



AGENDA

San Francisco County Transportation Authority Meeting Notice

Date: Tuesday, December 8, 2020; 10:00 a.m.

Location: Watch SF Cable Channel 26

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PUBLIC COMMENT CALL-IN: 1 (415) 655-0001; Access Code: 146 486 8433 # #

To make public comment on an item, when the item is called, dial '*3' to be added to the queue to speak. When your line is unmuted, the operator will advise that you will be allowed 2 minutes to speak. When your 2 minutes are up, we will move on to the next caller. Calls will be taken in the order in which they are received.

Commissioners: Peskin (Chair), Mandelman (Vice Chair), Fewer, Haney, Mar, Preston, Ronen, Safai, Stefani, Walton, and Yee

Clerk: Britney Milton

Remote Access to Information and Participation:

In accordance with Governor Gavin Newsom’s statewide order for all residents to “Stay at Home” - and the numerous local and state proclamations, orders and supplemental directions - aggressive directives have been issued to slow down and reduce the spread of the COVID-19 disease. Pursuant to the lifted restrictions on video conferencing and teleconferencing, the Transportation Authority Board and Committee meetings will be convened remotely and allow for remote public comment. Members of the public are encouraged to watch SF Cable Channel 26 or visit the SFGovTV website (www.sfgovtv.org) to stream the live meetings or watch them on demand. If you want to ensure your comment on any item on the agenda is received by the Board in advance of the meeting, please send an email to clerk@sfcta.org by 8 a.m. on Tuesday, December 8, or call (415) 522-4800.

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County Transportation
Authority**

Board Meeting Agenda

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| 5. | Allocate \$16,878,202 in Prop K Sales Tax Funds and \$234,005 in Prop AA Vehicle Registration Fee Funds, with Conditions, for Five Requests - ACTION* | 33 |
| | Projects: (SFMTA) Replace 30 30-foot Hybrid Motor Coaches (\$16,195,602), District 7 FY20 Participatory Budgeting Priorities [NTIP Capital] (\$132,600), Excelsior Neighborhood Traffic Calming (\$550,000), Page Street Neighborway (\$144,005)(Webster to Market), (SFPW) Joice Alley Lighting Improvements (\$90,000) | |
| 6. | Approve \$1 million in Former Central Freeway Parcel Revenues for the Page Street Neighborway Project - ACTION* | 43 |
| 7. | Appropriate \$550,000 in Prop K Funds for the Downtown San Francisco Congestion Pricing Study - ACTION* | 49 |

Other Items

8. 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.

9. Public Comment

10. Adjournment

***Additional Materials**

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

The meeting proceedings can be viewed live or on demand after the meeting at www.sfgovtv.org. To know the exact cablecast times for weekend viewing, please call SFGovTV at (415) 554-4188 on Friday when the cablecast times have been determined.

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DRAFT MINUTES

Citizens Advisory Committee

Wednesday, December 2, 2020

1. Committee Meeting Call to Order

Chair Larson called the meeting to order at 6:02 p.m.

Present at Roll: Nancy Buffum, Robert Gower, John Larson, Jerry Levine, Stephanie Liu, Kevin Ortiz, Peter Tannen, Danielle Thoe and Sophia Tupuola (9)

Absent at Roll: David Klein (entered during item 2), Rachel Zack (2)

Transportation Authority staff members present were Michelle Beaulieu, Colin Dentel-Post, Anna LaForte, Maria Lombardo, Hugh Louch, Paige Miller and Mike Pickford.

2. Chair's Report - INFORMATION

During the Chair's Report, Chair Larson extended a congratulations to Jerry Levine for being reappointed to the Citizens Advisory Committee (CAC).

Chair Larson reported on the curbside management strategy which relates to item 11 on the agenda and reminded the CAC that they had a split vote but, in the end, recommended allocation of Prop K funds to San Francisco Municipal Transportation Agency (SFMTA) for a data collection project and evaluation of curbside pickup zones. He said that some CAC members along with the Board shared concerns that some of the private providers such as delivery services were not paying for the project and the Board did not approve funding for the item.

With regard to autonomous vehicles (AV) Chair Larson shared that at the November 17 Board Meeting, Board members heard about a proposed California Public Utilities Commission ruling on the deployment of drivered and driverless AV passenger service. He encouraged anyone interested to watch the meeting (www.sfgovtv.org) and added that it's a topic the CAC may want to agendize at a future meeting.

During public comment David Pilpel thanked the Chair for his remarks and asked if the item number can be announced prior to opening public comment, so that callers know what item they are commenting on.

3. Nomination for 2020 Citizens Advisory Committee Chair and Vice Chair - INFORMATION

Peter Tannen nominated John Larson for Chair and John Larson accepted. There were no further nominations for Chair.

Peter Tannen nominated David Klein for Vice Chair and David Klein accepted. There were no further nominations for Vice Chair.

There was no public comment.

Consent Agenda



4. **Approve the Minutes of the October 28, 2020 Meeting - ACTION**
5. **Approve the 2021 Citizens Advisory Committee Meeting Schedule - ACTION**

During public comment David Pilpel complimented staff on the minutes. In relation to the 30th anniversary of the Transportation Authority, Mr. Pilpel said he had served on both the 1989 and 2003 Expenditure Plan Advisory Committees for the respective sales tax measures. He suggested that the past and present members of the CAC and the Expenditure Plan Advisory Committees get together to celebrate the 30th anniversary and take the time to discuss what has worked well and hasn't work so well at the Transportation Authority thus far. He said he is looking forward to the future of the Transportation Authority.

Chair Larson motioned to amend the minutes to reflect the following change on page 10, 3rd paragraph from the bottom: "Peter Tannen asked a series of questions including if bicycle friendly BART ventilation grates would be installed, ~~what the quality of the sewer and water facilities were~~, if existing old underground utilities could present problems like they did for the BRT Van Ness Improvement Project, and why the increase of bicyclists on Market Street was not expected and anticipated in the original design", seconded by David Klein.

The motion to amend the minutes was approved by the following vote:

Ayes: CAC Members Buffum, Gower, Klein, Larson, Levine, Liu, Ortiz, Tannen. Thoe, Tupuola (10)

Nays: (0)

Absent: Zack (1)

Danielle Thoe motioned to approve the Consent Agenda, with the minutes as amended, seconded by Jerry Levine.

The motion was approved by the following vote:

Ayes: CAC Members Buffum, Gower, Klein, Larson, Levine, Liu, Ortiz, Tannen. Thoe, Tupuola (10)

Nays: (0)

Absent: Zack (1)

End of Consent Agenda

6. **Allocate \$22,726,605 in Prop K Sales Tax Funds and \$234,005 in Prop AA Vehicle Registration Fee Funds, with Conditions, for Six Requests - ACTION**

Anna LaForte, Deputy Director for Policy and Programming presented the item, and introduced Licinia Iberri, SFMTA, and Ignacio Barandiaran, ARUP, to present additional information about SFMTA's Potrero Yard Modernization project.

Sophia Tupuola asked if current and anticipated ridership on SFMTA's local routes justified the proposed expenditure on the replaced 30, 30-foot Hybrid Motor Coaches, especially in light of the COVID-19 pandemic.

Gary Chang, manager with SFMTA, answered that the Orion buses serving those routes were purchased in 2007, and should have been retired in 2017 per the SFMTA guidelines. He added that two of the local routes had already been re-opened (the 37



and 67 lines). He stressed that the replacement buses should be no more than 32 feet in length because they operate on a tight turn radius and need to make turns along the narrow, windy and hilly local routes. He said the new buses would arrive between Fall 2021 to Spring 2022, and the local routes would likely be open by the end of 2021.

Peter Tannen expressed support for the staff's recommended special condition requiring a commitment to maintenance of the vehicles, including a mid-life overhaul.

Chair Larson said he was glad to hear that the local routes would re-open as he had heard mixed messages from Jeffrey Tumlin, Director of Transportation for SFMTA telling the CAC that the local routes might not come back.

Kevin Ortiz asked how the affordable housing units, planned as part of the Potrero Yard Modernization, would be distributed among the low, moderate and market rate price sectors. He said the new housing should reflect the needs of the district.

Rafe Rabelais, SFMTA, said the Request for Proposals (RFP) would be somewhat prescriptive regarding the issue of affordability, but it was best not to lock the developer into parameters that were too rigidly restrictive. He said the RFP would set a minimum goal of a 50% share of the units to be below market rate and encourage proposers to make up to 100% of the units available below market rate. He said the RFP would challenge the developer to work with the surrounding community, which had expressed a high priority for low-income and family-appropriate units.

Mr. Ortiz asked if the amount of the proposed reimbursement to losing bidders was capped, and questioned whether offering it was fiscally responsible. He suggested there would be plenty of bidders given the value of the project and the desire to get a city contract.

Mr. Barandiaran answered that the RFP would include a cap on bid reimbursements, anticipated around \$500,000 for each of two losing short-listed bidders. He said the responses SFMTA received from potential bidders during the Request for Qualifications (RFQ) process had made it clear that the proposed reimbursement was needed. Mr. Barandiaran said bidders faced a high level of risk, which bidders would be willing to carry under the following three conditions: project essentiality, a well-crafted process, and risk/reward matrix. He pointed out that bidders would have to make a significant investment, possibly \$2-3 million each, to develop their proposals, which would require creating development strategies, financial models, marketing strategies, etc. He also said reimbursement could encourage local enterprises to bid, since they might not have the resources to undertake such a risk. Finally, Mr. Barandiaran said that reimbursement would give San Francisco ownership of the intellectual property incorporated in the losing bids, allowing the SFMTA to include desirable elements from the losing bids in the final project. He said the overall return on investment in the reimbursements was significant.

Jerry Levine asked if the Potrero project would include parking and asked how the facility would be managed once operational.

Ms. Iberri answered that there would be no parking programmed for residential use or SFMTA employees. Mr. Barandiaran added that the master project company would be responsible for maintenance of both the common infrastructure and real estate components of the project. He said SFMTA would continue to be responsible for fleet operations within the facility.



Mr. Levine asked about public liability.

Mr. Barandiaran answered that real estate liability would be responsibility of developer, and liability for operations in the bus maintenance facility would be SFMTA's responsibility.

David Klein asked about the up-front costs to initiate the project, and whether initial payments to the project partner would entail financial risk to the City.

Mr. Barandiaran answered that one of the key success factors from the case studies of public/ private partnerships was that payment was made at project completion, requiring the developer to finance the entire cost of construction and incentivizing the developer to deliver the project in a timely fashion. He said no up-front payments were planned after selection of joint development partner - no retainer, no deposit.

Mr. Klein asked what would happen if the project spun out of control, along the lines of what happened with the Van Ness Bus Rapid Transit project.

Ms. Iberri said the location of the Potrero project on a discreet site posed much lower risks than the 2-mile long corridor with many different property interfaces in the case of the Van Ness Avenue project. She said SFMTA had exercised a high level of up-front due diligence for the Potrero project, incorporating lessons learned from previous projects. She said SFMTA anticipates no substantial scope or schedule changes from those specified in the RFP.

Mr. Tannen asked about the scope elements specified for the Joice Alley Lighting Improvements project, including restoration of brick exteriors on adjacent buildings and special handwork around certain sidewalk elements.

Maria Lombardo, Chief Deputy Director, said staff would follow up with the Public Works project manager, who was in attendance, but experiencing technical difficulties, to answer Mr. Tannen's question.

Robert Gower commented that the time required to deliver the Excelsior Neighborhood Traffic Calming project was excessive for the simple improvements planned such as continental crosswalks. He pointed out the project kicked off in 2017 but completion was not expected until 2022. He said he was generally frustrated by the excessive length of time required for a relatively small project and suggested that long delays between outreach and implementation could undermine the success of projects.

