedure no later than 30 days after the petition is served, provided that the cost of preparation of the record shall be borne by the local agency, unless the petitioner elects to prepare the record as provided in subdivision (n) of this section. A petition to enforce the provisions of this section shall be filed and served no later than 90 days from the later of (1) the effective date of a decision of the local agency imposing conditions on, disapproving, or any other final action on a housing development project or (2) the expiration of the time periods specified in subparagraph (B) of paragraph (5) of subdivision (h). Upon entry of the trial court's order, a party may, in order to obtain appellate review of the order, file a petition within 20 days after service upon it of a written notice of the entry of the order, or within such further time not exceeding an additional 20 days as the trial court may for good cause allow, or may appeal the judgment or order of the trial court under Section 904.1 of the Code of Civil Procedure. If the local agency appeals the judgment of the trial court, the local agency shall post a bond, in an amount to be determined by the court, to the benefit of the plaintiff if the plaintiff is the project applicant.

(n) In any action, the record of the proceedings before the local agency shall be filed as expeditiously as possible and, notwithstanding Section 1094.6 of the Code of Civil Procedure or subdivision (m) of this section, all or part of the record may be prepared (1) by the petitioner with the petition or petitioner's points and authorities, (2) by the respondent with respondent's points and authorities, (3) after payment of costs by the petitioner, or (4) as otherwise directed by the court. If the expense of preparing the record has been borne by the petitioner and the petitioner is the prevailing party, the expense shall be taxable as costs.

(o) This section shall be known, and may be cited, as the Housing Accountability Act.

SEC. 2. Section 65913.5 is added to the Government Code, to read:

65913.5. For purposes of this section and Section 65913.6, the following definitions shall apply:

(a) "Development proponent" means the developer who submits an application for streamlined approval pursuant to Section 65913.6.

(b) "Eligible parcel" means a parcel that meets all of the following requirements:

(1) The parcel satisfies the requirements specified in ~~paragraphs (2) and (6)~~ *paragraph (2)* of subdivision (a) of Section 65913.4.

(2) The parcel is not located on a site that is any of the following:

(A) A coastal zone, as defined in Division 20 (commencing with Section 30000) of the Public Resources Code, unless the local agency has a population of 50,000 or more, based on the most recent United States Census Bureau data.

(B) Either prime farmland or farmland of statewide importance, as defined pursuant to United States Department of Agriculture land inventory and monitoring criteria, as modified for California, and designated on the maps prepared by the Farmland Mapping and Monitoring Program of the Department of Conservation, or land zoned or designated for agricultural protection or preservation by a local ballot measure that was approved by the voters of that jurisdiction.

(C) Wetlands, as defined in the United States Fish and Wildlife Service Manual, Part 660 FW 2 (June 21, 1993).

(D) Within a very high fire hazard severity zone, as determined by the Department of Forestry and Fire Protection pursuant to Section 51178, or within a high or very high fire hazard severity zone as indicated on maps adopted by the Department of Forestry and Fire Protection pursuant to Section 4202 of the Public Resources Code. A parcel is not ineligible within the meaning of this subparagraph if it is either:

(i) A site excluded from the specified hazard zones by a local agency, pursuant to subdivision (b) of Section 51179.

(ii) A site that has adopted fire hazard mitigation measures pursuant to existing building standards or state fire mitigation measures applicable to the development.

(E) A hazardous waste site that is listed pursuant to Section 65962.5 or a hazardous waste site designated by the Department of Toxic Substances Control pursuant to Section 25356 of the Health and Safety Code, unless the Department of Toxic Substances Control has cleared the site for residential use or residential mixed uses.

(F) Within a delineated earthquake fault zone as determined by the State Geologist in any official maps published by the State Geologist, unless the development complies with applicable seismic protection building code standards adopted by the California Building Standards Commission under the California Building Standards Law (Part 2.5 (commencing with Section 18901) of Division 13 of the Health and Safety Code), and by any local building department under Chapter 12.2 (commencing with Section 8875) of Division 1 of Title 2.

(G) Within a special flood hazard area subject to inundation by the 1 percent annual chance flood (100-year flood) as determined by the Federal Emergency Management Agency in any official maps published by the Federal Emergency Management Agency. If a development proponent is able to satisfy all applicable federal qualifying criteria in order to provide that the site satisfies this subparagraph and is otherwise eligible for streamlined approval under this section, a local government shall not deny the application on the basis that the development proponent did not comply with any additional permit requirement, standard, or action adopted by that local government that is applicable to that site. A development may be located on a site described in this subparagraph if either of the following are met:

(i) The site has been subject to a Letter of Map Revision prepared by the Federal Emergency Management Agency and issued to the local jurisdiction.

(ii) The site meets Federal Emergency Management Agency requirements necessary to meet minimum flood plain management criteria of the National Flood Insurance Program pursuant to Part 59 (commencing with Section 59.1) and Part 60 (commencing with Section 60.1) of Subchapter B of Chapter I of Title 44 of the Code of Federal Regulations.

(H) Within a regulatory floodway as determined by the Federal Emergency Management Agency in any official maps published by the Federal Emergency Management Agency, unless the development has received a no-rise certification in accordance with Section 60.3(d)(3) of Title 44 of the Code of Federal Regulations. If a development proponent is able to satisfy all applicable federal qualifying criteria in order to provide that the site satisfies this subparagraph and is otherwise eligible for streamlined approval under this section, a local government shall not deny the application on the basis that the development proponent did not comply with any additional permit requirement, standard, or action adopted by that local government that is applicable to that site.

(I) Lands identified for conservation in any of the following:

(i) An adopted natural community conservation plan pursuant to the Natural Community Conservation Planning Act (Chapter 10 (commencing with Section 2800) of Division 3 of the Fish and Game Code).

(ii) A habitat conservation plan pursuant to the federal Endangered Species Act of 1973 (16 U.S.C. Sec. 1531 et seq.).

(iii) Any other adopted natural resource protection plan.

(J) Habitat for protected species identified as candidate, sensitive, or species of special status by state or federal agencies, fully protected species, or species protected by any of the following:

(i) The federal Endangered Species Act of 1973 (16 U.S.C. Sec. 1531 et seq.).

(ii) The California Endangered Species Act (Chapter 1.5 (commencing with Section 2050) of Division 3 of the Fish and Game Code).

(iii) The Native Plant Protection Act (Chapter 10 (commencing with Section 1900) of Division 2 of the Fish and Game Code).

(K) Lands under conservation easement.

~~(2)~~

(3) The development of the project on the proposed parcel would not require the demolition or alteration of any of the following types of housing:

(A) Housing that is subject to a recorded covenant, ordinance, or law that restricts rents to levels affordable to persons and families of moderate, low, or very low income.

(B) Housing that is subject to any form of rent or price control through a public entity's valid exercise of its police power.

~~*(C) Housing that has been occupied by tenants within the past 10 years.*~~

~~*(3) The site was not previously used for housing that was occupied by tenants that was demolished within 10 years before the development proponent submits an application under this section.*~~

(C) Housing occupied by tenants, as that term is defined in subdivision (I) of Section 65918.50, within the seven years preceding the date of the application, including housing that has been demolished or that tenants have vacated before the application for a development permit.

(D) A parcel or parcels on which an owner of residential real property has exercised their rights under Chapter 12.75 (commencing with Section 7060) of Division 7 of Title 1 to withdraw accommodations from rent or lease within 15 years before the date that the development proponent submits an application pursuant to Section 65913.6.

(4) The development of the project on the proposed parcel would not require the demolition of a historic structure that was placed on a national, state, or local historic register.

~~*(5) The proposed parcel does not contain housing units that are occupied by tenants, and units at the property are, or were, subsequently offered for sale to the general public by the subdivider or subsequent owner of the property.*~~

(c) "Local agency" means a city, including a charter city, a county, including a charter county, or a city and county, including a charter city and county.

(d) "Neighborhood multifamily project" means a project to construct a multifamily structure of up to four residential dwelling units that meets all of the following requirements:

(1) The project meets one of the following conditions:

(A) The parcel or parcels on which the neighborhood multifamily project would be located is vacant land, as defined in subdivision (e).

(B) ~~The~~ If the project is a conversion of an existing ~~structure that does~~ structure, the conversion shall not require substantial exterior alteration. For the purposes of this subparagraph, a project requires "substantial exterior alteration" if the project would require either of the following:

(i) The demolition of 25 percent or more of the existing exterior vertical walls, measured by linear feet.

(ii) Any building addition that would increase total interior square footage by more than 15 percent.

*(2) (A) The neighborhood multifamily project ~~meets~~ shall meet all objective zoning standards and objective design review standards that do not conflict with this section or Section 65913.6. If, on or after July 1, 2019, a local agency adopts an ordinance that eliminates ~~residential~~ zoning designations *permissive to residential use* or decreases residential zoning development capacity within an existing zoning district in which the development is located than what was authorized on July 1, 2019, then that development shall be deemed to be consistent with any applicable requirement of this section and Section 65913.6 if it complies with zoning designations not in conflict with this section and Section 65913.6 that were authorized as of July 1, 2019.*

(B) For purposes of this paragraph, "objective zoning standards" and "objective design review standards" means standards that involve no personal or subjective judgment by a public official and are uniformly verifiable by

reference to an external and uniform benchmark or criterion available and knowable by both the development proponent and the public official before the development proponent submits an application pursuant to this section. These standards include, but are not limited to, height, setbacks, floor area ratio, and lot coverage. *For purposes of this section and Section 65913.6, "objective zoning standard" does not include any limits related to residential density that would limit a development to fewer than four residential units per parcel.*

(3) ~~The project provides~~ *A local agency may require the neighborhood multifamily project to provide* at least 0.5 parking spaces per unit.

(e) "Vacant land" means either of the following:

(1) A property that contains no existing structures.

(2) A property that contains at least one existing structure, but the structure or structures have been unoccupied for at least five years and are considered substandard as defined by Section 17920.3 of the Health and Safety Code.

SEC. 3. Section 65913.6 is added to the Government Code, to read:

65913.6. (a) For purposes of this section, the definitions provided in Section 65913.5 shall apply.

(b) Except as provided in subdivision (g), a development proponent of a neighborhood multifamily project on an eligible parcel may submit an application for a development to be subject to a streamlined, ministerial approval process provided by this section and not be subject to a conditional use permit if the development meets the requirements of this section and Section 65913.5.

(c) (1) If a local agency determines that a development submitted pursuant to this section is in conflict with any of the requirements specified in this section or Section 65913.5, it shall provide the development proponent written documentation of which requirement or requirements the development conflicts with, and an explanation for the reason or reasons the development conflicts with that requirement or requirements, ~~as follows:~~ *within 60 days of submission of the development to the local agency pursuant to this section.*

~~(A) Within 60 days of submission of the development to the local agency pursuant to this section if the development contains 150 or fewer housing units.~~

~~(B) Within 90 days of submission of the development to the local agency pursuant to this section if the development contains more than 150 housing units.~~

(2) If the local agency fails to provide the required documentation pursuant to paragraph (1), the development shall be deemed to satisfy the requirements of this section and Section 65913.5.

(d) Any design review or public oversight of the development may be conducted by the local agency's planning commission or any equivalent board or commission responsible for review and approval of development projects, or the city council or board of supervisors, as appropriate. That design review or public oversight shall be objective and be strictly focused on assessing compliance with criteria required for streamlined projects, as well as any reasonable objective design standards published and adopted by ordinance or resolution by a local agency before submission of a development application, and shall be broadly applicable to development within the local agency. That design review or public oversight shall be completed ~~as follows~~ *within 90 days of submission of the development to the local agency pursuant to this section* and shall not in any way inhibit, chill, or preclude the ministerial approval provided by this section or its effect, ~~as applicable:~~ *applicable.*

~~(1) Within 90 days of submission of the development to the local agency pursuant to this section if the development contains 150 or fewer housing units.~~

~~(2) Within 180 days of submission of the development to the local agency pursuant to this section if the development contains more than 150 housing units.~~

(e) Notwithstanding any other law, a local agency, whether or not it has adopted an ordinance governing automobile parking requirements in multifamily developments, shall not impose automobile parking standards for a streamlined development that was approved pursuant to this ~~section~~ *section, including those related to orientation or structure of off-street automobile parking*, beyond those provided in the minimum requirements of Section 65913.5.

(f) (1) If a local agency approves a development pursuant to this section, that approval shall automatically expire after three years except that a project may receive a one-time, one-year extension if the project proponent provides documentation that there has been significant progress toward getting the development construction ready. For purposes of this paragraph, "significant progress" includes filing a building permit application.

(2) If a local agency approves a development pursuant to this section, that approval shall remain valid for three years from the date of the final action establishing that approval and shall remain valid thereafter for a project so long as vertical construction of the development has begun and is in progress. Additionally, the development proponent may request, and the local agency shall have discretion to grant, an additional one-year extension to the original three-year period. The local agency's action and discretion in determining whether to grant the foregoing extension shall be limited to considerations and process set forth in this section.

(g) This section shall not apply if the local agency finds that the development project as proposed would have a specific, adverse impact upon the public health or safety, including, but not limited to, fire safety, and there is no feasible method to satisfactorily mitigate or avoid the specific adverse impact without rendering the development unaffordable to low- and moderate-income households. As used in this paragraph, a "specific, adverse impact" means a significant, quantifiable, direct, and unavoidable impact, based on objective, identified written public health or safety standards, policies, or conditions as they existed on the date the application was deemed complete. Inconsistency with the zoning ordinance or general plan land use designation shall not constitute a specific, adverse impact upon the public health or safety.

(h) A local agency shall not adopt any requirement, including, but not limited to, increased fees or inclusionary housing requirements, that applies to a project solely or partially on the basis that the project is eligible to receive ministerial or streamlined approval pursuant to this section.

(i) This section shall not affect a development proponent's ability to use any alternative streamlined by right permit processing adopted by a local agency, including the provisions of subdivision (i) of Section 65583.2 or 65913.4.

SEC. 4. Chapter 4.35 (commencing with Section 65918.50) is added to Division 1 of Title 7 of the Government Code, to read:

CHAPTER 4.35. Equitable Communities Incentives

65918.50. For purposes of this chapter:

(a) "Development proponent" means an applicant who submits an application for an equitable communities incentive pursuant to this chapter.

(b) "Eligible applicant" means a development proponent who receives an equitable communities incentive.

(c) "FAR" means floor area ratio.

(d) "High-quality bus corridor" means a corridor with fixed route bus service that meets all of the following criteria:

(1) It has average service intervals for each line and in each direction of no more than 10 minutes during the three peak hours between 6 a.m. to 10 a.m., inclusive, and the three peak hours between 3 p.m. to 7 p.m., inclusive, on Monday through Friday.

(2) It has average service intervals for each line and in each direction of no more than 20 minutes during the hours of 6 a.m. to 10 p.m., inclusive, on Monday through Friday.

(3) It has average service intervals for each line and in each direction of no more than 30 minutes during the hours of 8 a.m. to 10 p.m., inclusive, on Saturday and Sunday.

(4) It has met the criteria specified in paragraphs (1) to (3), inclusive, for the five years preceding the date that a development proponent submits an application for approval of a residential development.

(e) (1) "Jobs-rich area" means an area identified by the Department of Housing and Community Development in consultation with the Office of Planning and Research that is high opportunity and *either is jobs-rich, rich or would enable shorter commute distances* based on whether, in a regional analysis, the tract meets both of the following:

(A) The tract is high opportunity, meaning its characteristics are associated with positive educational and economic outcomes for households of all income levels residing in the tract.

(B) The tract meets either of the following criteria:

(i) New housing sited in the tract would enable residents to live near more jobs than is typical for tracts in the region.

(ii) New housing sited in the tract would enable shorter commute distances for residents, relative to existing commute patterns ~~for people of all income levels.~~ *and jobs-housing fit.*

(2) The Department of Housing and Community Development shall, commencing on January 1, 2020, publish and update, every five years thereafter, a map of the state showing the areas identified by the department as "jobs-rich areas."

(f) "Job-rich housing project" means a residential development within a jobs-rich area. A residential development shall be deemed to be within a jobs-rich area if both of the following apply:

(1) All parcels within the project have no more than 25 percent of their area outside of the jobs-rich area.

(2) No more than 10 percent of residential units or 100 units, whichever is less, of the development are outside of the jobs-rich area.

(g) "Local government" means a city, including a charter city, a county, or a city and county.

(h) "Major transit stop" means a rail transit station or a ferry terminal that is a major transit stop pursuant to subdivision (b) of Section 21155 of the Public Resources Code.

(i) "Potentially sensitive community" means any of the following:

(1) An area that is designated as "high segregation and poverty" or "low resource" on the 2019 Opportunity Maps developed by the California Tax Credit Allocation Committee.

(2) A census tract that is in the top 25 percent scoring census tracts from the internet-based CalEnviroScreen 3.0 tool.

(3) A qualified census tract identified by the United States Department of Housing and Urban Development for 2019.

(4) It is the intent of the Legislature to consider all of the following:

(A) Identifying additional communities as potentially sensitive communities in inland areas, areas experiencing rapid change in housing cost, and other areas based on objective measures of community sensitivity.

(B) Application of the process for determining sensitive communities established in subdivision (d) of Section 65918.55 to the San Francisco Bay area.

(j) "Residential development" means a project with at least two-thirds of the square footage of the development designated for residential use.

(k) "Sensitive community" means either of the following:

(1) Except as provided in paragraph (2), an area identified pursuant to subdivision (d) of Section 65918.55.

(2) In the Counties of Alameda, Contra Costa, Marin, Napa, Santa Clara, San Francisco, San Mateo, Solano, and Sonoma, areas designated by the Metropolitan Transportation Commission on December 19, 2018, as the intersection of disadvantaged and vulnerable communities as defined by the Metropolitan Transportation Commission and the San Francisco Bay Conservation and Development Commission, which identification of a sensitive community shall be updated at least every five years by the Department of Housing and Community Development.

(l) "Tenant" means a person who does not own the property where they reside, including residential situations that are any of the following:

(1) Residential real property rented by the person under a long-term lease.

(2) A single-room occupancy unit.

(3) An accessory dwelling unit that is not subject to, or does not have a valid permit in accordance with, an ordinance adopted by a local agency pursuant to Section ~~65852.22~~ 65852.2.

(4) A residential motel.

(5) A mobilehome park, as governed under the Mobilehome Residency Law (Chapter 2.5 (commencing with Section 798) of Title 2 of Part 2 of Division 2 of the Civil Code), the Recreational Vehicle Park Occupancy Law (Chapter 2.6 (commencing with Section 799.20) of Title 2 of Part 2 of Division 2 of the Civil Code), the Mobilehome Parks Act (Part 2.1 (commencing with Section 18200) of Division 13 of the Health and Safety Code), or the Special Occupancy Parks Act (Part 2.3 (commencing with Section 18860) of Division 13 of the Health and Safety Code).

(6) Any other type of residential property that is not owned by the person or a member of the person's household, for which the person or a member of the person's household provides payments on a regular schedule in exchange for the right to occupy the residential property.

(m) "Transit-rich housing project" means a residential development, the parcels of which are all within a one-half mile radius of a major transit stop or a one-quarter mile radius of a stop on a high-quality bus corridor. A project shall be deemed to be within the radius if both of the following apply:

(1) All parcels within the project have no more than 25 percent of their area outside of a one-half mile radius of a major transit stop or a one-quarter mile radius of a stop on a high-quality bus corridor.

(2) No more than 10 percent of the residential units or 100 units, whichever is less, of the project are outside of a one-half mile radius of a major transit stop or a one-quarter mile radius of a stop on a high-quality bus corridor.

65918.51. A local government shall, upon request of a development proponent, grant an equitable communities incentive, as specified in Section 65918.53, when the development proponent seeks and agrees to construct a residential development that satisfies the requirements specified in Section 65918.52.

65918.52. In order to be eligible for an equitable communities incentive pursuant to this chapter, a residential development shall meet all of the following criteria:

(a) The residential development is either a job-rich housing project or transit-rich housing project.

(b) The residential development is located on a site that meets the following requirements:

(1) At the time of application, the site is zoned to allow housing as an underlying use in the zone, including, but not limited to, a residential, mixed-use, or commercial zone, as defined and allowed by the local government.

(2) If the residential development is located within a coastal zone, as defined in Division 20 (commencing with Section 30000) of the Public Resources Code, the site satisfies the requirements specified in paragraph (2) of subdivision (a) of Section 65913.4.

(3) The site is not located within any of the following:

(A) A coastal zone, as defined in Division 20 (commencing with Section 30000) of the Public Resources Code, ~~within if the site is also located in~~ a city ~~with that has~~ a population of less than ~~50,000~~ 50,000, *based on the most recent United States Census Bureau data.*

(B) A very high fire hazard severity zone, as determined by the Department of Forestry and Fire Protection pursuant to Section 51178, or within a very high fire hazard severity zone as indicated on maps adopted by the Department of Forestry and Fire Protection pursuant to Section 4202 of the Public Resources Code. A parcel is not ineligible within the meaning of this paragraph if it is either of the following:

(i) A site excluded from the specified hazard zones by a local agency, pursuant to subdivision (b) of Section 51179.

(ii) A site that has adopted fire hazard mitigation measures pursuant to existing building standards or state fire mitigation measures applicable to the development.

(C) A parcel ~~that~~ *for which either of the following apply:*

(i) *The parcel* is a contributing parcel within a historic district established by an ordinance of the local government that was in effect as of December 31, 2010.

(ii) *The parcel includes a structure that was listed on a state or federal register of historic resources before the date that the development proponent first submits an application for an equitable communities incentive pursuant to this chapter.*

(c) If the residential development is located within a county that has a population equal to or less than 600,000, *based on the most recent United States Census Bureau data*, the residential development satisfies all of the following additional requirements:

(1) The site satisfies the requirements specified in paragraph (2) of subdivision (a) of Section 65913.4.

(2) The site is not located within either of the following:

(A) An architecturally or historically significant historic district, as defined in subdivision (h) of Section 5020.1 of the Public Resources Code.

~~(B) A flood plain as determined by maps promulgated by the Federal Emergency Management Agency, unless the development has been issued a flood plain development permit pursuant to Part 59 (commencing with Section 59.1) and Part 60 (commencing with Section 60.1) of Subchapter B of Chapter I of Title 44 of the Code of Federal Regulations.~~

(B) A special flood hazard area subject to inundation by the 1 percent annual chance flood (100-year flood) as determined by the Federal Emergency Management Agency in any official maps published by the Federal Emergency Management Agency. If a development proponent is able to satisfy all applicable federal qualifying criteria in order to provide that the site satisfies this subparagraph and is otherwise eligible for streamlined approval under this section, a local government shall not deny the application on the basis that the development proponent did not comply with any additional permit requirement, standard, or action adopted by that local government that is applicable to that site. A development may be located on a site described in this subparagraph if either of the following are met:

(i) The site has been subject to a Letter of Map Revision prepared by the Federal Emergency Management Agency and issued to the local jurisdiction.