Chair Larson added that this is a well taken comment noting that a lot of the outer neighborhood projects tend to be easy quick build projects like traffic calming and it isn't clear why it takes so long and why it seems to be the same process for a small, easy project as for a building.

Casey Hildreth, SFMTA, said he would get a detailed answer from SFMTA project manager Nick Carr. He said it was his understanding that there had been a major change in scope during the planning process that required a second round of outreach.

Danielle Thoe said that she was impressed with the Potrero project, and noted that it was a huge undertaking, and said she was pleased that at least 50% of the housing units would be affordable. She asked if the project team had considered the impact of the transit vehicle traffic on the neighborhood, particularly access to Franklin Square Park across the street. She also asked if the project had potential for open space.



Mr. Rabelais answered that the project had some potential for new open space and said the project team was considering an improved connection to Franklin Square.

During public comment David Pilpel asked if all of the proposed capital projects were actually needed at this time. Specifically, he asked whether the need for the Potrero project was immediate and whether it was necessary to replace all 30 local-route buses. He said it was his understanding that the 37 and 67 lines were using larger buses anyway. Mr. Pilpel also suggested that environmental clearance information in Transportation Authority's Allocation Request Forms (ARFs) include the Case Number and determination date. He also requested that the ARFs include project location maps as a matter of course. Lastly, he also noted that the contact information for Public Works in the ARFs was out of date.

Edward Mason asked if it was too late to cancel the Replace 30, 30-foot Hybrid Motor Coaches project, as it seemed like much effort had already been expended on the procurement given the schedule outlined in the request. He said he would like to know more about the proposed new buses, particularly whether the seating configuration would be bench-style or forward-facing. Mr. Mason also expressed concern that project consultants might be ex-employees of SFMTA.

Kevin Ortiz motioned to amend the item to include regular presentations to the CAC on the Portrero Yard Modernization project as it progresses, seconded by Jerry Levine.

The motion to amend the item was approved by the following vote:

Ayes: CAC Members Buffum, Gower, Larson, Levine, Liu, Ortiz, Tannen. Thoe, Tupuola (9)

Nays: (0)

Absent: Klein, Zack (2)

Danielle Thoe motioned to approve the item as amended, seconded by Kevin Ortiz.

The item was approved by the following vote:

Ayes: CAC Members Buffum, Gower, Klein, Larson, Levine, Liu, Ortiz, Tannen. Thoe, Tupuola (10)

Nays: (0)

Absent: Zack (1)

7. Approve \$1 million in Former Central Freeway Parcel Revenues for the Page Street Neighborway Project - ACTION

Mike Pickford, Senior Transportation Planner, presented the item.

Chair Larson asked about the raised intersection planned for the intersection of Page and Buchanan Streets.

Casey Hildreth, SFMTA, responded that the raised profile and decorative asphalt would make more of a visual impact than standard crosswalks, and had been shown to be more effective in slowing bicycle traffic as well as automobile traffic. He said other benefits included easier access for wheelchair users and disabled pedestrians, since there would be no curbs.

During public comment David Pilpel asked if the Octavia Improvement Study still being underway made the Page Street project premature. He expressed opposition to



the project because the combined effect of the proposed neighborway project, the Bikeway Pilot and Slow Street projects, all on Page Street, really limits alternatives and would increase congestion more than relieving it.

Peter Tannen pointed to the east bound traffic diverter at Webster Street, which he thought was a good idea, but said historically there has been a lot of opposition in San Francisco to putting in diverters. He asked if the diverter had been adequately vetted with the community and if there was support for it.

Mr. Hildreth referenced the graphic in the materials and apologized for not updating the graphic. He said the diverter is currently installed and is part of the Page Street Bikeway pilot project. It has been installed with plastic posts and is being evaluated. Mr. Hildreth said that the project before the CAC today is complimentary to the diverter but is not dependent upon the diverter and the associated circulation changes. He noted that so far, the diverter has been popular overall.

David Klein moved to approve the item, seconded by Peter Tannen.

The item was approved by the following vote:

Ayes: CAC Members Buffum, Gower, Klein, Larson, Levine, Liu, Ortiz, Tannen, Thoe, Tupuola (10)

Nays: (0)

Absent: Zack (1)

8. Adopt the 15 Third Bus Study Final Report - ACTION

Hugh Louch, Deputy Director for Planning presented the item.

Sophia Tupuola expressed her concerns with observing in District 10 the shift to private transportation amidst the current pandemic and with reduced transit service. She asked what is happening in the interim to serve families and vulnerable populations that are missing out on that resource but still need to get places like traveling to pick up food boxes.

Sandra Padilla, Transportation Planner with SFMTA acknowledged Ms. Tupuola's concerns and responded that the Bayview is the neighborhood that they protected the most in terms of preserving transit service. She said they have been intentional choosing the neighborhood that houses a lot of essential workers and that was hit hardest by the pandemic by making sure transit is frequent and reliable.

Chair Larson asked if the 15 line went out to Hunter's Point or was it a new service.

Mr. Louch said that the 15 line did not go through Hunter's Point originally. He said that emerged as a concept from other planning work that had been done in that area and other community feedback received. He said there are routes that serve that area, but this is a more direct connection to downtown.

Ms. Padilla shared feedback from the working group stating that they wanted to make sure people on the hill benefited the most. She said it would have some redundancy with the existing services and residents of the hill would no longer have to wait for the 44 or 54 which are less frequent.

Danielle Thoe said she is excited to see the project move forward. She said they are getting an old bus route back which is exciting and great for the community. She gave kudos to the staff and thanked them for their hard work.



During public comment David Pilpel said he has no issue with the pilot project to determine the viability of the service, but he asked if it is the right time to do it. He asked if it would result in less service on the duplicate and parallel Muni routes and added if vehicle availability is a constraining factor, then adding the new service would delay restoring other routes elsewhere in the city. He also asked how the service relates to commitments regarding transit to serve the Hunter's Point shipyard.

Sophia Tupuola moved to approve the item, seconded by David Klein.

The item was approved by the following vote:

Ayes: CAC Members Buffum, Gower, Klein, Larson, Levine, Liu, Ortiz, Tannen. Thoe, Tupuola (4)

Nays: (0)

Absent: Rachel Zack (1)

9. Appropriate \$550,000 in Prop K Sales Tax Funds, with Conditions, for the Downtown San Francisco Congestion Pricing Study - ACTION

Colin Dentel-Post, Senior Transportation Planner presented the item.

Chair Larson thanked Mr. Dentel-Post for moving through the presentation quickly and noted that the presentation is available on the agency's website in case CAC members or the public would like to review it at their leisure. Chair Larson said there has been a great deal of effort to plan for in-depth outreach and that just as the study launched, staff needed to transition outreach to accommodate shelter-in-place. He said staff worked to conduct in-depth outreach during this time and the funding request would help ensure that effective outreach will continue during shelter-in-place. He said staff had conducted research on congestion pricing in other cities and have also worked to tailor a program to the unique situation in San Francisco. He acknowledged congestion pricing being a new concept in the United States and added that conducting the study during a pandemic seemed counterintuitive given the decrease in traffic that resulted from shelter-in-place orders. Chair Larson continued that congestion is already returning and the challenges related to congestion will return as well. He noted that he is a member of the study's Policy Advisory Committee as Chair of the CAC and he would like to delegate the role to another member of the CAC and said he would follow up on this later in the meeting.

Ms. Thoe expressed interest in being involved with the Policy Advisory Committee. She said that she lives and works in District 6 in the Tenderloin and recognized that people who live inside a congestion pricing zone may receive a discount for being a resident. Ms. Thoe expressed concern that people might be incentivized to drive within the zone if they live or work there. She noted how Uber and Lyft engage in predatory practices where they attract low income drivers with vehicle leases that then require them to work long hours. She said low-income discounts and a round trip daily cap could incentivize people with low incomes to become Uber or Lyft drivers. Ms. Thoe asked how the policy could be designed to prevent people from making trips within the congestion zone when they aren't crossing the boundary.

Mr. Dentel-Post said the resident discount is something the team is looking at in one proposed scenario. He said a 50% resident discount would only affect people who are in the middle- and high-income categories because people who are low-income would qualify for discounts or exemptions regardless. Mr. Dentel-Post said that while most private vehicle trips do cross the boundary, Uber and Lyft trips are an exception.



He said most Uber and Lyft trips happen within the zone, which is why the project team is proposing to charge Uber and Lyft internal trips.

Mr. Klein asked if research had been conducted into how companies like Door Dash, Uber Eats, or Uber and Lyft could pass along a charge to the consumer. He said that the recent election showed that the companies have money to advocate for legislation they want. Mr. Klein asked whether the companies might oppose a congestion pricing proposal legislatively.

Mr. Dentel-Post said that Uber and Lyft have publicly stated that they support congestion pricing. He said they want congestion pricing to apply to all vehicles as opposed to just Uber and Lyft. Mr. Dentel-Post said the congestion pricing proposals set the fee level to be the same whether someone is taking an Uber/Lyft or a trip in a personal vehicle.

Robert Gower expressed frustration that when it comes to traffic studies on TNCs like Uber and Lyft, a fair amount of money is spent to analyze the flow of these vehicles when the TNC companies have data they are unwilling to share.

Chair Larson said that he recalls there being a representative on the study's Policy Advisory Committee from Uber or Lyft.

Mr. Dentel-Post confirmed there is a representative from Uber on the committee representing ride-hail and emerging mobility sector. He said getting data around TNCs has been an ongoing challenge. He said the Transportation Authority has data that staff have collected via technical means to understand how Uber and Lyft trips are affecting traffic. Mr. Dentel-Post said that in order to implement a congestion pricing program, state legislation would be required, and the legislation would also need to be written to allow San Francisco to charge TNC trips and have access to the TNC trip data needed to charge them.

Mr. Gower responded that congestion studies that require a lot of funding are being conducted to figure out how to address congestion and meanwhile Uber and Lyft have data that the Transportation Authority had to access independently. He said that a challenging dynamic arises when these companies have representation on the study's Policy Advisory Committee where they support their interests.

Mr. Dentel-Post acknowledged his concern.

Chair Larson echoed that getting this information is challenging and state legislation would be needed to access it. He said that this funding request is meant to support community outreach. He said the outreach is necessary because of the challenges presented by the need to conduct remote outreach.

During public comment, John Peck from the Gladstone Institute in Mission Bay said that project staff presented to Gladstone staff and heard feedback from Gladstone employees. Mr. Peck noted that Mission Bay isn't part of downtown, and that the current congestion pricing zone map includes UCSF medical center and Kaiser hospital. He added that it was unfair to charge people who are traveling to these locations. Mr. Peck noted that project staff said much traffic congestion is created by ridesharing and he feels those companies should be responsible for solving congestion. He stated that the program would benefit Uber and Lyft and this doesn't seem right. He noted how the city was committed to managing traffic when the Warriors stadium came to Mission Bay but with congestion pricing the city would be charging the public instead. He requested that the congestion pricing zone exclude



UCSF medical center and Kaiser hospital.

A commenter noted concern that Uber and Lyft support congestion pricing. The commenter asked that the CAC oppose the scope increase. The commenter noted that staff should not continue the study because the effects of congestion pricing are known in that it will decrease equity, increase surveillance, and ignore the responsibility employers have in contributing to congestion. The commenter said that employers should pay for this impact. They added that congestion pricing would make low income people captive to mass transit but would not provide sufficient funding to improve mass transit as seen in other cities. The commenter stated that staff has conducted insufficient and ineffective outreach, particularly outreach to motorists. The commenter said it is irresponsible to use funds at this time and that the study should be suspended with funds redirected to funding transit operations.