(ii) The site meets Federal Emergency Management Agency requirements necessary to meet minimum flood plain management criteria of the National Flood Insurance Program pursuant to Part 59 (commencing with Section 59.1) and Part 60 (commencing with Section 60.1) of Subchapter B of Chapter I of Title 44 of the Code of Federal Regulations.

(3) The residential development has a minimum density of 30 dwelling units per acre in jurisdictions considered metropolitan, as defined in subdivision (f) of Section 65583.2, or a minimum density of 20 dwelling units per acre in jurisdictions considered suburban, as defined in subdivision (e) of Section 65583.2.

(4) The residential development is located within a one-half mile radius of a major transit stop and within a city with a population greater than 50,000.

(d) (1) If the local government has adopted an inclusionary housing ordinance requiring that the development include a certain number of units affordable to households with incomes that do not exceed the limits for moderate income, lower income, very low income, or extremely low income specified in Sections 50079.5, 50093, 50105, and 50106 of the Health and Safety Code, and that ordinance requires that a new development include levels of affordable housing in excess of the requirements specified in paragraph (2), the residential development complies with that ordinance. The ordinance may provide alternative means of compliance that may include, but are not limited to, in-lieu fees, land dedication, offsite construction, or acquisition and rehabilitation of existing units.

(2) (A) If the local government has not adopted an inclusionary housing ordinance, as described in paragraph (1), the residential development includes an affordable housing contribution for households with incomes that do not exceed the limits for extremely low income, very low income, and low income specified in Sections 50093, 50105, and 50106 of the Health and Safety Code.

(B) For purposes of this paragraph, the residential development is subject to one of the following, as applicable:

(i) If the project has 10 or fewer units, no affordability contribution is imposed.

(ii) If the project has 11 to 20 residential units, the development proponent may pay an in-lieu fee to the local government for affordable housing, where feasible, pursuant to subparagraph (C).

(iii) If the project has more than 20 residential units, the development proponent shall do either of the following:

(I) Make a comparable affordability contribution toward housing offsite that is affordable to lower income households, pursuant to subparagraph (C).

(II) Include units on the site of the project that are affordable to extremely low income, very low income, or lower income households, as defined in Sections 50079.5, 50105, and 50106 of the Health and Safety Code, as follows:

Project Size	Inclusionary Requirement
21– 200 units	15% lower income; or 8% very low income; or 6% extremely low income
201–350 units	17% lower income; or 10% very low income; or 8% extremely low income
351 or more units	25% lower income; or 15% very low income; or 11% extremely low income

(C) (i) The development proponent of a project that qualifies pursuant to clause (ii) or subclause (I) of clause (iii) of subparagraph (B) may make a comparable affordability contribution toward housing offsite that is affordable to lower income households, pursuant to this subparagraph.

(ii) For the purposes of this subparagraph, “comparable affordability contribution” means either a dedication of land or direct in-lieu fee payment to a housing provider that proposes to build a residential development in which 100 percent of the units, excluding manager’s units, are sold or rented at affordable housing cost, as defined in Section 50052.5 of the Health and Safety Code, or affordable rent, as defined in Section 50053 of the Health and Safety Code, subject to all of the following conditions:

(I) The site, and if applicable, the dedicated land, is located within a one-half mile of the qualifying project.

(II) The site, and if applicable, the dedicated land, is eligible for an equitable communities incentive.

(III) The residential development that receives a dedication of land or in-lieu fee payment pursuant to this paragraph provides the same number of affordable units at the same income category, which would have been required onsite for the qualifying project pursuant to subclause (II) of clause (iii) of subparagraph (B) of paragraph (2).

(IV) The value of the dedicated land or in-lieu fee payment must be at least equal to the capitalized value of the forgone revenue that the development proponent would have incurred if the qualifying project had provided the required number and type of affordable units onsite.

(V) ~~The~~ *If the qualifying project includes 21 or more units of housing, the* comparable affordability contribution is subject to a recorded covenant with the local jurisdiction. A copy of the covenant shall be provided to the Department of Housing and Community Development.

(iii) For the purposes of this subparagraph, “qualifying project” means a project that receives an equitable communities incentive by providing a comparable affordability contribution.

(iv) The qualifying development shall not be issued a certificate of occupancy before the residential development receiving a dedication of land or direct in-lieu fee payment pursuant to this subparagraph receives a building permit.

(D) Affordability of units pursuant to this paragraph shall be restricted by deed for a period of 55 years for rental units or 45 years for units offered for sale.

(e) The site does not contain, or has not contained, either of the following:

(1) Housing occupied by tenants within the seven years preceding the date of the application, including housing that has been demolished or that tenants have vacated prior to the application for a development permit.

(2) A parcel or parcels on which an owner of residential real property has exercised their rights under Chapter 12.75 (commencing with Section 7060) of Division 7 of Title 1 to withdraw accommodations from rent or lease within 15 years prior to the date that the development proponent submits an application pursuant to this chapter.

(f) The residential development complies with all applicable labor, construction employment, and wage standards otherwise required by law and any other generally applicable requirement regarding the approval of a development project, including, but not limited to, the local government's conditional use or other discretionary permit approval process, the California Environmental Quality Act (Division 13 (commencing with Section 21000) of the Public Resources Code), or a streamlined approval process that includes labor protections.

(g) The residential development complies with all other relevant standards, requirements, and prohibitions imposed by the local government regarding architectural design, restrictions on or oversight of demolition, impact fees, and community benefits agreements.

(h) The equitable communities incentive shall not be used to undermine the economic feasibility of delivering low-income housing under the state density bonus program or a local implementation of the state density bonus program, or any locally adopted program that puts conditions on new development applications on the basis of receiving a zone change or general plan amendment in exchange for benefits such as increased affordable housing, local hire, or payment of prevailing wages.

65918.53. (a) (1) Any transit-rich or job-rich housing project within a county that has a population greater than ~~600,000~~ *600,000, based on the most recent United States Census Bureau data*, that meets the criteria specified in Section 65918.52 shall receive, upon request, an equitable communities incentive as follows:

(A) A waiver from maximum controls on density.

(B) A waiver from minimum automobile parking requirements greater than 0.5 automobile parking spots per unit.

(2) An eligible applicant proposing a residential development within a county that has a population greater than ~~600,000~~ *600,000, based on the most recent United States Census Bureau data*, that is located within a one-half mile radius, but outside a one-quarter mile radius, of a major transit stop shall receive, in addition to the incentives specified in paragraph (1), waivers from all of the following:

(A) Maximum height requirements less than 45 feet.

~~(B) Maximum FAR requirements less than 2.5.~~

(B) Any requirement governing the relationship between the size of the parcel and the area that the building may occupy that would restrict the structure to a FAR of less than 2.5.

(C) Notwithstanding subparagraph (B) of paragraph (1), any minimum automobile parking requirement.

(3) An eligible applicant proposing a residential development within a county that has a population greater than ~~600,000~~ *600,000, based on the most recent United States Census Bureau data*, that is located within a one-quarter mile radius of a major transit stop shall receive, in addition to the incentives specified in paragraph (1), waivers from all of the following:

(A) Maximum height requirements less than 55 feet.

~~(B) Maximum FAR requirements less than 3.25.~~

(B) Any requirement governing the relationship between the size of the parcel and the area that the building may occupy that would restrict the structure to a FAR of less than 3.25.

(C) Notwithstanding paragraph (2) of subdivision (a), any minimum automobile parking requirement.

(b) A residential development within a county that has a population less than or equal to ~~600,000~~ *600,000, based on the most recent United States Census Bureau data*, that meets the criteria specified in Section 65918.52 shall receive, upon request, an equitable communities incentive as follows:

(1) A waiver from maximum controls on density, subject to paragraph (3) of subdivision (c) of Section 65918.52.

(2) A waiver from maximum height limitations less than or equal to one story, or 15 feet, above the highest allowable height for mixed use or residential use. For purposes of this paragraph, "highest allowable height" means the tallest height, including heights that require conditional approval, allowable pursuant to zoning and any specific or area plan that covers the parcel.

~~(3) Maximum FAR requirements less than 0.6 times the number of stories proposed for the project.~~

(3) Any requirement governing the relationship between the size of the parcel and the area that the building may occupy that would restrict the structure to a FAR of less than 0.6 times the number of stories proposed for the project.

(4) A waiver from minimum automobile parking requirements, as follows:

(A) If the residential development is located within a one-quarter mile radius of a rail transit station in a city with a population of greater than 100,000, *based on the most recent United States Census Bureau data*, the residential development project shall receive a waiver from any minimum automobile parking requirement.

(B) If the residential development does not meet the criteria specified in clause (i), the residential development project shall receive a waiver from minimum automobile parking requirements of ~~less~~ *more* than 0.5 parking spaces per unit.

(c) Notwithstanding any other law, a project that qualifies for an equitable communities incentive may also apply for a density bonus, incentives or concessions, and parking ratios in accordance with subdivision (b) of Section 65915. To calculate a density bonus for a project that receives an equitable communities incentive, the "otherwise maximum allowable gross residential density" as described in subdivision (f) of Section 65915 shall be equal to the proposed number of units in, or the proposed square footage of, the residential development after applying the equitable communities incentive received pursuant to this chapter. In no case may a city, county, or city and county apply any development standard that will have the effect of physically precluding the construction of a development meeting the criteria of this chapter and subdivision (b) of Section 65915 at the unit count or square footage or with the concessions or incentives permitted by this chapter and as may be increased under Section 65915 in accordance with this subdivision, but no additional waivers or reductions of development standards, as described in subdivision (e) of Section 65915 shall be permitted.

(d) The local government shall grant an incentive requested by an eligible applicant pursuant to this chapter unless the local government makes a written finding, based on substantial evidence, that the incentive would have a specific, adverse impact on any real property or historic district that is listed on a federal or state register of historical resources and for which there is no feasible method to satisfactorily mitigate or avoid the specific, adverse impact without rendering the development unaffordable.

(e) An eligible applicant proposing a project that meets all of the requirements under Section 65913.4 may submit an application for streamlined, ministerial approval in accordance with that section.

(f) The local government may modify or expand the terms of an equitable communities incentive provided pursuant to this chapter, provided that the equitable communities incentive is consistent with, and meets the minimum standards specified in, this chapter.

65918.54. The Legislature finds and declares that this chapter addresses a matter of statewide concern rather than a municipal affair as that term is used in Section 5 of Article XI of the California Constitution. Therefore, this chapter applies to all cities, including charter cities.

65918.55. (a) On or before July 1, 2020, Sections 65918.51 to 65918.54, inclusive, shall not apply to a potentially sensitive community. After July 1, 2020, Sections 65918.51 to 65918.54, inclusive, shall apply in any potentially sensitive community that is not identified as a sensitive community pursuant to subdivision (b).

(b) On or before July 1, 2020, sensitive communities in each county shall be identified and mapped in accordance with the following:

(1) The council of governments, or the county board of supervisors in a county without a council of governments, shall establish a working group comprised of residents of potentially sensitive communities within the county, ensuring equitable representation of vulnerable populations, including, but not limited to, renters, low-income people, and members of classes protected under the California Fair Employment and Housing Act (Part 2.8 (commencing with Section 12900) of Division 3 of Title 2).

(2) The working group shall develop a map of sensitive communities within the county, which shall include some or all of the areas identified as potentially sensitive communities pursuant to subdivision (i) of Section 65918.50. The working group shall prioritize the input of residents from each potentially sensitive community in making a determination about that community.

(3) Each board of supervisors or council of governments shall adopt the sensitive communities map for the county, along with an explanation of the composition and function of the working group and the community process and methodology used to create the maps, at a public hearing held on or before July 1, 2020.

(c) Sections 65918.51 to 65918.54, inclusive, shall apply in a sensitive community on and after January 1, 2026, unless the city or county in which the sensitive community is located has adopted a community plan for an area that includes the sensitive community that is aimed toward increasing residential density and multifamily housing choices near transit stops and meets all of the following:

(1) The community plan is not in conflict with the goals of this chapter.

(2) The community plan permits increased density and multifamily development near transit, with all upzoning linked to onsite affordable housing requirements that meet or exceed the affordable housing requirements in Sections 65918.51 to 65918.54, inclusive. Community plans shall, at a minimum, be consistent with the overall residential development capacity and the minimum affordability standards set forth in Sections 65918.51 to 65918.54, inclusive, within the boundaries of the community plan.

(3) The community plan includes provisions to protect vulnerable residents from displacement.

(4) The community plan promotes economic justice for workers and residents.

(5) The community plan was developed in partnership with at least one of the following:

(A) A nonprofit or community organization that focuses on organizing low-income residents in the sensitive community.

(B) A nonprofit or community organization that focuses on organizing low-income residents in the jurisdiction.

(C) If there are no nonprofit or community organizations working within the sensitive community or the jurisdiction, a nonprofit with demonstrated experience conducting outreach to low-income communities.

(6) Residents of the sensitive community are engaged throughout the planning process, including through at least three community meetings that are held at times and locations accessible to low-income residents.

(7) All public documents and meetings related to the planning process are translated into all languages spoken by at least 25 percent of residents of the sensitive community.

(8) The community plan is adopted before July 1, 2025.

(d) Each city and each county shall make reasonable efforts to develop a community plan for any sensitive communities within its jurisdiction. A community plan may address other locally identified priorities, provided they are not in conflict with the intent of this chapter or any other law. A city or county may designate a community plan adopted before July 1, 2020, as the plan that meets the requirements of this paragraph, provided that the plan meets all criteria in this section.

(e) Notwithstanding any other provision of this section, Sections 65918.51 to 65918.54, inclusive, shall apply in any sensitive community if all of the following apply:

(1) At least 20 percent of adult residents of the sensitive community sign a petition attesting that the community desires to make the provisions of Sections 65918.51 to 65918.54, inclusive, applicable in the area. The petition shall describe in plain language the planning standards set forth in Sections 65918.51 to 65918.54, inclusive; be translated into all languages spoken by at least 25 percent of residents in the affected area; and collect contact information from signatories to the petition, including first, middle, and last name, mailing address, and phone number and email address if available.

(2) The local government has verified the petition to ensure compliance with paragraph (1).

(3) Following signature verification, the local government provides public notice and opportunity to comment to residents of the affected area and holds a minimum of three public hearings in the affected area at a time and in a place and manner accessible to low-income residents and other vulnerable populations.

(4) The governing body for the city or county in which the sensitive community is located determines, by majority vote, to apply this chapter in the affected area.

(f) It is the intent of the Legislature to consider all of the following:

(1) Tasking local government entities with greater community connection with convening and administering the process for identifying sensitive communities.

(2) Requiring review by the Department of Housing and Community Development of the designation of sensitive communities.




SEC. 5. No reimbursement is required by this act pursuant to Section 6 of Article XIII B of the California Constitution because a local agency or school district has the authority to levy service charges, fees, or assessments sufficient to pay for the program or level of service mandated by this act, within the meaning of Section 17556 of the Government Code.

- Heavy Rail and Muni Metro subway stations
- Muni routes meeting SB 50 frequency thresholds
- Parks and Open Space
- 1/4 mile from rail or ferry station
- 1/2 mile from rail or ferry station
- 1/4 mile from bus meeting SB 50 frequency thresholds






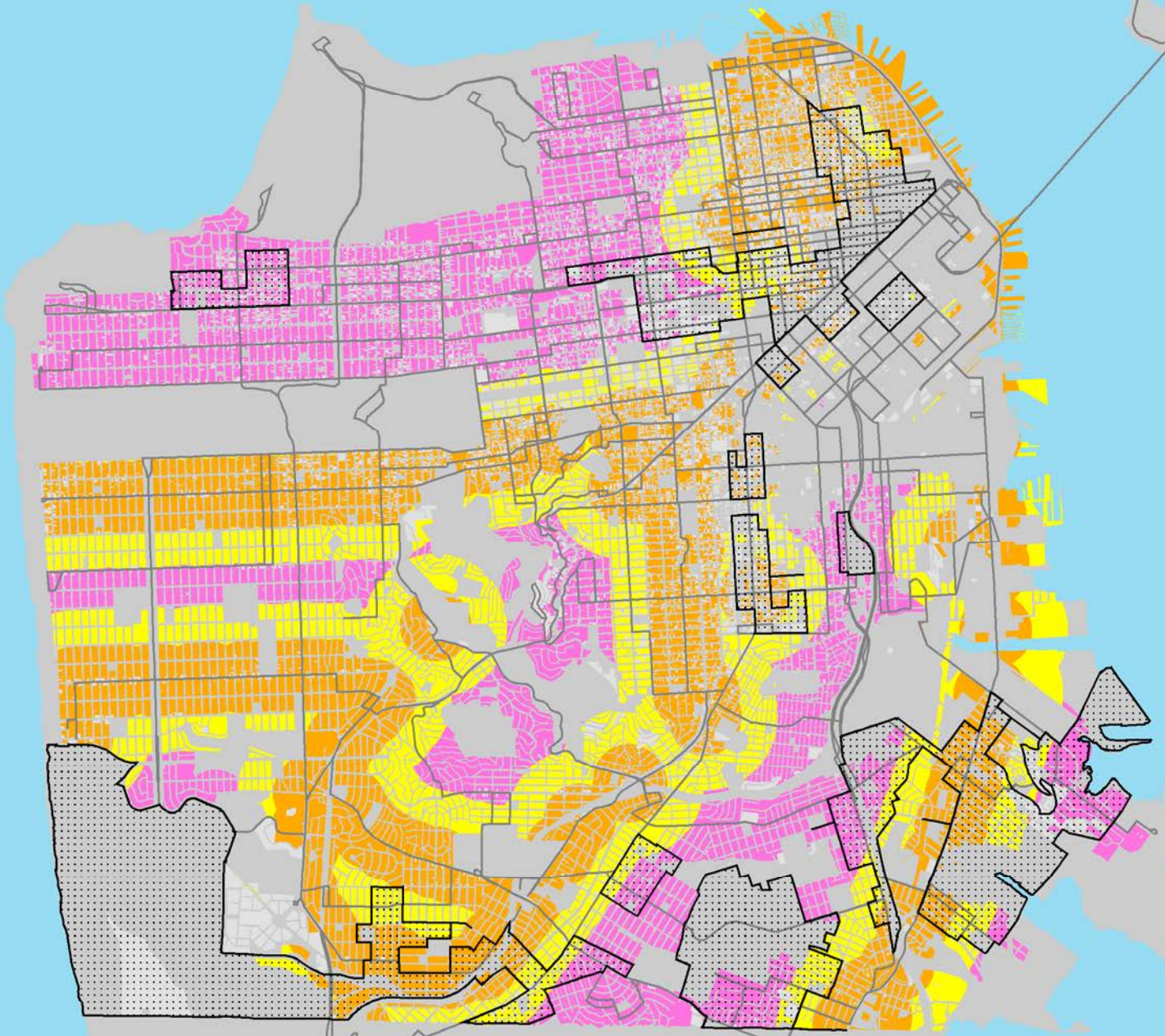
Where SB 50 might apply in San Francisco (March 2019)

Attachment 3

-  1/4 mile from rail or ferry station
-  1/2 mile from rail or ferry station
-  1/4 mile from bus meeting SB 50 frequency thresholds

Areas where SB 50 would potentially not apply, or where implementation could be delayed

-  Zones that don't allow housing and areas zoned to higher standards than SB 50
-  Parcels containing rental units (estimate)
-  Sensitive Communities (CASA)



Notes:

Data on existing rental units is an estimate, based on Assessor's Office records. SB 50 would not apply on any property where there was a renter in the 7 years previous to application; the City does not maintain records on tenancy or occupancy.

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RESOLUTION ADOPTING A RAIL PROGRAM MANAGER JOB CLASSIFICATION AND REVISED ORGANIZATION CHART

WHEREAS, In December 2018 through Resolution 19-33, the Transportation Authority Board approved a staff reorganization plan to update all job positions and reclassify six job positions to meet existing workload management needs and provided growth pathways for staff to progress within the agency; and

WHEREAS, That plan kept the agency at 46 full-time equivalent positions (FTEs) and the level of positions generally more senior, reflecting the needs of the agency's work program; and

WHEREAS, In October 2018, at the request of the Board, staff convened a multi-disciplinary expert peer review panel to assess the current and alternative governance, management, oversight, finance and project delivery of the Transbay Joint Powers Authority's (TJPA's) Caltrain Downtown Rail Extension project; and

WHEREAS, This direction stemmed from the Board's recognition of the significance of the project and the desire to ensure its success; and

WHEREAS, In November 2019, the Board accepted the Peer Review Panel's Final Report on Governance, Oversight, Management and Project Delivery and directed staff to move forward with plans to help the TJPA re-position and re-set the project, working in collaboration with and drawing upon the expertise of stakeholder agencies such as the Transportation Authority in funding and major infrastructure project delivery to ensure proper oversight of this major investments; and

WHEREAS, The Transportation Authority has been implementing the new organizational structure over the past year and has continued to pay close attention to workload management needs, striving to address them through a combination of the staff reorganization plan, as well as changes to its business processes; and

WHEREAS, Based on these considerations, along with new goals and responsibilities in response to the Board's desire for the agency to cultivate in-house rail expertise and perform additional oversight on regional rail development and delivery capacity, staff is



recommending approval of a new Rail Program Manager job classification (Attachment 1);
and

WHEREAS, This position will support the planning and delivery of a high priority program of regional rail projects including the Downtown Extension project and related rail planning and development efforts including the Pennsylvania Avenue Extension, Caltrain's service vision, 4th and King Railyards, and 22nd Street Station Study; coordinate other planned rail extension efforts affecting San Francisco led by either BART, California High Speed Rail and/or Capital Corridor; and conduct project delivery oversight of rail projects including Muni light rail vehicles, the Caltrain Electrification project, and the Central Subway project; and

WHEREAS, The proposed job position is estimated to increase personnel costs up to a maximum of \$68,905 and represent three months of expenditures in the current fiscal year and up to a maximum of \$275,620 in subsequent fiscal years and funded by a combination of state and federal grants and Prop K appropriations; and

WHEREAS, Staff is also recommending adoption of a revised Organization Chart (Attachment 2), which would add one new position, increasing the agency total to 47 FTE;
and

WHEREAS, On December 17, 2019, the Personnel Committee met and unanimously recommend ed approval of the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts a new Rail Program Manager job classification as depicted in Attachment 1 and the revised Organization Chart included as Attachment 2.