David Pilpel expressed support for the increased outreach and therefore supported the increased funding allocation.

A San Francisco resident expressed opposition to congestion pricing and doubted that enough outreach had been made to the average resident. She noted that she has to drive into the proposed zone and would be charged to go to work in the East Bay and that this would add additional money on top of the bridge toll. She said San Francisco is an expensive place to live for everyone, even for those who don't qualify for discounts. She also noted that many businesses would offer telecommuting into the future and therefore the policy may not be needed. She stated that there are alternative ways to reduce congestion and that other city projects described earlier in the meeting are making congestion worse.

Frank Moss who lives in Potrero Hill and works in Mission Bay noted concerns that the policy would not effectively reduce traffic. He asked how such a policy would be enforced and expressed opposition to the project and continuing the study.

Peter Tannen moved to approve the item, seconded by Danielle Thoe.

The item was approved by the following vote:

Ayes: CAC Members Buffum, Gower, Klein, Larson, Levine, Liu, Ortiz, Tannen, Thoe (9)

Nays: CAC Member Tupuola (1)

Absent: Zack (1)

10. Update on Bay Area Seamless Transit Efforts - INFORMATION

The item was continued due to time constraints.

11. Curb Management Strategy & Shared Spaces Pickup Zones Evaluation - INFORMATION

The item was continued due to time constraints.

Other Items

12. Introduction of New Business - INFORMATION

Chair Larson reiterated if any CAC members are interested in serving on the Downtown Congestion Pricing Study Policy Advisory Committee, they should notify Transportation Authority staff (clerk@sfcta.org) and let them know why they are interested.



Following on the Potrero project presentation where the losing bidders would receive reimbursements, Kevin Ortiz asked staff to provide numbers of similar contracts that are pre-existing for capital projects at the next CAC meeting.

Chair Larson added that it would be nice for staff to show in a little more detail how the relationships between the parties are working or are put together. He noted with the newer delivery methods like the construction manager/general contractor approach, come different kinds of relationships than we are used to and he would like to know more about how the relationships are structured and how the risks are managed or avoided.

Nancy Buffum shared that she attended the town hall on the Great Highway that the Transportation Authority and District 4 Supervisor conducted. She said there were at peak some 400 - 500 people in attendance and there was a great deal of public interest in what has been presented thus far. Ms. Buffum also said Transportation Authority staff did a great job coordinating the event, including being very respectful of differing opinions.

Danielle Thoe requested an update on Better Market Street at the next meeting and stated, expressing her concern with how the project is progressing and the speed with which the team is moving forward. She noted there appears to be almost unanimous opposition to the redesign at the public meetings, but she isn't aware of any budging on the proposed design. Ms. Thoe said she would like to press staff on what can be done to really make it a Better Market Street rather than just replacing utilities, though that work clearly needs to be done.

13. Public Comment

There was no public comment.

14. Adjournment

The meeting was adjourned at 8:54 p.m.



DRAFT MINUTES

San Francisco County Transportation Authority

Tuesday, November 17, 2020

1. Roll Call

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

Present at Roll Call: Commissioners Fewer, Haney, Mandelman, Preston, Peskin, Ronen, Safai, Stefani, Walton and Yee (10)

Absent at Roll Call: Commissioner Mar (entered during Item 2) (1)

2. Chair's Report - INFORMATION

Chair Peskin reported that in addition to helping elect President-elect Biden and Vice-President-elect Harris, San Francisco voters looked favorably on transportation funding measures on November 3rd. He added that locally, San Francisco approved Proposition A, the Health and Homelessness, Parks and Streets Bond. He said that this \$487.5 million general obligation bond included \$41.5 million to repave and reconstruct roads, rehabilitate, and make seismic improvements to street structures and plazas and to install and renovate curb ramps. He said that there are also funds for re-building parks and open spaces, including safe pedestrian access across the city.

Chair Peskin reported that regionally, voters in San Francisco along with all three Caltrain district counties, including Santa Clara and San Mateo, passed Measure RR by over 2/3 approval which is the threshold for the first-ever dedicated funding source for Caltrain. He added that the one-eighth cent sales tax for Caltrain will provide a lifeline to the railroad which is struggling with severe fare revenue loss associated with low levels of ridership during the pandemic. He shared that the funds will also help off-set SFMTA's obligations to provide operating support, benefitting Muni. He added that the funds will provide a way to build toward Caltrain's future as an electrified service. He thanked Commissioner Walton for representing San Francisco on the Caltrain Joint Powers Board and his colleagues for their support efforts over the summer.

Lastly, Chair Peskin thanked Commissioners Yee, Mar, Mandelman, and Preston for observing World Day of Remembrance, Sunday November 15th at City Hall, for the victims of traffic collisions. He thanked WalkSF for organizing the event, attended by the San Francisco Bay Area Families for Safe Streets and many city officials including the Executive Directors and Directors from the San Francisco Municipal Transportation Agency (SFMTA) and the Mayor's office. He added that on this sad anniversary, they remember all of the traffic crash victims who died on San Francisco city streets, which has been a staggering 187 since 2014. He said that this year alone, they have lost 21 lives too many and they must rededicate themselves to achieving Vision Zero. Chair Peskin thanked Commissioner Yee, who serves as Chair of the Vision Zero Committee for sponsoring a set of related resolutions at the Board of Supervisors (BOS). He shared that the BOS unanimously passed the resolutions, recommitting to Vision Zero



and urging the SFMTA to develop a plan to lower speed limits among other necessary changes to the streets. He added that the Commissioners and Transportation Authority will remain strong partners in this effort.

Commissioner Walton echoed the appreciation for Measure RR. He thanked the entire BOS for attending the emergency meetings, and Executive Director Tilly Chang for her valuable work throughout the entire process.

During public comment Roland Lebrun echoed Commissioner Walton's comments and thanked the Board for coming back from recess to put the Caltrain measure on the ballot. He said even though the measure passed it did not meet the required 2 /3 in Santa Clara County, which he added would generate more than 50% of the revenue. He said half of the Santa Clara County does not get Caltrain service, and he hopes that San Francisco will support the extension and build a semi high speed rail service from San Francisco to Gilroy.

Aleta Dupree thanked the Board for mentioning the importance of traffic safety. She said she thinks the Vision Zero work has to continue, because everyone should feel safe on their streets whether in a vehicle or not. She also thanked the Board for being one of the bodies to pass Measure RR.

3. Executive Director's Report - INFORMATION

Tilly Chang, Executive Director, presented the item.

During public comment Roland Lebrun thanked the Transportation Authority for posting the Executive Director's report to the website prior to the meeting. Regarding Measure RR, he commented that he wasn't aware if Caltrain's support is codified in Prop K, but it is in Measures A and B in Santa Clara County and noted that neither one of the measures would have passed the 2/3 majority if Caltrain was not part of the ballot language. Mr. Lebrun listed hundreds of millions of dollars designated for Caltrain in Measures A and B and raised the issue that VTA is proposing to reserve the funds entirely for the San Jose BART extension. Mr. Lebrun said that he hopes that Supervisor Walton and his peers on the Caltrain Board will join former Senate Transportation Committee chair, Supervisor Simitian and hold VTA's feet to the fire to honor what the voters approved in Santa Clara County.

Aleta Dupree said that she supports telecommuting, but not a mandate. She added that there should be diverse modes for people to travel, but there are ultimately too many cars on the road and that leads to congestion. She added that the biggest fear is once you give the person the ability to telecommute they can go anywhere (i.e. to a place with a much lower cost of living and no state income tax), and can offer an opportunity for people to have more money in their pocket. She stated that it is important to think about how they can build a San Francisco that is more affordable to live in.

Consent Agenda

- 4. Approve the Minutes of the Month Day, 2020 Meeting - ACTION**
- 5. [Final Approval] Appoint Jerry Levine to the Citizens Advisory Committee - ACTION**
- 6. [Final Approval] Allocate \$545,651 in Prop K Sales Tax Funds, with Conditions, for Two Requests - ACTION**



7. [Final Approval] Adopt the Portsmouth Square Community Based Transportation Final Report - ACTION

There was no public comment on the Consent Agenda.

Commissioner Mandelman moved to approve the Consent Agenda, seconded by Commissioner Fewer.

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

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

Absent: (0)

End of Consent Agenda

8. Update on the Caltrain Modernization Program - INFORMATION

Michelle Bouchard, Chief Operation Officer and John Funghi, Chief Officer of the Caltrain Modernization Program presented the item.

Chair Peskin asked about the discrepancies between Balfour Beatty's schedule forecasting May 2024 and the Peninsula Corridor Project schedule showing a substantial completion date in March 2022.

Mr. Funghi replied that the driver in the Balfour Beatty schedule update is the completion of the grade crossing controls where they had difficulty in the first 3 years of the contract to advance the design as required by contract. He added that what we are seeing now is the contractor's request for additional time because of the lack of advancing or completion of the design necessary to install the grade crossing controls. He said when the agency became aware that Balfour was having difficulty, they partnered with the contractor working directly with the Federal Transit Administration (FTA) to expedite reviews, provide feedback, and assemble a team that meets monthly with the contractor to work through the issues. He added that they have been successful with advancing the design to a state where they feel they can accelerate and that acceleration factors into the discrepancy in completion dates. He added they are currently in mediation with Balfour and their sub suppliers to address the difference and look at ways to accelerate the design to provide revenue service. Mr. Funghi continued by saying, as with any project, there are multiple factors that can affect the completion date. He said there would be four sessions with the FTA to evaluate some of the project-related impacts and COVID-related impacts such as Stadler experienced to shed some light on what could be the impact of various issues on the overall project and schedule. He noted some issues can be addressed by directing more resources to them, while others are more concerning like the COVID - 19 related impacts at Stadler that are affecting construction of the EMUs and not knowing what the winter months will look like with the pandemic. He said manufacturing of the EMUs is the critical path right now.

During public comment, Roland Lebrun spoke on the EMU trains and said the problem started with Mr. Zurinaga, the Transportation Authority's project management oversight consultant, pushing for two doors which resulted in only one bidder. Mr. Lebrun said the doors cost over \$100 million and that later Mr. Funghi had to approve



a \$15 million change order to plug the doors to make room for seats and now there is a proposed budget amendment to put the doors back in. With respect to the signaling system, he said this was supposed to be resolved 10 years ago as it is a prerequisite for electrification. He noted a recent \$200+ million change order by Balfour Beatty. Mr. Lebrun said the October 2011 contract was awarded to the lowest bidder (Wabtec) who failed to meet two deadlines. Mr. Lebrun said that in 2017 the Caltrain Board finally agreed the only solution was to go back to Wabtec.

Shirley Johnson, a San Francisco resident congratulated Caltrain on the passage of Measure of RR and said it's a wonderful opportunity for Caltrain to regroup and rethink how they can interact with passengers. She mentioned that Caltrain has been less responsive to passenger needs than they have in the past. Ms. Johnson noted the new EMUs have less bicycle capacity than the current trains. She asked Caltrain to listen to passengers' concerns about the security of rider's property (e.g. bicycles) citing a petition wherein cyclists wanted to keep their eyes on their bikes while on the train to avoid property damage. She concluded that passengers helped to pass the measure and pay fares to Caltrain and encouraged Caltrain to pay attention to the passengers.

Aleta Dupree said the item that deserves the most emphasis and advocacy is building a foundation. She said that she supports the double door trains because Caltrain has low level platforms, but she added that there may come a day when high level platforms are needed.