Attachment:

1. Rail Manager Job Description
2. Proposed Change to Organizational Chart



Job Description

CAPITAL PROJECTS DIVISION

Rail Program Manager

The San Francisco County Transportation Authority's is the sub-regional transportation planning and programming agency for San Francisco County. Our mission is to make travel safer, healthier, and easier for all. We plan, fund, and deliver local and regional projects to improve travel choices for residents, commuters, and visitors throughout the city.

SUMMARY

The Rail Program Manager manages, oversees or coordinates project development efforts on numerous rail projects and programs funded by and/or affecting San Francisco. These include:

- Supporting planning and delivery of a high priority program of regional rail projects including the Transbay Joint Powers Authority (TJPA) Downtown Extension project and related rail planning and development efforts at including the Pennsylvania Avenue Extension, Caltrain's service vision, 4th and King Railyards, and 22nd Street Station Study;
- Coordinating other planned rail extension efforts affecting San Francisco led by either BART, California High Speed Rail and/or Capital Corridor; and
- Conducting project delivery oversight of rail projects including Muni Light Rail Vehicles, the Caltrain Electrification project and SFMTA's Central Subway project.

Reports to: Deputy Director for Capital Projects

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Facilitates interagency coordination and communication between key stakeholders, including: the TJPA; local, state and regional transit operators and transportation agencies; the City and County of San Francisco; funding partners and other stakeholders.
- Plans, directs, and supports capital project development efforts in order to ensure timely and cost-effective delivery of the numerous rail projects/programs affecting San Francisco including the Downtown Extension project, working in collaboration with the TJPA, and select Transportation Authority programs and funding initiatives.
- Provides project delivery support to project sponsors and manages contract engineering and design personnel engaged in large rail capital project and select programs support and development, and in project delivery support activities.
- Coordinates with federal, state, and local agencies during project funding conceptualization, design, and implementation, and ensures compliance with any pertinent administrative requirements.
- Engages and interacts with internal and external stakeholders including Transportation Authority employees and employees from other regional agencies, private entities, as well as, federal, state and local government officials and residents, businesses, engineers, contractors and consultants.

- Directs the preparation and maintenance of project schedules, budgets, and quality control objectives and procedures.
- Supervises, develops, and evaluates professional and subordinate staff and counsels and disciplines staff.
- Continually provide cost reviews and projections and assists with positioning the project to successfully secure funding.
- Directs the preparation of and reviews grants, contracts, memorandums, and correspondence.
- Prepares Board memoranda and Transportation Authority correspondence, and presents before management, the Transportation Authority Board, other external agencies, and the public.

SUPERVISORY RESPONSIBILITIES: May supervise external consultant teams or staff.

MINIMUM QUALIFICATIONS: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: Completion of a bachelor's degree in Transportation Planning, Civil, Transportation Engineering or related field. Seven (7) years of progressively responsible experience in transportation project and program management required, including at least three (3) years of demonstrated staff management experience as well as planning and delivering urban rail megaprojects. An equivalent combination of education and experience is acceptable.

Knowledge: Advanced knowledge of principles, practices, and techniques of project and program management for capital projects, specifically rail; standard cost estimation and value engineering techniques; standard transportation planning principles and methods; consultant contract preparation and oversight of consultant contracts for professional services; regulatory requirements and guidelines associated with obligation and expenditure of local, regional, state and federal transportation funds for capital projects; database management techniques; and proficiency with standard computer spreadsheet, word processing and presentation software.

Skills and Abilities: Ability to implement an effective capital project and program monitoring plan to ensure timely and cost-effective project delivery; familiarity with project scheduling applications; ability to analyze and interpret data pertaining to capital planning issues using appropriate methods and statistical techniques; ability to work and communicate with contractors, consultants, engineers, planners, and other internal and external stakeholders; summarize and present data and prepare written reports and recommendations; speak effectively and write clearly and concisely.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Annual Compensation Range: \$160,000-\$225,000.....Adopted Mo, Date, Yr
Resolution xx-xx**

Proposed Agency Structure 47 STAFF POSITIONS



San Francisco
County Transportation
Authority

Revised December 9, 2019

Transportation Authority
Board of Commissioners

EXECUTIVE DIVISION

EXISTING POSITIONS: Executive Director | Chief Deputy Director | Clerk of the Authority
Director of Communications | Senior Communications Officer
Senior Graphic Designer | Communications Officer

7
TOTAL
POSITIONS

✓ Vacant Position

TIMMA:
Treasure Island Mobility
Management Agency

POLICY AND PROGRAMMING DIVISION

EXISTING POSITIONS:
Deputy Director for Policy and Programming
Assistant Deputy Director for Policy and Programming
Public Policy Manager
Principal Planner
3 Senior Planners
Senior Program Analyst

8
TOTAL
POSITIONS

CAPITAL PROJECTS DIVISION

EXISTING POSITIONS:
Deputy Director for Capital Projects
Assistant Deputy Director for Capital Projects
✓ Principal Engineer
✓ Senior Engineer
✓ TIMMA Program Manager
✓ TIMMA Systems Manager
Administrative Engineer

PROPOSED POSITION:
Rail Program Manager

8
TOTAL
POSITIONS

PLANNING DIVISION

EXISTING POSITIONS:
Deputy Director for Planning
Assistant Deputy Director for Planning
✓ 2 Principal Planners
3 Senior Planners
Planner
✓ Planner

9
TOTAL
POSITIONS

TECHNOLOGY, DATA, AND ANALYSIS DIVISION

EXISTING POSITIONS:
Deputy Director for Technology, Data, and Analysis
Principal Modeler
2 Senior Modelers
✓ Modeler

5
TOTAL
POSITIONS

FINANCE AND ADMINISTRATION DIVISION

EXISTING POSITIONS:
Deputy Director for Finance and Administration
Controller
Principal Management Analyst
Senior Accountant
Senior Management Analyst
Staff Accountant
Management Analyst
Office Manager
2 Administrative Assistants

10
TOTAL
POSITIONS



Memorandum

AGENDA ITEM 3

DATE: December 9, 2019

TO: Personnel Committee: Commissioners Peskin (Chair), Mandelman (Vice Chair) and Ronen

FROM: Cynthia Fong - Deputy Director for Finance and Administration

SUBJECT: 12/17/19 Personnel Committee Meeting: Recommend Adoption of a Rail Program Manger Job Classification and Revised Organization Chart

RECOMMENDATION Information Action

- Recommend adoption of a new Rail Program Manager job position.
- Recommend adoption of a revised Organization Chart

SUMMARY

The Transportation Authority last approved revisions to agency job classifications and the Organization Chart in December 2018, with the changes retaining the number of approved full time equivalent (FTE) positions at 46. These changes were intended to help provide succession pathways, to attract and retain high quality staff, and to better manage our work load. We are recommending adoption of one new job classification for a Rail Program Manager (Attachment 1) and adopting the revised Organization Chart (Attachment 2), which would add one new position, increasing the agency total to 47 FTE. The Rail Program Manager position would report to the Deputy Director for Capital Projects, and is in response to the Board's need for the agency to cultivate in-house rail expertise and perform additional oversight on regional rail development and delivery capacity. The job description was developed with assistance from Krauthamer & Associates, an executive search firm that recently filled executive level positions for BART and LA Metro.

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



BACKGROUND

In December 2018 through Resolution 19-33, the Board approved a staff reorganization plan to update all job positions and reclassify six job positions to meet existing workload management needs and provided growth pathways for staff to progress within the agency. That plan kept the agency at 46 full-time equivalent positions (FTEs) and the level of positions generally more senior, reflecting the needs of our work program.

In October 2018, at the request of the Board, staff convened a multi-disciplinary expert peer review panel to assess the current and alternative governance, management, oversight, finance and project delivery of the Caltrain Downtown Rail Extension (DTX) project. This direction stemmed from the Board's recognition of the significance of the project and the desire to ensure its success.

In November 2019, the Board accepted the Peer Review Panel's Final Report on Governance, Oversight, Management and Project Delivery and directed staff to move forward with plans to help the TJPA re-position and re-set the project, working in collaboration with and drawing upon the expertise of stakeholder agencies such as the Transportation Authority in funding and major infrastructure project delivery to ensure proper oversight of this major investments

DISCUSSION

The purpose of this memorandum is to present a proposed new job position for the agency, a Rail Program Manager in the Capital Projects Division in response to the Board's need for the agency to cultivate in-house rail expertise and perform additional oversight on regional rail development and delivery capacity.

As we have been implementing the organizational structure changes over the past year, we have continued to pay close attention to workload management needs, striving to address them through a combination of the agency's staffing plan, as well as changes to our business processes and practices. Based on these considerations, along with new goals and responsibilities as outlined above, we are seeking to a new job position to proactively manage, oversee and coordinate project development efforts on numerous rail projects and programs funded by and/or affecting San Francisco planning and delivery of a related suite of rail projects. After a short transition period, the intent is that this new position would enable us to reduce our reliance on our on-call engineering team for rail project management oversight.

This position will support the planning and delivery of a high priority program of regional rail projects including the Downtown Extension project and related rail planning and development efforts at including the Pennsylvania Avenue Extension, Caltrain's service vision, 4th and King Railyards, and 22nd Street Station Study; coordinate other planned rail extension efforts affecting San Francisco led by either BART, California High Speed Rail (CHSR) and/or Capital Corridor; and conduct project delivery oversight of rail projects including Muni LRVs, the Caltrain Electrification project, and SFMTA's Central Subway project. While this position will primarily work on the Downtown Extension project and project



delivery coordination and oversight of rail projects, their responsibilities will also be matrixed to support Transportation Authority operations and budgeted accordingly. If approved, we would immediately begin recruitment for this new position. The proposed organizational chart amendment shown in Attachment 2 reflects the addition of one new FTE position, raising the agency's total staff from 46 to 47 FTEs.

ALTERNATIVES

1. Recommend adoption of a new Rail Manager job classification, as requested.
2. Recommend adoption of a new Rail Manager job classification, with modifications.
3. Defer action, pending additional information or further staff analysis.

FINANCIAL IMPACT

The proposed job position is estimated to increase personnel costs up to a maximum of \$68,905 and represent three months of expenditures in the current fiscal year and up to a maximum of \$275,620 in subsequent fiscal years. The position would be funded by a combination of state and federal grants and Prop K appropriations.

CAC POSITION

None. The CAC does not take positions on personnel matters.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Rail Program Manager Job Description
- Attachment 2 - Proposed Change to Organizational Chart



RESOLUTION RATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR FOR 2019
AND ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES FOR 2020

WHEREAS, The Transportation Authority's Administrative Code establishes that the Personnel Committee (Committee) shall conduct an employee performance evaluation of the Executive Director by December 31 of each year for the Executive Director's work performance for the current year; and

WHEREAS, Board-adopted procedures require that the record of accomplishments be tracked against Board-established objectives for the Executive Director for the annual period being evaluated; and

WHEREAS, The Committee shall evaluate the Executive Director's performance annually based on mutually agreed upon objectives; and

WHEREAS, On December 17, 2019, the Committee conducted the performance evaluation according to the adopted format and procedures; and

WHEREAS, The Board-adopted evaluation worksheet allows for ratings of Outstanding, Exceptionally Good, Very Good, Satisfactory and Needs Improvement; and

WHEREAS, The Committee considered the key accomplishments, contained in Attachment 1, and issues relative to the Executive Director's performance during 2019 and recommended a rating of _____, reflecting its perception of the performance of the Executive Director against Board-established objectives for 2019; and

WHEREAS, The proposed Executive Director objectives for 2020, contained in Attachment 2, are consistent with the annual work program adopted by the



Transportation Authority Board on June 25, 2019 through Resolution 19-61 as part of the budget; and

WHEREAS, On December 17, 2019, the Personnel Committee reviewed and unanimously recommended approval of the Executive Director objectives for 2020; now, therefore, be it

RESOLVED, That the Transportation Authority hereby rates the performance of the Executive Director during 2019 as _____; and be it further

RESOLVED, That the Transportation Authority hereby adopts the attached objectives for the Executive Director for 2020.