Commissioner Walton thanked Ms. Bouchard and Mr. Funghi and the entire team at Caltrain for giving the presentation along with their hard work and dedication during the pandemic.

9. Update on the San Francisco Municipal Transportation Agency's Subway Renewal Program - INFORMATION

Jeffrey Tumlin, Director of Transportation; Julie Kirschbaum, Director of Transit; Tom Maguire, Director of Sustainable Streets, presented the item.

Chair Peskin expressed the shared frustration amongst all of his constituents. He said if it was just the Central Subway, he would be frustrated, but when you add the ballast in the Twin Peaks tunnel, the splices, the failure to take advantage of opportunities offered by the subway shutdown during COVID, the delays to the Van Ness, it adds to the level of frustration and he said SFMTA is out of excuses.

Commissioner Yee echoed Chair Peskin's comments and said that the presentation seems like recycled information of what was heard 10 years ago. He said that he is glad they are taking the approach outlined in the presentation, but it should not have taken this long to come up with a comprehensive way of thinking about the issues, and he observed that the implementation would be piecemeal. Commissioner Yee then asked about rail grinding, whether it was done recently or was he mistaking it with BART.

Ms. Kirschbaum replied that BART had a longer standing rail grinding program. She added that they have had a difficult time finding a contractor to do the work because of the sparks that the grinding creates and it took time to find a way to do it safely. She said they started in the subway because it was the least impactful and had the highest use. She said this is the agency's first foray into rail grinding and it is going well so far.



Commissioner Yee said that whatever SFMTA can do to identify other ways to procure rather than having to choose the lowest bidder, he would be interested to see what they come up if it helps select more qualified bidders. With respect to the switching mechanism that needs to be replaced, he asked if it was just for N Judah.

Ms. Kirschbaum replied that there are about 30 switches in the subway. She added that in one of the first extended maintenance windows, they replaced the switches that allow the N Judah to go out of the subway rather than straight into West Portal. She added that the next highest use switches are down at the Embarcadero where they turn the trains around.

Commissioner Mandelman expressed his frustration that the city seems unable to deliver capital projects, he acknowledged this has been an issue for a long time, and said it cannot continue like this. With respect to the ballast issue, he noticed a decision was made to neither use new ballast nor have any work done to the old ballast to make it usable and asked how these decisions are reviewed and who was responsible for that decision.

Mr. Maguire responded that the decision was jointly made by SFMTA staff and the contractors and they had to weigh some tricky issues in the field including the possibility that the material may be contaminated and may need to be removed. He added, the critical decision needed to be elevated sooner and talked with a more comprehensive view of all the risks in the project. He said that staff development and culture is part of the solution. Mr. Maguire said the staff in the field need to raise issues and get the support of executive management staff to help resolve them considering the risks in the field and the impacts on the customers as well.

Commissioner Mandelman asked what would happen if the awareness of the issues had been raised to a higher level sooner.

Director Tumlin shared that he is working to change the culture of fear within the agency, noting he has observed that employees are afraid to diagnose the problem and elevate it, because it may make the agency look bad. He added that on the cultural side they are working with employees making sure they understand how to identify the problem, that they have a curiosity to come forward to ask questions, and to think through the unintended consequences of not acting. He said that he is glad to see the subway taskforce demonstrating the beginning of a completely different attitude on problem solving through cross disciplinary collaboration. He stated that there are nested problems that need to be solved starting with culture, and then procurement, contracting, project management, and closeout. Director Tumlin noted some of the needed changes were identified in recommendations from the Muni Performance Working Group. He noted that all of them must be resolved before they can go to voters and ask to be trusted with more capital money. Director Tumlin argued that SFMTA's approach to delivery of small and mid-sized projects is the best in its industry, and if applied to larger projects, they can get a lot better.

Chair Peskin said he appreciates the desire and need to change the culture, something they have been wrestling with for years, and recalled the recent experience with the new LRVs wherein staff felt they needed to raise issues with the media rather than the SFMTA Board. He noted that the problem cannot be solely blamed on the employees. He said the SFMTA doesn't know how to effectively manage its private contracts.



Director Tumlin agreed that they have contract management problems, but said the underlying problem has a lot to do with how they bid out work. He said that they don't bid out work in a way that ensures that they get the best project or that gives them the tools to provide the right incentives for the private contractors to deliver.

Chair Peskin observed the Board of Supervisors (BOS) and the Transportation Authority Board have been over many iterations of this topic over the years. In other iterations, the BOS has given the SFMTA the ability to do design build, to do turnkey, etc., but at some point you run out of excuses.

Chair Mandelman said that he understands that the subway working group is an innovation and a step forward and a more collaborative approach to problem-solving. He asked what the framework is for looking back and documenting lessons learned to avoid problems happening again in the future.

Ms. Kirschbaum said that they need to do this for transit operations. She said they get everyone in a room and talk through what worked and what didn't. She said they are getting increasingly better at avoiding blame, pointing to solutions and codifying it into standard operating procedures so that it becomes something that is built into what they do moving forward.

Commissioner Mandelman asked if that was an actual codification, and if there is a document that exists with that information.

Ms. Kirschbaum replied because they are highly regulated, a lot of their work is documented in Standard Operating Procedures (SOPs). She said they use and enhance them as they learn. She added that these procedures are followed for operations but she can't speak on the procedures for the capital delivery projects.

Commissioner Mandelman said capital project delivery is the area where they need to work more on looking back, learning, and changing and asked how it is done on the capital side.

Mr. Maguire said that for large scale projects, they work alongside funders such as the Transportation Authority and Federal Transit Administration (FTA) project management consultants, and some projects have a permanent project management oversight committee that provides an opportunity for continuous improvement within the life of a project. He cited improvements to the change order process on the Central Subway as an example. With respect to the look backs, Mr. Maguire said that it is something where they need to making sure they are giving employees the freedom to speak up and to ensure employees understand the importance of keeping projects on schedule and on budget. He said one of things they are proud of is the way they shifted a lot of the street reconstruction projects to more of a quick build approach. He added, that this came from the kind of look back process Commissioner Mandelman was asking about.

Commissioner Mandelman replied that hearing the presentation now, he is not convinced that there is a framework at the SFMTA for looking back and said he wants the SFMTA to find a way to hold itself accountable and to find a way to get on the right path soon.

Director Tumlin agreed and said they are not prepared to present on the path forward today, but that it is being developed. He said he does not believe in using outside consultants for core government services but there are ways of using consultants to



elevate the skills of government agency staff. He said they are fortunate to follow other agencies that have faced the same problems and have solved them, and that SFMTA can learn from them and adapt. He added that this is something that he is eager to do, though they have limited resources, and he plans to bring outside expertise to train up the existing crews and develop stronger procedures for different scales of projects.

Chair Peskin asked about the hierarchy and the structure of the SFMTA 'command' staff and if the Director of Capital Projects is still an active role.

Director Tumlin clarified titles and roles for himself (Director of the SFMTA/Director of Transportation/General Manager), Ms. Kirshbaum (Director of Transit) and Mr. Maguire (Director of Sustainable Streets). He confirmed that they have a Capital Programs and Construction Division that they are moving under Mr. Maguire so he can provide stronger oversight, and acknowledged that this division needs some additional help in delivering projects successfully at all scales.

Chair Peskin said they used to hear from the Director of Capital Projects in his earlier time of the board, but has not heard from them recently nor does he know who the person filling that role is and this seems like where there is a material weakness. He asked Director Tumlin to expand more on the material weaknesses and the shifts in roles.

Director Tumlin said their current Director of Capital Programs and Construction, Siew-Chin Yeong, is good at what she does, but they are finding that the opportunity for taking advantage of the merging of streets and transit hasn't been fully realized in the Capital Programs and Construction Division.

Chair Peskin commented that the fundamental underpinning of Prop E (1999) was the merger of the two mentioned functions 21 years ago.

Director Tumlin agreed.

Commissioner Mandelman said he appreciates having the framework for the subway renewal program and asked if it is a plan that the SFMTA has been keeping and maintains and updates over time.

Ms. Kirshbaum said the best place it is captured is in the 5-year capital plan, and only as a list of discreet projects. She said that she and Executive Director Chang talked earlier on how they can take what is currently a PowerPoint and turn it into a Subway Renewal Program that has costing and also provides a better timeline for when the major closures are coming. She added that right now most of the discreet elements are known, but the ones that are not known are captured in their asset management program and they have studies to define them. She said there is no document that they can present that fully describes the Subway Renewal Program.

Commissioner Mandelman said the programs need to cover a span much longer than 5 years, with some needing to be done after 30 years.

Ms. Kirshbaum said they are at that point, stating that the Muni Subway was built around 40 years ago, and the Twin Peaks portion was built around 100 years ago. She added that they have accomplished a handful of work with the Twin Peaks track replacement and structural work, but the work to date has been the engineering and maintenance staff doing a linear assessment of what needs to happen, rather than



saying what needs to happen to get them to a reliable subway. With respect to train control, she said the intent is to have ongoing updates and investments so that there is not another instance when the buses are all old at the same time and all new at the same time, which is not a good way to mitigate risk. Ms. Kirschbaum said because of where they are in the life cycle of the assets, she believes in ten years the heavy lifting will be completed leading to a pathway to continual renewal and investment. She added that there are public shutdowns anticipated in the future, and they are trying to build public trust and be transparent during the process so that the public understands what is to come.

Commissioner Mandelman asked if they know how much of the subway will be shut down over the next 10 years.

Ms. Kirschbaum replied that they know that the two big ones will be the four specialized cross overs and the train control system. She said they don't know how much work can be done as an overlay while the subway is running and how much requires a complete shutdown. She said they would know more in a year.

Commissioner Mandelman asked how much did the Twin Peaks tunnel work cost, and how much will be spent to fix the ballast. Ms. Kirschbaum replied that the original project was on an order of about \$50 million, and she would be happy to follow up with the specifics. She said that SFMTA is currently costing out what the replacement will be and estimated that it would be on the scale of tens of millions of dollars.

During public comment Aleta Dupree said that she thinks they do not have to shut down the subway to keep it at a state of good repair, noting the New York City subway can do it and they run 24/7. She added she is concerned that if they keep relying on buses, people will be left behind, especially people with disabilities, because of the reduced number of people allowed on to ensure social distancing. She said she feels that San Francisco needs to have a mandate to serve.

Roland Lebrun said the issue is not with the old ballast and the new ballast, but rather that there shouldn't be ballast at all. He said you don't see ballast in London in the tunnels as they use concrete. Mr. Lebrun continued by stating that in Europe, switches are preassembled in the factory and bolted directly to concrete ties. Then they use special equipment to bring the switches into the tunnels where they are dropped into place. He also suggested that what Muni really needs is a chief engineer who is familiar with the latest technology for construction and maintenance. He also said that track replacement in Europe can occur much faster.

David Pilpel said he agreed with points made by the two prior callers and said the questions asked by the chair and vice chair only start to get at the SFMTA's underlying problems. Mr. Pilpel said he has asked for information about the subway taskforce and has yet to receive it from the SFMTA. He said that he thinks the interest in increased subway capacity at this time is misplaced but the focus on reliability makes sense. Mr. Pilpel opined that they will be lucky to get back to 50% of the pre-virus demand in the next 2 years, and that he does not know if they will ever get back to 100% of the demand. He referenced his most recent CEQA appeal brief dated October 23rd, saying at the bottom of page 5 it discusses some of these issues about rail. He said there are still track segments in the system with deteriorating pavement including on Market Street, West Portal and elsewhere. He said the areas should be inspected and the pavement should be fixed. He also suggested that there should be



online townhall meetings on the subway renewal program to allow dialogue from the public just like the current hearing, because the public needs to be brought in a serious way. He said he disagrees with Director Tumlin that the SFMFTA is the best at small project delivery, saying that the public is often ignored.

Chair Peskin thanked everyone for the uncomfortable but necessary discussion. He appreciated Ms. Kirschbaum's efforts. He told Director Tumlin that if he wants to change contacting procedures, he should come back and talk to the Board, and emphasized we can't keep doing this. Chair Peskin said if there are infirmities with their internal staffing, Director Tumlin should fix those. If there are troubles with HR, he noted SFMTA has charter authority in this area and that prior SFMTA directors had elected to contract with the Department of Human Resources (DHR) to carry out this function. He said if there are infirmities in this area, he is prepared to do another charter amendment but noted this merry-go-round needs to stop. He concluded by saying that if Director Tumlin has ideas, the Board is ready to listen.

Director Tumlin thanked the Board for their direction, which he viewed as supportive of the agency's goals and their need to serve the public.

10. DMV Driverless Vehicle Testing Permit for Cruise in San Francisco and Update on Proposed California Public Utilities Commission Ruling on the Deployment of Drivered and Driverless Autonomous Vehicle Passenger Service - INFORMATION

Chair Peskin provided an overview of the item and thanked Transportation Authority and SFMTA staff, particularly Julia Friedlander, for their work in this area. He noted that he had hoped that Cruise would join the hearing as an opportunity to introduce themselves to this body and to utilize this opportunity to test out a collaborative relationship with local government, both at the staff and political level. Chair Peskin noted that there is an opportunity to set a model for how cities can fruitfully engage and collaborate on a host of issues from shared public safety goals to how labor is treated. He reported that Director Chang invited Cruise to this meeting, but they choose instead to offer opportunities to individual supervisors rather than to appear in public. He said he also invited other entrants in the field, Waymo and Zooks, but rather close to the hearing date. He asked if any representatives of Waymo and Zooks were present and said he would like to give them the opportunity to speak.

Bert Kaufman, Head of Corporate and Regulatory Affairs at Zook, confirmed his attendance.

SFMTA Director Tumlin, Executive Director Chang and Hugh Louch, Deputy Director of Planning presented the item.

Commissioner Haney asked if a permit to operate Autonomous Vehicles (AVs) includes limitations on the number of vehicles and/or the scale of testing, and if there are notification requirements prior to an operator beginning to test or operate in a specific area.

Mr. Louch responded that Cruise was required to submit notifications for testing through the Department of Motor Vehicles (DMV) Driverless Testing application process, which is included in the public application. He added that the application includes the testing of five vehicles.

Ms. Friedlander, Senior Policy Advisor: Autonomous Vehicles at SFMTA, added that the notification process with the California Public Utility Commission (CPUC) is



different from that of the DMV and it is not yet finalized. In comments to the CPUC, San Francisco proposed gradual testing to allow for agencies to assess the impacts and respond to them as needed in their regulations.

Commissioner Mar commented that AVs are another technological innovation that will have transformative and disruptive impacts and that there are potential benefits and as well as negative impacts, especially without adequate regulation and public policy. He continued with expressing concern about congestion, jobs, transit, and vehicle miles traveled (VMT) with the arrival of AVs and that AV deployment and passenger service is driven less by public process and more by corporate and financial interest. He added that Cruise testing is happening without adequate public process and that their rejection of the invitation to participate in the presentation is concerning.

Commissioner Mar asked for more information on what public outreach Cruise conducted ahead of the new driverless testing program.

Mr. Louch responded that the application process does not require an outreach process and the city does not have a role in the application process; however, Transportation Authority and SFMTA staff are aware that Cruise has reached out to select groups, held webinars, and contacted supervisors.

Ms. Friedlander responded that San Francisco is open to meeting with any AV company to discuss how to ensure AV service supports the public good.

Commissioner Mar asked what San Francisco can do to get ahead of AV deployment and the associated impacts to ensure that there is not a repeat of the bad outcomes that resulted from past examples, knowing that the decision is determined by the DMV and CPUC.

Mr. Louch responded that there are ongoing efforts to have collaborative conversations with AV companies and that there have been positive conversations.

Director Tumlin added that San Francisco as an early urban pilot location, has a unique responsibility to figure out how to predict and understand unintended negative consequences and how to capture the upside of AVs. He stated that San Francisco and the AV Industry have many shared interests, particularly when it comes to companies that are taking a longer view, and raised the potential for the industry and San Francisco to go together to regulators and Congress with a path forward for AVs to flourish. He explained that cities have resisted this path in the past and noted that if the short-term success of AVs harms our roads (such as increasing congestion), it will hurt the industry.

Ms. Friedlander added that SFMTA and the Transportation Authority have been working very closely on comments throughout the CPUC proposed decision process and are pleased that many of the comments have been carefully considered. She said that SFMTA is working closely with all departments, including the Police and Fire Departments, seeking to maximize benefits and minimize negative impacts.

Commissioner Preston commented that he did not agree with some of the excitement around AVs, the desire to expand partnerships with the AV industry, and the confidence that the long view companies have the same interests. He asked if Transportation Authority and SFMTA have expressed the desire to be the first city where AV service is piloted, to encourage collaboration, and if there is a formal policy guiding this approach.



Executive Director, Tilly Chang responded that there are ten principles for emerging mobility that encourage collaboration and there has been ongoing work with some of the AV companies.

Director Tumlin emphasized that the industry came to San Francisco first because it is a perfect test site. He said we weren't excited about being a testing site; however, the city saw the need to prepare and, though there is not a formal policy around AVs right now, there are a lot of existing city policies and goals (e.g. Transit First) that can guide how AVs come to San Francisco streets. He emphasized that there are massive implications of AV services coming to San Francisco, He expressed a desire to make sure that the city's role is not purely a partnership and collaboration role, but rather a role that is data focused to understand impacts and define a path to regulate.

Commissioner Preston responded that he understands San Francisco's authority around AV service is limited and expressed a desire for the City to be cautious about the assumption that San Francisco and the AV industry have a shared interest because those organized for profit do not share the same interests. He acknowledged that, there may be an intersection of interests to explore, but it should not be assumed that the city and the industry are on the same path.

Director Tumlin emphasized the importance of anticipating what the impacts are so we can steer and influence outcomes before it is too late.

Commissioner Walton asked why the City is entertaining Cruise and their driverless testing permit process if Cruise is not willing to come to the meeting.

Chair Peskin noted the Cruise was invited to this hearing and declined, but nevertheless, he felt this hearing was important. He explained that the conversation with Cruise and other AV operators is not just about the Board and city staff but also affording the public an opportunity to hear from the companies. He emphasized the importance in finding a way to enable this conversation and noted that San Francisco will always have some level of control over what happens in this city. He concluded by stating the importance of working together.

Commissioner Walton said it was disheartening that the AV companies can do whatever they want on our streets and in our communities and yet we can't get them to the table to have a conversation with them and said that the state was wrong to let this happen. Commissioner Walton concurred that it is critical that the public be briefed and engaged.

Vice Chair Mandelman appreciated the tone set by Chair Peskin and he recognized Commissioner Preston's points. Commissioner Mandelman said he is approaching this hoping to be collaborative and to find mutually agreeable ways for a new industry to thrive, provide new services and not negatively impact his constituents. He also expressed frustration with the many times Cruise has offered to brief him while apparently stonewalling SFMTA staff, who would be able to engage with them in a more meaningful way than he would be able to do. He said Cruise should be sure to show up at the next Board hearing on this topic. Lastly, he expressed his appreciated Zoox for attending the meeting.

Chair Peskin thanked Commissioner Yee for calling for this hearing.

Commissioner Yee expressed disappointment that Cruise did not come to the meeting and added that sometimes these companies get overconfident about what



they think the city cannot do locally. He noted that there are many examples of this being the case and used the example of tour buses to show how the city can regulate, even when the industry did not think it was possible. He expressed a desire for AV operators to be at the table and to work together with the City. He emphasized that the Office of Innovation and Technology is a helpful path that will make the process easier.

Chair Peskin stated that safety and traffic congestion are top of mind for the Board and city staff and asked the representative from Zoox to speak to this and the concerns that came from TNC operations which are applicable to AVs with respect to loading safety, whether this will lead to an increase or decrease in vehicles miles travelled, and serving people with disabilities and seniors.

Mr. Kaufman, began by stating that he was struck by the commitment and collaborative mindset that was expressed during the discussion. He explained that Zoox, founded in the Bay Area in 2014, seeks to solve public policy problems such as a desire for more safety and less congestion and pollution. He said that Zoox is in the research and development stage and hopes to reveal a fully electric vehicle fleet, that is powered by renewable energy and designed for shared passenger service. He noted that Zoox has been testing vehicles in San Francisco for the past three years and that there has been a lot of productive engagement with the Mayor's Office, SFMTA, supervisors' offices, Transportation Authority, police and fire. Mr. Kaufman said he hopes that the productive dialog will continue and expressed a willingness to join future hearings.

During public comment, Aleta Dupree stated that AVs are important because they can run all day and not have to stop except for charging and maintenance. She requested that the Board have an open mind because it is unknown where technology will take us and stressed her desire to us AVs seamlessly throughout the region and state.

Brian Weidenmeier, Executive Director of the San Francisco Bicycle Coalition, stated that they were particularly concerned about the safety of vulnerable road users. They are excited about the potential that AVs can improve safety by reducing human error as a factor in crashes; however, he said the only way to get there by testing and deployment is to make sure safety standards are met. He encouraged ongoing conversations and transparency among elected officials, policymakers, the public and industry representatives.

Other Items

11. Introduction of New Items - INFORMATION

Commissioner Preston said that he wanted to introduce a new item to authorize funding for the SFMTA's Page Street Neighborway (Webster to Market) project. He described the pedestrian safety improvements in the project including the first raised intersection in the city at Paige and Buchanan. He said that the project would slow traffic, including cars and bikes, and create a more comfortable and safer walking environment. He continued by saying it would complement the ongoing Page bikeway pilot project and the SFMTA's Page Street pandemic response. In closing he said that last night the Market Octavia Community Advisory Committee voted unanimously yesterday to support the Page Street Neighborway project.



12. Public Comment

During public comment, Roland Lebrun, referenced his earlier comments and concerns with the Transportation Authority's program management oversight contract, flagging project delivery issues with the Central Subway, Caltrain's EMU procurement, and the signaling system. He added that last week the Transbay Joint Powers Authority announced that the Integrated Project Management Team recommended award of the Downtown Extension (DTX) general engineering services contract to Parsons Transportation Group which was the same firm that started the DTX 'mess' in 2005 and the firm responsible for the 5-year delay to the Caltrain signaling system project. Mr. Lebrun recommended terminating the Transportation Authority's program management oversight contract and replacing it with a staff position responsible for reviewing Federal Transit Administration project management oversight consultant reports, summarizing them and presenting recommendations to the Board and executive branch.

13. Adjournment

The meeting was adjourned at 1:05 p.m.