Attachments (2):

1. 2019 Record of Accomplishments
2. Executive Director Objective for 2020

2019 Record of Accomplishments

for

Tilly Chang, Executive Director

This section presents a narrative of the Executive Director's accomplishments for 2019, in relation to annual program objectives set by the Board in December 2018 through Resolution 19-34.

Performance against Objectives

1. Advance Key Work Program Activities.

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

Planning Activities

1. Worked with the Metropolitan Transportation Commission (MTC) and City stakeholders to implement Plan Bay Area 2040, advocating for changes to regional fund program guidelines and other policies to support regional goals and advance San Francisco's projects and priorities. Engaged in the implementation of the regional housing action plan to address affordability, displacement, and access to jobs. Actively participated and coordinated San Francisco input to Horizon/Plan Bay Area 2050 update.
2. Supported development of long-range ConnectSF planning program: finished Statement of Needs and Network Development (both part of the San Francisco Transportation Plan 2050); and advanced two modal studies: the Streets and Freeway Study and Transit Corridors Study. Scoped water shuttle study in coordination with Port of SF as part of Transit Corridors Study.
3. Completed preliminary draft of Emerging Mobility Pilot Framework Study to identify and prioritize potential pilot opportunities, identified best practices for public-private partnerships, and identified mechanisms and processes for screening and prioritizing existing and future pilots.
4. Advanced transportation network company (TNC) research on the relationship of TNCs with transit demand and equity, and supported successful City Attorney's Office data lawsuit and joint City/County of San Francisco/SFCTA comments on and input to California Public Utilities Commission on draft regulatory rulemaking proposals.
5. Conducted community outreach and adopted the first in a series of toll and affordability policies for Treasure Island. Developed service plans with transit operator partners (ferry transit service, East Bay bus transit service) to advance Treasure Island Mobility Management Program.

6. Prepared final Caltrans Project Initiation Document to develop US 101 managed lanes project in coordination with San Mateo and Santa Clara counties, supported completion of US 101 Corridor System Management Plan.
7. Supported Caltrain Business Plan Service Vision planning and CA High Speed Rail Authority Business Plan EIR scoping.
8. Completed Vision Zero ramps planning and design for 10 freeway ramp intersections in District 6 and secured funding to implement recommended safety improvements.
9. Completed initial planning and conceptual design of District 2 Lombard Crooked Street Congestion Management System, including a reservations and pricing system for automobile access and determining expected outcomes on circulation.
10. Advanced District 3 Portsmouth Square Study (D3 NTIP) including holding outreach and developing conceptual designs to address community access and safety goals.
11. Initiated Transportation Sustainability Program (TSP) / Travel Demand Management (TDM) Strategy Evaluation Tool development, which will quantify the effectiveness of TDM strategies included in San Francisco's TSP in reducing vehicle miles traveled and single-occupancy vehicle trips.
12. Performed multimodal transportation system performance monitoring and prepared 2019 Congestion Management Program report.
13. Updated and expanded on-line Data Portal to provide easy access to key San Francisco transportation statistics and information on roadway and transit congestion and existing and future travel patterns.
14. Released latest San Francisco Chained Activity Modeling Process (SF-CHAMP) version and conducted modeling for the Transportation Authority and external partners, including Solano Transportation Authority and Water Emergency Transit Agency. Initiated development of regional integrated dynamic traffic assignment model system. Applied machine learning to processing of big data sources for multiple planning studies.
15. Advanced District 9 (D9) Freeway Vision plan, including feasibility assessment of infrastructure modifications to promote safety and livability and public engagement in Districts 9 and 10.
16. Advanced District 10 (D10) Mobility Management study recommendations through applications for grant funding.
17. Leveraged MTC Community-Based Transportation Plan grant to fund District 7 planning study for Access to Lake Merced.
18. Initiated study to update the analysis of congestion pricing options previously considered in the 2010 Mobility, Access, and Pricing Study and developed updated alternatives, analysis, and recommendations.

19. Applied for two Federal grants on Pricing and Incentives Simulation Pilot and TDM Partnership Project to implement D10 Mobility Study recommendations.
20. NEW: Initiated Neighborhood Transportation Improvement Plan (NTIP) project for District 5, along the Octavia Boulevard corridor to improve mobility and safety and address local and regional travel.
21. NEW: Initiated NTIP project to address mobility within District 4, with a focus on encouraging travel by modes other than single occupant automobile.

Fund Programming, Funding, and Administrative Activities

1. Administered Prop K sales tax (including NTIP), Prop AA vehicle registration fee, Transportation Fund for Clean Air, and other fund programs.
2. Published new on-line resources related to the 2019 Prop K Strategic Plan and 5-Year Prioritization Programs updates to make them more easily available to sponsors and the public online.
3. Conducted call for projects for an estimated \$4.6 million in FY 2018/19 and FY 2019/20 in State Transit Assistance County Block Grant funds through a new San Francisco Lifeline Transportation Program, successor to MTC's Lifeline Transportation Program.
4. Conducted call for projects and programmed \$4.1 million in Prop AA funds to five projects.
5. Continued to support full funding plan for Muni Light Rail Vehicles (LRVs) and Caltrain Electrification with regional partners.
6. Secured \$48.2 million in Federal highway bridge, state Prop 1B, and BATA regional funds for Southgate interchange project.
7. Strengthened funding plan for the Treasure Island Mobility Management Program delivery and first five years of operation; helped secure \$20 million state Affordable Housing and Sustainable Communities cap and trade grant, including funds for bicycle and pedestrian infrastructure and clean transit vehicles in cooperation with Treasure Island Development Authority (TIDA) and partner agencies; secured a multi-year operating and funding agreement with TIDA; and pursued various sources of funding including Transit and Intercity Rail Capital Program funds.
8. Continued to closely manage and monitor project cash flows to inform long term debt needs.
9. Helped secure \$1.971 million in statewide competitive Active Transportation Program (ATP) grant for San Francisco Public Works' Alemany Interchange Improvements, consistent with the Alemany bicycle and pedestrian access planning study; and \$6 million in regional ATP funds for San Francisco Municipal Transportation Agency (SFMTA)'s 6th Street Pedestrian Safety project.

10. Helped secure \$194,000 Regional Priority Conservation Area award for SF Recreation and Parks Department McLaren Park and Neighborhood Connections project.
11. Secured continued clean audit(s) and obtained agency's second Comprehensive Annual Financial Report Award.
12. Helped develop San Francisco priorities for SB 1 discretionary programs and secure grants for those projects; assist with transparency and accountability requirements of SB 1.

Capital Project Delivery and Oversight Activities

1. Oversaw Presidio Parkway through project completion and initiated closeout. Participated in groundbreaking for Presidio National Park Tunnel Tops project. Comparative P3 Study is ongoing.
2. Completed I-80/Yerba Buena Island (YBI) East Side On-Off Ramps Improvement project.
3. Secured all final environmental, design, right of way, and funding approvals for the Southgate Road Relocation improvements portion of the project; started construction contract advertisement, bid, and award activities.
4. Completed 90% design documents for the YBI West-Side Bridges Retrofit Project and continued to advance towards construction utilizing Construction Management/General Contractor delivery approach.
5. Initiated development of draft concept of operations for the Treasure Island autonomous shuttle pilot program.
6. Supported Expert Peer Review panel assessment of the Caltrain Downtown Extension delivery strategy and funding plan, including review of alternative oversight and governance models for the management and delivery of the project.
7. Participated in Caltrain Electrification Configuration Management Board proceedings, including monitoring of positive train control project delivery efforts.
8. Executed Caltrain 4th/King Railyard Memorandum of Understanding (MOU) with 5 city and regional agencies plus developer.
9. Supported the SFMTA in delivering near-term Geary Corridor (phase 1) improvements and strengthening the project's funding plan; oversaw design and environmental compliance of Bus Rapid Transit (BRT) project.
10. Supported Van Ness BRT construction efforts, including environmental compliance monitoring. Provided regular project delivery updates to the Citizens Advisory Committee.
11. Conducted oversight on Muni Central Subway project and new LRV fleet.
12. Supported Better Market Street environmental planning phase and facilitated regular project updates to the Citizens Advisory Committee and Transportation Authority Board.

13. Advanced I-280 Interchange modifications at Balboa Park, including preparation of final environmental studies and Caltrans final Project Report.
14. Monitored 19th Avenue Bulbout and Lombard projects construction phase efforts.
15. Supported and provided coordination to Caltrans in planning for Alemany Deck seismic and re-construction project, scheduled for mid-2020.
16. Supported Quint Street Connector Road project development efforts, including right of way acquisition.

2. Board Support, Project Reporting, and Consultation.

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Checked in regularly with Chair and Board members to seek guidance and input.
2. Helped staff regional roles (MTC, Association of Bay Area Governments (ABAG), Bay Area Air Quality Management District, Bay Area Rapid Transit (BART), Transbay Joint Powers Authority (TJPA), Caltrain, and other bodies as needed).
3. Executive Director serving as Alternate on TJPA.
4. Staffed ongoing Vision Zero Committee meetings and provided financial support to a member of San Francisco Families for Safe Streets to attend the Vision Zero National Conference.
5. Staffed ongoing Treasure Island Mobility Management Agency operations and policy board meetings. Helped secure study tour funds and supported Chair Haney and Commissioner Walton's participation in Congestion Pricing Study tour in London and Stockholm, as part of San Francisco's delegation.
6. Served (Executive Director) on ABAG's Regional Planning Committee. Staffed (Public Policy Manager) appointment to committee to represent Bay Area Congestion Management Agencies.
7. Supported identification of NTIP priorities and allocation of funds in multiple districts and ensured no Cycle 1 funds were lost (maximum of \$300,000 carry-forward per district into Cycle 2); presented NTIP planning project final reports for Board adoption (District 6, District 8); worked with District 3 Supervisor and SFMTA to re-scope D3 NTIP Planning project (Kearny Safety/Scrambles) to better address district needs; and worked with Board members to develop Cycle 2 priorities.
8. Participated in Jefferson Street project groundbreaking.
9. NEW: allocated funds for NTIP Planning (D4 – Mobility Study; D5 – Access to Octavia Boulevard; D9 – Alemany realignment, pending December 2019; D10 – T-Third Bus Study, Pending December 2019; D11 – Alemany Planning Study) and NTIP Capital (D11 – Traffic Calming) projects.

10. NEW: helped scope Prop K allocation to SFMTA to advance design of M-Line grade and alignment options.
11. Applied for state transportation planning grant funds to study school transportation options.
12. NEW: scoped and budgeted gig delivery services research and funding partnership with Local Agency Formation Commission staff.
13. Coordinated with BART and Capital Corridor to explore rail extension to San Francisco's west side, and conducted rail planning in Richmond corridor as part of ConnectSF Transit Corridors Study and facilitated public engagement in D1 and D4.

3. Promote Customer Service and Efficiency

THIS OBJECTIVE HAS BEEN MET.