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RESOLUTION ADOPTING THE 15 THIRD BUS STUDY FINAL REPORT [NTIP
PLANNING]

WHEREAS, The 15 Third Bus Study (Study) was recommended by Commissioner Walton for \$30,000 in Prop K half cent sales tax funds from the Transportation Authority's Neighborhood Transportation Improvement Program (NTIP); and

WHEREAS, The Study sought to address ongoing community concerns about access from the Bayview and Hunters Point to downtown analyze the benefits and costs of returning the 15 Third bus to service in advance of the signal improvements planned as part of the Central Subway; and

WHEREAS, The Study was led by the Transportation Authority in partnership with Commissioner Walton's office and the San Francisco Municipal Transportation Agency (SFMTA); and

WHEREAS, Community input from the Bayview Community-Based Transportation Plan, the Southeast Muni Expansion Strategy, and Human Rights Commission public hearings all identified a strong community desire for improved transit connections from the Bayview and Hunters Point to downtown and other destinations; and

WHEREAS, The Study's findings and recommendations are summarized in the attached final report and include two potential 15 Third express bus routes that serve the Bayview, Visitacion Valley and Hunters Point and have net new transit riders and operating costs that are consistent with other express bus services operated by the SFMTA; and

WHEREAS, The SFMTA has incorporated the findings of this study into plans for a 15 Third express bus service that is planned to begin operation in Winter 2021; and



WHEREAS, The Citizens Advisory Committee was briefed on the final report at its December 2 meeting and unanimously adopted a motion of support for its adoption; now, therefore be it

RESOLVED, That the Transportation Authority hereby adopts the enclosed 15 Third Bus Study Final Report [NTIP Planning]; and be it further

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

Enclosure:

1. 15 Third Bus Study Final Report [NTIP Planning]



Memorandum

AGENDA ITEM 4

DATE: December 3, 2020

TO: Transportation Authority Board

FROM: Hugh Louch - Deputy Director for Planning

SUBJECT: 12/08/20 Board Meeting: Adopt the 15 Third Bus Study Final Report

RECOMMENDATION Information Action

Adopt the 15 Third Bus Study Final Report

SUMMARY

In December 2019, the Transportation Authority approved \$30,000 in Neighborhood Transportation Improvement Program (NTIP) Planning funds for the 15 Third Bus Study. At the request of Commissioner Walton, we conducted the study to evaluate the viability of returning the 15 Third bus to service, which was replaced by the T Third light rail line in 2007. The community has raised concerns about the T Third related to delays, switchbacks and train switching required at the Muni Metro East facility and the timeline to improve travel time and reliability of the current service. The request was made to evaluate returning bus service in advance of the signal improvements planned as part of the Central Subway.

We reviewed existing conditions and identified two potential express bus routes for consideration to provide faster service to downtown. The service options included an express service along Third Street, terminating at Arleta Ave and Bayshore Blvd, and a loop service through Hunters Point, primarily using Hudson Avenue, Ingalls Street, and Palou Avenue. We expect each service to attract approximately 7,000 riders, with 2,000 to 3,000 of these new Muni riders. We estimated cost per passenger for these service below the San Francisco Municipal Transportation Authority's (SFMTA)'s current average for trolley bus services.

We presented draft study findings to the Citizens Advisory Committee and Board in July 2020. Since then, we have completed an analysis of operating cost and cost effectiveness and SFMTA has conducted outreach on short-term implementation of a 15 Third express bus route.

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



BACKGROUND

The NTIP is intended to strengthen project pipelines and advance the delivery of community supported neighborhood-scale projects, especially in Communities of Concern and other underserved neighborhoods and areas with at-risk populations (e.g. seniors, children, and/or people with disabilities).

In 2007, San Francisco began service on the new T Third Muni metro line, the first new light rail line in over half a century. Planned as part of a major expansion of transit service within San Francisco, the T Third route has long experienced delays, operational challenges, and poor reliability. While some improvements have been made to the current service and more are planned as part of the Central Subway, community members have expressed significant frustration with the current service and many have requested the return of the 15 Third bus service that the T replaced.

At the request of Commissioner Walton, Transportation Authority staff, in coordination with staff from the SFMTA, conducted a technical evaluation of returning the 15 Third bus route to service to address community concerns.

DISCUSSION

We conducted a technical analysis of a proposed addition of a new 15 Third transit service. The steps of the study included:

- Reviewing the T third service from Fall 2019 and former 15 Third service operations, ridership, and performance, using readily available data.
- Summarizing existing and proposed changes in land use and development since the transition from the 15 to the T.
- Conducting a transit and walking tour of the corridor.
- Working with Commissioner Walton's office to identify options for a 15 Third bus service.
- Evaluating potential impact of these options, including ridership and cost effectiveness.
- Developing a draft and final report.

Background Conditions. The T Third service that operated in 2019 was less frequent, but higher capacity, than the 15 Third service that it replaced. The first phase of this service also included a more circuitous route, traveling along the Embarcadero and entering the Market Street subway. The 15 Third bus service used Third and Fourth streets to make a faster connection to downtown. A more direct connection will be restored when the Central Subway opens in 2021, but the delay in implementing this project has yielded a corresponding delay in benefits to travelers in Southeastern neighborhoods.

We reviewed changes to land use in the Third Street corridor. Since the implementation of the T Third, over 2,400 new units were added in the corridor and major projects are in progress or completed along the waterfront from Mission Bay to Hunters Point.



We reviewed existing transit travel times and ridership to identify gaps in service. We also evaluated travel patterns by time of day to determine what type of service would best support travel, confirming the need to improve connections from the Bayview and Hunters Point to downtown in both peak periods and the middle of the day.

Evaluated Options. We evaluated two options:

- An express bus service on Third Street from Arleta Avenue and Bayshore Boulevard to Third/Fourth streets and Market Street. This service would operate as an express from Islais Creek south to SoMa to provide enhanced travel times for Bayview residents. This route has been labeled the 15AX.
- An express bus service that would loop through Hunters Point, primarily using Hudson Avenue, Ingalls Street, and Palou Avenue. This service also would operate as an express service from Islais Creek south to SoMa to provide enhanced travel times for Hunters Point and Bayview residents. This route has been labeled the 15BX.

We evaluated the two services with 8-minute headways in the AM Peak, 10-minute headways mid-day, and 10-minute headways in the PM peak. These headways are generally consistent with other express services, except for the mid-day service, which is not provided on most express routes.

We modeled these two services using the San Francisco Chained Activity Modeling Process (SF-CHAMP), which can evaluate the impact of changes in land use, transportation networks, and services on travel patterns of San Francisco and regional travelers. We conducted the analysis for 2020 assuming travel patterns similar to what we experienced before the COVID-19 pandemic.

The project timeline and budget allowed for two model runs. We modeled the 15AX service alone - the primary service requested - and the 15AX and 15BX together. These two runs chosen to ensure that the analysis did not overcount the number of expected riders where the two services overlap.

Evaluation. We used three key metrics to evaluate these services:

- Transit ridership of the proposed routes, including by time of day and direction
- Net transit ridership of the routes, including riders who shift from existing services
- Operating cost of the proposed routes and cost per passenger mile, for comparison to other similar services

The key findings of the analysis included:

- We expect approximately 7,000 riders to use each service on an average weekday. Slightly more riders use the 15AX service when both services are provided, but these come exclusively from people traveling from downtown to the 4th and King Caltrain station



- We expect a net of 2,000 riders to use the 15AX and a net of 2,800 riders to use the 15BX, when we exclude riders who shift from an existing Muni rail or bus service. The shifts come primarily from the T Third, other bus services in the Bayview and Hunters Point (19, 24, 29, 44, and 54), the 30 Stockton service (which would overlap with the proposed services on Third and Fourth Streets), and to some extent the 8 and 9 services.
- Ridership on these routes is consistent with other express services operated today. We estimate that about 1,000 riders travel in peak period and direction (inbound AM and outbound PM) on each of the services, consistent with the number of riders using the 1BX and 7X; substantially higher than the number of riders using the 38AX/BX, 80X, 31AX/BX, 1AX, and 82X; but less than the number of riders using 30X, 14X, and 8AX/BX.
- We estimate that both services have significant levels of ridership in the mid-day.
- We estimate operating costs ranging from \$3 to \$3.4 million per year for each service and between \$1.3 and \$1.4 million per year if the service were operated like a typical express bus service (traveling only in the peak period and direction). We estimate the cost per rider of each service to be below the \$3.05 average SFMTA cost per rider for trolley bus services.

Stakeholder Feedback on Short Term Implementation Options. Building on the findings of this study, the SFMTA convened a working group drawn from organizations and community leaders in the corridor to identify a route for short-term implementation. This route would be focused on addressing short term considerations for social distancing and travel for essential workers, as well as providing a quicker trip to downtown from the Bayview. SFMTA collaborated with the working group to identify three proposed options for short term implementation of a single route and conducted a public survey of these options in November 2020. SFMTA anticipates implementing the service in Winter 2021.

FINANCIAL IMPACT

The recommended action would not have an impact on the adopted Fiscal Year 2020/21 budget.

CAC POSITION

The CAC considered this item at its December 2, 2020 meeting and unanimously adopted a motion of support.

SUPPLEMENTAL MATERIALS

Enclosure 1 - 15 Third Bus Study Final Report.



RESOLUTION ALLOCATING \$16,878,202 IN PROP K SALES TAX FUNDS AND \$234,005 IN PROP AA VEHICLE REGISTRATION FEE FUNDS, WITH CONDITIONS, FOR FIVE REQUESTS

WHEREAS, The Transportation Authority received five requests for a total of \$16,878,202 in Prop K transportation sales tax funds and \$234,005 in Prop AA vehicle registration fee funds, as summarized in Attachments 1 and 2 and detailed in the enclosed allocation request forms; and

WHEREAS, The requests seek funds from the following Prop K Expenditure Plan categories: Vehicles—Muni and Traffic Calming; and from the Pedestrian Safety category of the Prop AA Expenditure Plan; and

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

WHEREAS, Four of the five requests are consistent with the relevant strategic plans and 5YPPs for their respective categories; and

WHEREAS, The San Francisco Municipal Transportation Agency's (SFMTA's) request for the Replace 30 30-foot Hybrid Motor Coaches project requires amendment of the Prop K Facilities—Muni 5YPP, as summarized in Attachment 3 and detailed in the enclosed allocation request forms; and

WHEREAS, After reviewing the requests, Transportation Authority staff recommended allocating a total of \$16,878,202 in Prop K Sales Tax Funds and \$234,005 in Prop AA Vehicle Registration Fee Funds, with conditions, for five requests, as described in Attachment 3 and detailed in the enclosed allocation request forms, which include staff recommendations for Prop K and Prop AA 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 2020/21 budget to cover the proposed actions; and

WHEREAS, At its December 2, 2020 meeting, the Citizens Advisory Committee (CAC) was briefed on the subject requests as well as a sixth request by SFMTA for Potrero Yard



Modernization, and unanimously approved a motion of support for the staff recommendation amended to require regular reports to the CAC on the progress of the Potrero Yard Modernization Project; and

WHEREAS, The Potrero Yard Modernization project is undergoing further review and is anticipated to be presented to the Board at an upcoming meeting; now, therefore let it be

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

RESOLVED, That the Transportation Authority hereby allocates \$16,878,202 in Prop K Sales Tax Funds and \$234,005 in Prop AA Vehicle Registration Fee Funds, with conditions, for five requests, as summarized in Attachment 3 and detailed in the enclosed 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 and Prop AA Expenditure Plans, the Prop K Strategic Plan, the Prop AA 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 enclosed 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 sponsors 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 sponsors 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 and Prop AA Strategic Plans 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 and Prop AA Allocation Summaries - FY 2020/21

Enclosure:

Prop K/Prop AA Allocation Request Forms (5)

Attachment 1: Summary of Requests Received

Source	EP Line No./Category ¹	Project Sponsor ²	Project Name	Current Prop K Request	Current Prop AA 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	17M	SFMTA	Replace 30 30-foot Hybrid Motor Coaches	\$ 16,195,602		\$ 34,440,000	84%	53%	Construction	Citywide	
Prop K	38	SFMTA	District 7 FY20 Participatory Budgeting Priorities [NTIP Capital]	\$ 132,600		\$ 382,600	51%	65%	Design, Construction	7	
Prop K	38	SFMTA	Excelsior Neighborhood Traffic Calming	\$ 550,000		\$ 550,000	51%	0%	Design, Construction	11	
Prop AA	Ped	SFMTA	Page Street Neighborhood (Webster to Market)		\$ 144,005	\$ 2,215,000	NA	93%	Construction	5	
Prop AA	Ped	SFPW	Joice Alley Lighting Improvements		\$ 90,000	\$ 90,000	NA	0%	Design	3	
TOTAL						\$ 16,878,202	\$ 234,005	\$ 37,677,600	78%	55%	

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) or the Traffic Congestion Mitigation Tax (TNC Tax) category referenced in the Program Guidelines.