1. Redesigned the Prop K/AA sponsor resource webpages to increase user-friendly features; offered annual sponsor refresher training opportunities regarding Prop K/AA resources, policies, and procedures.
2. Continued to develop and refine grants management dashboards and project management reports through further integration of the enterprise resource planning tool (accounting software) and the Transportation Authority's grants management portal (Portal) to increase staff efficiency and effectiveness.
3. Continued to refine the redesigned MyStreetSF.com to support user-friendly features and efficiency of staff maintenance activities.
4. Enhanced Portal to increase functionality for sponsors and staff, including refining the new online Prop K/AA allocation request form and associated procedures.
5. Continued to work with sponsors to further streamline grant allocation and administration.

4. Work Collaboratively with Partner Agencies

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Continued to partner and coordinate on revenue, legislative, and policy advocacy, including efforts to secure new local revenues for transportation (supported TNC per ride tax ordinance development).
2. Worked with City to advocate for and support Caltrain/High-Speed Rail compatibility.
3. Advocated for efficient and performance-based state fund program guidelines.
4. Collaborated with City and regional agencies on ConnectSF, including completing the Statement of Needs and Network Development, serving on ConnectSF Racial Equity Work Group, and advancing work on the Transit Corridor Study and Streets and Freeways Study.
5. Worked with MTC and BART to initiate study of long-term alternatives, including a potential second rail crossing of the Bay (MTC Crossings Study).

6. Participated in Executive Steering Committee for U.S. 101 managed lanes development and supported U.S. 101 Mobility Action Plan.
7. Participated in City of Brisbane Baylands planning workshop to discuss bi-county transportation planning coordination.
8. Continued to provide technical assistance on Better Market Street, Caltrain Business Plan, Geneva/Harney BRT, Bayview Community-Based Transportation Plan, and SFMTA's efforts to manage emerging mobility services.
9. Participated in interagency working group to advance the San Francisco Transportation Demand Management Plan.
10. Supported the BART Perks 2.0 effort to test using incentives to address crowding on peak-period trains.
11. NEW: staffed Muni Reliability Working Group full committee, as well as subcommittee on Context and Regional issues.
12. NEW: initiated a partnership with BART, San Francisco International Airport (SFO), and SamTrans to pilot providing priority security lane access for transit riders at SFO.
13. NEW: executed cooperation MOU with Singapore Land Transport Authority on new mobility/TNC regulation, congestion charging, Autonomous Vehicles, and public transportation development.

5. Promote Inclusive Public Engagement

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Launched new and improved agency website design and functionality.
2. Continued Disadvantaged and Local Business Enterprise outreach efforts and workforce supportive programs (CityBuild).
3. Explored providing workforce development and training opportunities, including construction administrative pathways in partnership with TIDA or the Office of Economic and Workforce Development.
4. Continued to participate in the citywide promotion and advancement of racial equity and further incorporate racial equity in agency policies and practices.
5. Ensured outreach efforts, especially for ConnectSF and the San Francisco Transportation Plan (SFTP), reached a diverse and inclusive cross-section of San Francisco stakeholders. Held targeted workshops with Southeast and Youth stakeholders.
6. Continued to support SFTP Equity analysis priority programs, including Vision Zero and NTIP.

7. Executive Director presented at California American Planning Association Conference, Transportation Research Board Women in Leadership Conference, and UC Berkeley's China Summit on diversity, equity, and inclusion.
8. Executive Director received prestigious Woman of the Year Award from Bay Area Chapter of Women's Transportation Seminar.

6. Provide Regional and State Leadership

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Actively participated in regional policy discussions at MTC and ABAG to shape the implementation of Plan Bay Area 2040, working effectively on cross-county initiatives, strengthening alliances between Big 3 cities, and collaborating on transit investment, affordable housing, and anti-displacement issues.
2. Provided local and regional leadership with respect to a potential regional transportation measure being considered by several coalitions for the November 2020 ballot, participating in technical advisory group, and facilitating public information and input (e.g. hosting public workshop, staffing Board and Citizens Advisory Committee meetings).
3. Coordinated legislation and legislative advocacy (e.g. Active Transportation Program, Local Partnership Program) with Self-Help Counties Coalition, MTC, and Congestion Management Agencies.
4. Advocated for passage of legislative priorities as approved by the Board, including Assembly Bill (AB) 147 Out of State Use Tax Collection, Senate Bill (SB) 127 (Wiener) Complete Streets, and SB 277 (Beall) Local Partnership Program. Sponsored AB 1605 (Ting) to authorize a pilot reservation and pricing program on the Crooked Street and advocated for its passage.
5. NEW: tracked and helped shape implementation of statewide and regional managed lanes policies, including participation in the regional Express Lanes Steering Committee.
6. Tracked and helped shape federal, statewide, and regional policies, pilots, and deployments on emerging mobility services and technologies; mobility as a service; uses of real-time travel information; and payments technology; and Federal FAST ACT and Autonomous Vehicle legislation.
7. NEW: Executive Director testified on behalf of Intelligent Transportation Society of America to the House Subcommittee on Highways and Transit about San Francisco's experience deploying pricing strategies and technology to address congestion.
8. Advocated for San Francisco and city interests to manage TNCs, micromobility, and autonomous vehicles at state and federal levels.
9. Advocated for revisions to SB 1 program guidelines to allow more flexibility, development of strong project pipelines, efficient grant application processes, and support for San Francisco's project priorities.

10. NEW: hosted new Secretary of State David Kim and CalSTA delegation with partner agencies at Transportation Authority offices; helped TIDA Director Linda Richardson and Director Bob Beck host Caltrans Director Toks Omishakin at TIDA Offices.
11. Executive Director served as Vice Chair of CA Self Help Counties, Board member of California Transportation Foundation and San Francisco Bay Area Planning and Urban Research Association known as SPUR. Speaking engagements included Autonomous Vehicle Summit and Vehicle Access Restrictions (Singapore ITS World Congress); Micromobility (San Diego FOCUS); and Urban Data and New Mobility Integration (New York City Intelligent Transportation Systems America Executive Forum).

7. Facilitate Agency and Staff Development

THIS OBJECTIVE HAS BEEN MET.

1. Continued filling new positions as funds became available: filled Assistant Deputy Director for Capital Projects, Director of Communications, Assistant Deputy Director for Planning and Capital Projects, and Communications Coordinator.
2. Successfully defended lawsuit regarding agency's independence from City at trial court, and argued agency's position at appeals court hearing.
3. Continued to coach and mentor staff.
4. Continued to develop staff capacity to oversee/manage projects and pilots in the following rapidly-changing areas: transportation demand management; real-time traveler/operator information; mobility payments technology; mobility as a service; and the full range of emerging mobility services and technologies.
5. Continued to establish and implement guiding project management tools and procedures based on trainings; sought to coordinate these with the SFMTA, as appropriate.
6. Continued updating policies and procedures, including implementation of new budget software to further integration with the enterprise resource planning tool (accounting software) and improve performance measure reporting.
7. Made further progress on implementing Organizational Assessment recommendations and Workplace Excellence initiative.
8. Fielded first agency softball team in annual City softball benefit tournament.

8. Improve Internal and External Communications

THIS OBJECTIVE HAS BEEN MET.

1. Continued to refine agency-wide communications plan and branding strategy.
2. Prepared for early 2020 unveiling of education campaign about the benefits of half-cent sales tax, coinciding with the Transportation Authority's 30th anniversary.
3. Updated agency collateral/design templates.

4. Continued pursuing opportunities to promote agency work through op-eds, events, website, press outreach (including Chinese language press); continued “Messenger” newsletter readership growth; and expanded social media audience.
5. Continued to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, and neighborhood groups.
6. Developed internal public engagement protocol outlining best practices for project-specific outreach/communications.

Attachment 2**Proposed Objectives for 2020****for****Tilly Chang, Executive Director**

The purpose of this section is to establish tangible parameters against which the Board may be able to assess the Executive Director's performance during 2020.

I. Advance Key Work Program Activities**Planning Activities**

1. Work with the Metropolitan Transportation Commission (MTC) and City stakeholders to implement Plan Bay Area 2040. Engage in the implementation of the regional housing action plan to address affordability, displacement, and access to jobs. Actively participate and coordinate San Francisco input to the Plan Bay Area 2050 update.
2. Support and co-lead development of long-range ConnectSF planning program: develop and analyze project concepts as part of the Streets and Freeway Study and Transit Corridor Study and Streets, prepare draft recommendations.
3. Transit Corridor Study (TCS) will be coordinated with BART Transbay Rail Crossing Study to explore options for a future west-side rail alignment. TCS also to include a high-level feasibility assessment of water shuttle service for Northeast waterfront, as a potential congestion relief strategy, in coordination with the Port of SF and Treasure Island Development Authority (TIDA).
4. Participate in BART/Capitol Corridor's upcoming Transbay Rail Crossing Studies and help coordinate this work with the Downtown Rail Extension Program of Projects and Transit Corridors Study.
5. Finalize toll, parking, and affordability policies; complete a Transportation Demand Management (TDM) Plan; prepare a Performance Evaluation and Monitoring Plan; propose transit fare levels; and sign Memoranda of Agreements (MOAs) with partner agencies (Bay Area Toll Authority, ferry transit service provider, East Bay bus transit service provider, and San Francisco Municipal Transportation Agency (SFMTA)) to advance the Treasure Island Mobility Management Program.
6. Initiate preliminary engineering and environmental study phase efforts on the U.S. 101/I-280 (101/280) Carpool and Express Lanes/Bus project in coordination with Caltrans, SFMTA, and San Mateo and Santa Clara counties.
7. Complete transportation network company (TNC) research on relationship of TNCs with transit ridership and equity and support related regulatory and pilot development efforts. Complete San Francisco and regional resident TNC travel diary survey and provide updated data and analysis on TNC and other mode split trends. Collaborate with Local Agency Formation Commission staff on TNC gig-economy driver research project.

8. Complete Emerging Mobility Pilot Framework Study to identify and prioritize potential pilot opportunities; identify best practices for public-private partnerships; and identify mechanisms and processes for screening and prioritizing existing and future pilots.
9. Continue Transportation Sustainability Program (TSP) / TDM Strategy Evaluation Tool development, which seeks to quantify the effectiveness of the TDM strategies included in San Francisco's TSP in reducing vehicle miles traveled and single-occupancy vehicle trips.
10. Release latest San Francisco Chained Activity Modeling Process (known as SF-CHAMP) version, which will incorporate updated tour and trip mode choice models that reflect travel behavior choices captured in the regional resident TNC travel diary survey, and conduct modeling for the Transportation Authority and external partners.
11. Continue development of regional-scale integrated SF-CHAMP-dynamic traffic assignment model system.
12. Advance District 9 Freeway Vision plan, including conceptual plan of potential infrastructure modifications to promote safety and livability and public engagement in Districts 9 and 10.
13. Complete the Downtown San Francisco Congestion Pricing Study to including updated alternatives, analysis (including a strong equity focus), and recommendations.
14. Complete District 3's Kearny Street Multimodal Implementation Plan - Traffic Analysis [NTIP Capital], ensuring compliance with MTC Community-Based Transportation Plan grant requirements.
15. Conduct substantial work on the District 4 Mobility Plan, including understanding existing travel patterns, engaging with the community, and identifying potential multimodal investments that improve opportunities for sustainable trips.
16. Conduct substantial work on the District 5 Octavia Improvements Study, including reviewing existing proposed improvements, engaging with the community, and identify a set of improvements that address both local travel near Octavia Boulevard and opportunities to address longer distance trips that use Octavia Boulevard and the Central Freeway.
17. Complete the District 10 15-Third Street Bus Study, evaluating the benefits, costs, and impacts of re-establishing bus service in the corridor to address speed, operational, and reliability concerns on the T-Third light rail line.

Fund Programming and Administrative Activities

1. Administer Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP)), Prop AA vehicle registration fee, Transportation Fund for Clean Air, and other fund programs.
2. Establish policies and procedures to administer the Traffic Congestion Mitigation Tax, program and allocate funds (anticipated available starting July 1, 2020).
3. Provide oversight and project delivery support for various federal, state, and regional fund programs including, but not limited to One Bay Area Grant program, Regional Transportation Improvement Program, Lifeline Transportation Programs (regional and local), and Senate Bill (SB 1) programs such as the Local Partnership Program.
4. Program an estimated \$2 million in SB 1 Local Partnership Program (LPP) formula funds.

5. Provide planning support and fund program oversight to SFMTA's District 7 planning study for Access to Lake Merced and District 3's Kearny Street Multimodal Implementation Plan - Traffic Analysis [NTIP Capital], ensuring compliance with MTC Community-Based Transportation Plan grant requirements.
6. Continue to support full funding plan for Caltrain Electrification with regional partners, work with project sponsors and other stakeholders to develop full funding plans and secure funds for high priority projects such as Geary Bus Rapid Transit (BRT), Better Market Street and the Downtown Extension.
7. Strengthen funding plan for the Treasure Island Mobility Management Program delivery and first five years of operation; seek to secure multi-year operating and funding agreements, and pursue Bay Area Air Quality Management District (BAAQMD), MTC, and cap and trade funds for infrastructure and clean vehicles, in cooperation with Treasure Island Development Authority (TIDA) and partner agencies.
8. Continue to closely manage and monitor project cash flows to inform long term debt needs.
9. Secure continued clean audit(s).
10. Help develop San Francisco priorities for SB 1 discretionary programs such as the Transit and Intercity Rail Capital Program and LPP competitive programs and secure grants for those projects; assist with transparency and accountability requirements of SB 1.
11. Conduct local capital funding coordination workshop with city agencies, including SFMTA, to maximize effectiveness of advocacy and funding.

Capital Project Delivery and Oversight Activities

1. Oversee Presidio Parkway through project completion and closeout.
2. Closeout I-80/Yerba Buena Island (YBI) East Side On-Off Ramps Improvement project. Complete construction contract advertisement, bid, and award activities for the Southgate Road Relocation improvements and start construction activities.
3. Complete final design and prepare YBI West-Side Bridges Retrofit Project for construction utilizing Construction Management/General Contractor delivery approach.
4. Finalize Treasure Island toll system design and financial models. Develop concept of operations and vendor procurement documents for the Treasure Island autonomous shuttle pilot program.
5. Execute a Memorandum of Understanding and collaborate with Transbay Joint Powers Authority (TJPA) and partner agencies to develop and strengthen the Caltrain Downtown Extension delivery strategy and funding plan, including review of alternative oversight and governance models for the management and delivery of the project.
6. Participate in Caltrain Electrification Configuration Management Board proceedings, including monitoring of positive train control project delivery efforts.
7. Support the SFMTA in delivering near-term Geary Corridor improvements and strengthen project's funding plan; oversee design and environmental compliance of BRT project.
8. Support Van Ness BRT construction efforts, including environmental compliance monitoring.

9. Oversee Better Market Street, Central Subway, and M-Line planning, design, and project delivery efforts.
10. Advance I-280 Interchange modifications at Balboa Park, including completion of final environmental studies and Caltrans final Project Report.
11. Monitor 19th Avenue Bulbout and Lombard projects construction phase efforts.
12. Promote coordinated traffic management plan efforts on implementing lead agencies construction projects.
13. Support Quint Street Connector Road project development efforts, including right of way acquisition.

II. Provide Board Support

1. Check in regularly with Chair and Board members to seek guidance and input.
2. Help staff regional roles (MTC, Association of Bay Area Governments (ABAG), BAAQMD, BART, Transbay Joint Powers Authority, Caltrain, and other bodies as needed).
3. Staff ongoing Vision Zero Committee meetings.
4. Staff ongoing Treasure Island Mobility Management Agency (TIMMA) operations and policy board meetings.
5. Revise protocols and develop more user-friendly formats for major capital project delivery reporting to Board and related documentation.
6. Continue to support development of Cycle 2 NTIP Planning and Capital priorities across districts (Districts 1-10 have remaining funds available); seek Board adoption of NTIP Planning project final reports (anticipated in Districts 3, 4, 9, 10, and 11).
7. Continue to support Lombard Crooked Street solutions, including reservation system to manage congestion and improve livability.
8. Advance school transportation plans and funding strategy.
9. Conduct rail planning in Richmond corridor as part of ConnectSF Transit Corridors Study and facilitate public engagement in Districts 1 and 4.

III. Promote Customer Service and Efficiency

1. Offer annual sponsor refresher training opportunities regarding Prop K/AA resources, policies and procedures.
2. Continue to develop and refine grants management dashboards and project management reports through further integration of the enterprise resource planning tool (accounting software), new budget software, and the grants management Portal to increase staff efficiency and effectiveness.
3. Continue to refine the MyStreetSF.com tool to support user-friendly features and efficiency of staff maintenance activities.
4. Update and expand online "Prospector" data visualization platform to provide easy access to key San Francisco transportation statistics and information on roadway and transit congestion and existing and future travel patterns, and continue to expand the agency's Data Warehouse Vision.

5. Enhance the Portal to increase functionality for Sponsors and staff.
6. Continue to work with Sponsors to further streamline grant allocation and administration.

IV. Work Collaboratively with Partner Agencies

1. Continue to partner and coordinate on revenue, legislative, and policy advocacy, including efforts to secure new local revenues for transportation (support Caltrain sales tax and potential regional transportation measure).
2. Advocate for and support Caltrain/High-Speed Rail compatibility.
3. Advocate for efficient and performance-based state fund program guidelines.
4. Collaborate with city and regional agencies on ConnectSF, including completing substantial work on the Transit Corridor Study and Streets and Freeways Study.
5. Work with BART and Capitol Corridor to initiate study of long-term alternatives for a potential second rail crossing of the bay.
6. Participate in Executive Steering Committee for 101/280 Carpool and Express Lanes development and support the 101 Mobility Action Plan.
7. Continue to provide technical assistance on Better Market Street, Caltrain North Terminal and grade separation studies, Caltrain Business Plan, Geneva/Harney BRT, Bayview Community-Based Transportation Plan, and SFMTA's efforts to manage emerging mobility services.
8. Help SFMTA implement Muni Reliability Working Group recommendations.
9. Participate in interagency working group to advance the San Francisco Transportation Demand Management Plan.
10. Partner with TIMMA transit service providers to design an inter-operator transit pass, including MOAs with ferry, bus, and shuttle service providers and MTC/Clipper.
11. Collaborate with BART, SFO, SamTrans, and MTC to launch a pilot of security lane priority for transit riders to the airport.
12. Collaborate with San Francisco Public Works, SFMTA, and the Office of Economic and Workforce Development to develop and implement a Better Market Street construction implementation plan for small businesses.

V. Promote Inclusive Public Engagement

1. Continue Disadvantaged Business Enterprise outreach efforts and workforce supportive programs.
2. Explore providing workforce development and training opportunities, including construction administration pathways in partnership with TIDA.
3. Continue to participate in the citywide promotion and advancement of racial equity and further incorporate racial equity in agency policies and practices.
4. Ensure outreach efforts, especially for the San Francisco Congestion Pricing Study, ConnectSF, and San Francisco Transportation Plan (SFTP); reach a diverse and inclusive cross-section of San Francisco stakeholders.
5. Continue to support SFTP Equity analysis priority programs, including Vision Zero and NTIP.

VI. Provide Regional and State Leadership

1. Actively participate in regional policy discussions at MTC and ABAG to shape the implementation of Plan Bay Area 2040, working effectively on cross-county initiatives, strengthen alliances between Big 3 cities, and collaborate on transit investment, affordable housing, and anti-displacement issues. Continue to lead coordination of San Francisco input to Plan Bay Area 2050 update and serve as a regional leader on technical (model assumptions, project performance evaluation) and policy issues.
2. Provide local and regional leadership in development of a potential regional transportation revenue measure and Caltrain sales tax, and serve as local resource for information and education on the measures.
3. Coordinate legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies.
4. Advocate for passage of legislative priorities as approved by Board.
5. Track and help shape implementation of statewide and regional managed lanes policies.
6. Track and help shape statewide and regional policies, pilots, and deployments on emerging mobility services and technologies; mobility as a service; uses of real-time travel information; and payments technology.
7. Advocate for San Francisco and local interests to manage TNCs and autonomous vehicles at state and federal levels.
8. Advocate for revisions to SB 1 program guidelines to allow more flexibility, development of strong project pipelines, efficient grant application processes, and support for San Francisco's project priorities.

VII. Facilitate Agency and Staff Development

1. Fill new positions as funds become available.
2. Continue to coach and mentor staff.
3. Continue to develop staff capacity to oversee/manage projects and pilots in the following rapidly-changing areas: transportation demand management; real-time traveler/operator information; mobility payments technology; mobility as a service; and the full range of emerging mobility services and technologies.
4. Continue to establish and implement guiding project management tools and procedures based on trainings; seek to coordinate these with the SFMTA, as appropriate.
5. Continue updating policies and procedures, including further integration with the enterprise resource planning tool (accounting software) and automate processes where appropriate.
6. Make further progress on implementing Organizational Assessment recommendations and Workplace Excellence initiative.

VIII. Improve Internal and External Communications

1. Commemorate agency's 30th anniversary with education campaign about benefits of half-cent sales tax.
2. Continue pursuing opportunities to promote agency work through op-eds, events, website, press outreach; continue newsletter readership growth; expand social media audience.
3. Continue to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, and neighborhood groups.
4. Develop internal public engagement protocol, outlining best practices for project-specific outreach/communications.

5. Develop internal contacts database to improve tracking of interactions with specific organizations and the general public.

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RESOLUTION ADOPTING A REVISED SALARY STRUCTURE, AMENDING THE EXISTING EMPLOYMENT AGREEMENT, AND SETTING THE ANNUAL COMPENSATION FOR THE EXECUTIVE DIRECTOR FOR 2020

WHEREAS, On September 24, 2013, through Resolution 14-24, the Board appointed Tilly Chang as Executive Director of the San Francisco County Transportation Authority, effective October 1, 2013; and

WHEREAS, Through Resolution 17-19 the Board amended the employment agreement with Tilly Chang to extend the term of the agreement to December 31, 2019; and

WHEREAS, The Transportation Authority's Administrative Code establishes that the Board fixes the compensation level for the Executive Director; and

WHEREAS, Per the Personnel Manual, salary adjustments are not automatic based on cost of living or other indexes but are focused instead on rewarding performance; and

WHEREAS, On December 17, 2019 the Personnel Committee met, and after extensive consideration of the Executive Director's performance and other factors, recommended that the Executive Director's employment agreement be extended and modified, and salary structure range and compensation be increased for 2020; now, therefore, be it

RESOLVED, That the Transportation Authority hereby amends the existing employment agreement with the Executive Director and extends the term to _____; and be it further

RESOLVED, That the Transportation Authority hereby adopts a revised salary structure for the Executive Director; and be it further

RESOLVED, That the Transportation Authority hereby increases the Executive Director's compensation for 2020, effective December 30, 2019.