² Acronyms: SFMTA (San Francisco Municipal Transportation Agency); 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 Descriptions ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Prop AA Funds Requested	Project Description
17M	SFMTA	Replace 30 30-foot Hybrid Motor Coaches	\$ 16,195,602	\$ -	Replacement of 30 32-foot Orion hybrid diesel motor coaches that have reached the end of their useful lives. The new low-emissions 32-foot buses will improve reliability and reduce maintenance costs for the fleet serving community routes, such as the 35 Eureka, 36 Teresita, 37 Corbett, 39 Coit, and 56 Rutland. To procure these vehicles, SFMTA will form a consortium with a state or municipality that has an existing FTA-eligible procurement contract for 32-foot hybrid buses. As a relatively small vehicle fleet, this contract-design method will allow the SFMTA to cut costs on bid/award and design costs and abbreviate the production schedule. The SFMTA expects to approve the consortium in early 2021 with all vehicles in service by Spring 2022.
38	SFMTA	District 7 FY20 Participatory Budgeting Priorities [NTP Capital]	\$ 132,600	\$ -	Funds will be used to design and construct traffic calming and pedestrian safety improvements that were prioritized through the District 7 Fiscal Year 2019/20 Participatory Budgeting process. The scope includes: enhanced crosswalks on Ocean Ave at Frida Kahlo Way/Geneva Avenue, Granada Avenue and Miramar Avenue; traffic calming in Lakeside One neighborhood, which is bounded by 19th Avenue, Junipero Serra Boulevard, Ocean Avenue and Sloat Boulevard; reconfigure 5-way intersection of Madrone Avenue, Vicente Street and Wawona Street (design only); and, a rectangular rapid flashing beacon on 10th Avenue at Pacheco Street. All work will be open for use by March 2023.
38	SFMTA	Excelsior Neighborhood Traffic Calming	\$ 550,000	\$ -	Requested funds are for the design and construction of near-term traffic calming measures in the Excelsior, Mission Terrace, and Crocker-Amazon neighborhoods as identified and recommended through the Excelsior Neighborhood Traffic Calming Planning Project. The scope includes 27 speed cushions, 4 raised crosswalks, 3 median islands, and 28 new continental crosswalks. The list of locations is shown on page 21 of the enclosure. The project is designed to protect and preserve quieter neighborhood streets, and promote safety for all street users. The SFMTA anticipates that all of the improvements will be open for use by June 2022.

Attachment 2: Brief Project Descriptions ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Prop AA Funds Requested	Project Description
Ped	SFMTA	Page Street Neighborway (Webster to Market)	\$ -	\$ 144,005	Construction of six sidewalk bulb-outs along Page Street at Gough, Laguna, and Buchanan streets to shorten crossing distances, slow turning vehicle traffic, and improve overall pedestrian safety and comfort. Four of these sidewalk bulb-outs would also include landscaped raingardens (to be maintained by the SF Public Utilities Commission) that capture and slow stormwater runoff while enhancing pedestrian comfort and neighborhood aesthetics. The project will also construct San Francisco's first raised intersection at Page and Buchanan streets with vertical deflection for vehicles, special paving to enhance pedestrian priority, and seating opportunities. These improvements are designed to calm traffic and enhance safety for people walking and biking along Page Street. The SFMTA anticipates the project will be open for use by December 2021.
Ped	SFPW	Joice Alley Lighting Improvements	\$ -	\$ 90,000	This request will fund the design phase for 4 new pedestrian-scale streetlights and sidewalk and roadway improvements on Joice Alley, between Clay Street and Sacramento Street in the Chinatown neighborhood. This project is intended to make walking more inviting and safe along this pedestrian path directly across from Gordon J. Lau Elementary and close to the Powell Street cable car line, several Muni bus stops and the new Chinatown subway station. The scope of work includes potential adjustment of utility vaults, potential sub-sidewalk basement work, restoring brick exteriors of the adjacent buildings and protection/restoration of special historical concrete letter plaques in the sidewalk. SFPW anticipates completing design by June 2021 and having the project open for use by December 2021.
TOTAL			\$16,878,202	\$234,005	

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Recommended	Prop AA Funds Recommended	Recommendations
17M	SFMTA	Replace 30 30-foot Hybrid Motor Coaches	\$ 16,195,602	\$ -	<p>5-Year Prioritization Program (5YPP) Amendment: The recommended allocation is contingent upon amendment of the Prop K Vehicles-Muni 5YPP. See the enclosed allocation request form for details.</p> <p>The recommendation is also contingent upon a commitment by the SFMTA to maintain the new motor coaches in a state of good repair, including a mid-life overhaul program to allow them to meet or exceed expectations for their useful lives per FTA guidelines.</p>
38	SFMTA	District 7 FY20 Participatory Budgeting Priorities [NTIP Capital]	\$ 132,600	\$ -	<p>Multi-phase Allocation: We are recommending a multi-phase allocation given the straightforward nature of the scope (e.g. speed humps) and the overlapping design and construction phases as work is conducted at multiple locations.</p>
38	SFMTA	Excelsior Neighborhood Traffic Calming	\$ 550,000	\$ -	<p>Multi-phase Allocation: We are recommending a multi-phase allocation since design and construction work will occur on overlapping schedules at different locations within the project area.</p>
Ped	SFMTA	Page Street Neighborhood (Webster to Market)	\$ -	\$ 144,005	<p>Special Conditions: Construction Support Reserve. We are recommending that these funds be placed on Board reserve, to be released pending receipt of updated budget and expenditure details justifying the need for additional construction support funding beyond the \$545,995 already budgeted for construction support. (See Major Line Item Budget section of the allocation request form for justification of the support costs.)</p> <p>Our recommendation is contingent upon Board approval of a resolution approving \$1 million from the Octavia Boulevard Special Fund (Central Freeway parcels) for this project, which is a separate item on this meeting's agenda. At its November 16, 2020 meeting, the Market Octavia Community Advisory Committee unanimously approved a resolution recommending \$1 million from the Octavia Boulevard Special Fund for this project.</p>
Ped	SFPW	Joice Alley Lighting Improvements	\$ -	\$ 90,000	
TOTAL			\$ 16,878,202	\$ 234,005	

¹ See Attachment 1 for footnotes.

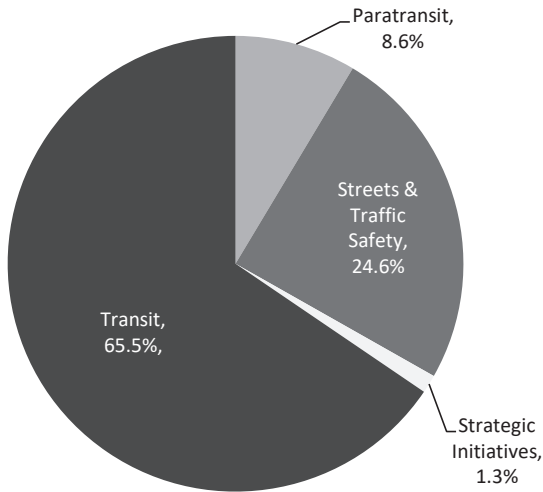
Attachment 4.
Prop K Allocation Summary - FY2020/21

PROP K SALES TAX

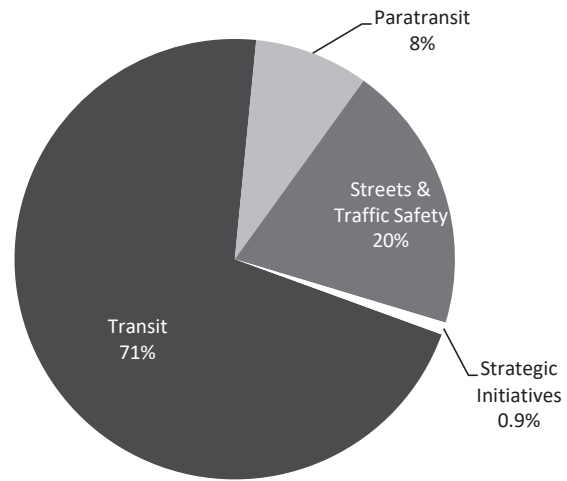
FY2020/21	Total	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Prior Allocations	\$ 32,302,905	\$ 14,301,264	\$ 12,013,288	\$ 4,810,941	\$ 1,177,412	\$ -	\$ -
Current Request(s)	\$ 16,878,202	\$ 38,500	\$ 8,626,601	\$ 8,213,101	\$ -	\$ -	\$ -
New Total Allocations	\$ 49,181,107	\$ 14,339,764	\$ 20,639,889	\$ 13,024,042	\$ 1,177,412	\$ -	\$ -

the current recommended allocation(s).

Investment Commitments, per Prop K Expenditure Plan



Prop K Investments To Date

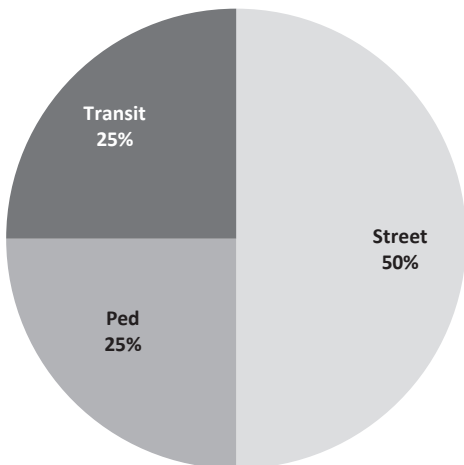


PROP AA VEHICLE REGISTRATION FEE

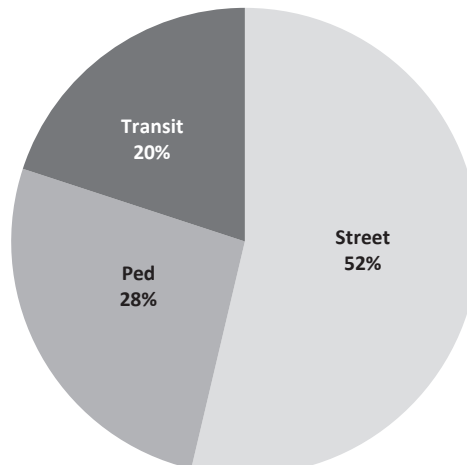
FY2020/21	Total	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Prior Allocations	\$ 5,086,429	\$ 2,732,401	\$ 2,354,029	\$ -	\$ -	\$ -
Current Request(s)	\$ 234,005	\$ 67,500	\$ 166,505	\$ -	\$ -	\$ -
New Total Allocations	\$ 5,320,434	\$ 2,799,901	\$ 2,520,534	\$ -	\$ -	\$ -

recommended allocation(s).

Investment Commitments, per Prop AA Expenditure Plan



Prop AA Investments To Date





Memorandum

AGENDA ITEM 5

DATE: December 3, 2020
TO: Transportation Authority Board
FROM: Anna LaForte - Deputy Director for Policy and Programming
SUBJECT: 12/08/2020 Board Meeting: Allocate \$16,878,202 in Prop K Sales Tax Funds and \$234,005 in Prop AA Vehicle Registration Fee Funds, with Conditions, for Five Requests

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Allocate \$16,878,202 in Prop K funds to the San Francisco Municipal Transportation Agency (SFMTA) for:</p> <ol style="list-style-type: none"> 1. Replace 30 30-foot Hybrid Motor Coaches (\$16,195,602) 2. District 7 FY20 Participatory Budgeting Priorities [NTIP Capital] (\$132,600) 3. Excelsior Neighborhood Traffic Calming (\$550,000) <p>Allocate \$144,005 in Prop AA funds to the SFMTA for:</p> <ol style="list-style-type: none"> 4. Page Street Neighborway (Webster to Market) <p>Allocate \$90,000 in Prop AA funds to San Francisco Public Works (SFPW) for:</p> <ol style="list-style-type: none"> 5. Joice Alley Lighting Improvements <p>SUMMARY</p> <p>Attachment 1 lists the requests, including phase(s) of work and supervisorial district(s). Attachment 2 provides a brief description of the projects. Attachment 3 contains the staff recommendations. A sixth request, SFMTA’s Potrero Yard Modernization, was considered by the Citizens Advisory Committee (CAC) at its December 2, 2020 meeting. SFMTA’s request is for \$5.8 million in Prop K funds for the planning and environmental phases of the Potrero Yard Modernization project. The project involves replacement of the Potrero Facility by 2026 with a modern, efficient bus maintenance facility. The new facility would serve SFMTA’s electric trolley and future battery-electric bus fleets. This Bus Yard Component will be a multi-level bus facility structure including capacity for bus storage and maintenance. The project concept also includes a residential and commercial component with up to 7 additional levels above the bus facility with up to 575 mixed-income and market rate units (minimum 50% affordable) and active uses at the ground floor. We believe this joint development approach is innovative and promising. We are refining our recommendation with conditions to advance the</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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request to the Board at the December 15 (anticipated) meeting, where SFMTA will present its business case analysis to support the use of the proposed joint development project delivery method.	
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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 brief project descriptions. Attachment 3 summarizes the staff recommendations for each request, highlighting special conditions and other items of interest. An Allocation Request Form for each project is enclosed, with more detailed information on scope, schedule, budget, funding, deliverables and special conditions.

FINANCIAL IMPACT

The recommended action would allocate \$17,112,207 in Prop K and Prop AA funds. The allocations would be subject to the Fiscal Year Cash Flow Distribution Schedules contained in the enclosed Allocation Request Forms.

Attachment 4 shows the approved Prop K and Prop AA Fiscal Year 2020/21 allocations and appropriations to date, with associated annual cash flow commitments as well as the recommended allocation and cash flow amounts that are the subject of this memorandum.

Sufficient funds are included in the adopted Fiscal Year 2020/21 annual budget. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distributions for those respective fiscal years.

CAC POSITION

The CAC considered the five subject requests and the SFMTA's Potrero Yard Modernization project request at its December 2, 2020 meeting. The CAC unanimously adopted a motion of support for an amended staff recommendation which added a requirement for regular updates to the CAC on the Potrero Yard project. We had been planning to conduct enhanced oversight on this project and our recommendation, which we anticipate going to the Board on December 15, will include regular updates to the Board and CAC.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Summary of Requests
- Attachment 2 - Project Descriptions
- Attachment 3 - Staff Recommendations
- Attachment 4 - Prop K and Prop AA Allocation Summaries - FY 2020/21
- Enclosure - Allocation Request Forms (5)



RESOLUTION APPROVING \$1 MILLION IN FORMER CENTRAL FREEWAY PARCEL REVENUES FOR THE PAGE STREET NEIGHBORWAY PROJECT

WHEREAS, In 1998, the voters of San Francisco approved Proposition E, which called for the removal of the Central Freeway structure north of Market Street and replacement of the portion north of Market Street with a ground level boulevard; and

WHEREAS, Pursuant to Proposition E, the Transportation Authority became the Fiscal Agent for the project, and was responsible for adopting a budget and scope for the project, and for appointing and providing staff support to a Central Freeway Citizens Advisory Committee and providing public outreach for the project; and

WHEREAS, An important element of the scope of the project was the development of a set of ancillary projects, intended to address the impacts that the implementation of the new boulevard and touchdown ramps would cause on the adjacent neighborhoods and on traffic circulation related to the project; and

WHEREAS, Revenues generated from the sale and/or use of the former Central Freeway Parcels were intended to be used to fund the ancillary projects; and

WHEREAS, In February 2006, through approval of Resolution 06-40, the Transportation Authority Board adopted the Central Freeway Replacement Project - Ancillary Projects Study, which detailed a prioritized list of 12 ancillary projects; and

WHEREAS, All of the projects recommended in the Central Freeway Replacement Project - Ancillary Projects Study have been implemented and approximately \$7 million in revenues from the sale and rental of former Central Freeway parcels remain available in the Octavia Boulevard Special Fund for additional ancillary projects; and

WHEREAS, In 2019, at the request of former Commissioner Vallie Brown, the Transportation Authority Board approved Neighborhood Program (NTIP) funds from



the Prop K local sales tax for Transportation Authority staff, in partnership with the San Francisco Municipal Transportation Authority (SFMTA), to conduct the Octavia Improvements Study [NTIP Planning] (Study) to evaluate the accessibility, safety, and circulation of Octavia Boulevard leading to the Central Freeway; and

WHEREAS, The Study, which is anticipated to be done in Fall 2021, will prioritize recommended improvements to be implemented with the remaining Central Freeway parcel revenues; and

WHEREAS, The SFMTA's Page Street Neighborway Project is consistent with the Study's goals which include but are not limited to improving safety for all road users, supporting and expanding bicycle and pedestrian use, and enhancing the accessibility of all modes of transportation; and

WHEREAS, The scope of the Page Street Neighborway Project includes six sidewalk bulb-outs along Page Street at Gough, Laguna, and Buchanan streets to shorten crossing distances, slow turning vehicle traffic, and improve overall pedestrian safety and comfort, as well as San Francisco's first raised intersection at Buchanan Street, which is also designed to slow traffic, including bicycles; and

WHEREAS, The SFMTA and San Francisco Public Works have completed the design phase for the Page Street Neighborway and the project is ready to advertise for bids as early as December 2020, with the estimated \$2.215 million construction phase starting as early as Spring 2021 if funding is secured quickly; and

WHEREAS, the SFMTA has allocated \$566,715 in General Fund funds and \$183,285 in development impact fees to the design phase of the project and committed a further \$1,070,995 in development impact fees and requested \$144,005 in Proposition AA vehicle registration fee funds from the Transportation Authority to complete the Page Street Neighborway project; and

WHEREAS, Page Street bicycle and pedestrian improvements are specifically



called out in the Market and Octavia Plan; and

WHEREAS, Commissioner Preston is supportive of prioritizing the Page Street Neighborway Project and supporting delivery of the project as soon as possible; and

WHEREAS, At its November 16, 2020 meeting, the Market and Octavia Community Advisory Committee, steward of the Market and Octavia Plan, unanimously approved a resolution endorsing the use of \$1 million in Central Freeway parcel revenues for the Page Street Neighborway Project and urging the Transportation Authority to approve use of these funds; and

WHEREAS, At its December 2, 2020 meeting, the Citizens Advisory Committee was briefed on the subject request and unanimously adopted a motion of support; now, therefore, be it

RESOLVED, That the Transportation Authority hereby approves the use of \$1 million of Central Freeway parcel revenues for the Page Street Neighborway Project; and be it further

RESOLVED, That the remaining Central Freeway parcel revenues will be prioritized for projects based on the recommendations of the underway Octavia Improvements Study.



Memorandum

AGENDA ITEM 6

DATE: December 3, 2020
TO: Transportation Authority Board
FROM: Anna LaForte - Deputy Director for Policy and Programming
SUBJECT: 12/08/2020 Board Meeting: Approve \$1 million in Former Central Freeway Parcel Revenues for the Page Street Neighborway Project

RECOMMENDATION Information Action

Approve \$1 million in former Central Freeway parcel revenues for the Page Street Neighborway Project.

SUMMARY

In 1998, San Francisco voters approved Proposition E which called for replacement of the elevated Central Freeway by Octavia Boulevard and made the Transportation Authority fiscal agent for the project. The freeway replacement project included a set of ancillary projects that were funded by revenues from the sale and/or use of parcels formerly occupied by the freeway. The Transportation Authority is currently conducting the Octavia Improvements Study [NTIP Planning] (Study), anticipated to be done by Fall 2021, to determine how to prioritize approximately \$7 million in remaining parcel funds for additional ancillary projects based on the recommendations of the Study. The San Francisco Municipal Transportation Agency's (SFMTA's) Page Street Neighborway (Webster to Market) project, which would construct six sidewalk bulbouts and a raised intersection at Buchanan Street to slow traffic, is consistent with the goals of the Study and is ready to advertise for construction bids as soon as full funding is secured. Approving \$1 million in parcel revenues would allow the project to start construction as soon as Spring 2021. The funding plan includes \$144,005 in Prop AA funds, which is the subject of a separate item on this agenda. Commissioner Preston is supportive of prioritizing the Page Street Neighborway Project and supporting delivery of the project as soon as possible. On November 16, 2020, the Market and Octavia Community Advisory Committee unanimously approved a resolution recommending that the Transportation Authority approve parcel funds for the Page Street Neighborway.

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



BACKGROUND

Proposition E, which called for the removal of the Central Freeway structure north of Market Street and replacement of the portion north of Market Street with a ground level boulevard. Pursuant to Proposition E, the Transportation Authority became the Fiscal Agent for the project, and was responsible for adopting a budget and scope for the project, and for appointing and providing staff support to a Central Freeway Citizens Advisory Committee and providing public outreach for the project.

An important element of the scope of the project was the development of a set of ancillary projects, intended to address the impacts that the implementation of the new boulevard and touchdown ramps would cause on the adjacent neighborhoods and on traffic circulation related to the project. Revenues generated from the sale and/or use of the former Central Freeway Parcels were intended to be used to fund the ancillary projects.

In February 2006, through approval of Resolution 06-40, the Transportation Authority Board adopted the Central Freeway Replacement Project - Ancillary Projects Study, which detailed a prioritized list of 12 ancillary projects. All of the projects recommended in the Central Freeway Replacement Project - Ancillary Projects Study have been implemented and approximately \$7 million in revenues from the sale and rental of former Central Freeway parcels remain available in the Octavia Boulevard Special Fund for additional ancillary projects.

In 2019, at the request of former Commissioner Vallie Brown, the Transportation Authority Board approved neighborhood program (NTIP) funds from the Prop K local sales tax for Transportation Authority staff, in partnership with the SFMTA, to conduct the Octavia Improvements Study (Study) to evaluate the accessibility, safety, and circulation of Octavia Boulevard leading to the Central Freeway. The Study, which is anticipated to be done in Fall 2021, will prioritize recommended improvements to be implemented with the remaining Central Freeway parcel revenues.

DISCUSSION

The SFMTA's Page Street Neighborway project is consistent with the Study's goals which include but are not limited to improving safety for all road users, supporting and expanding bicycle and pedestrian use, and enhancing the accessibility of all modes of transportation. The scope of the project includes six sidewalk bulb-outs along Page Street at Gough, Laguna, and Buchanan streets to shorten crossing distances, slow turning vehicle traffic, and improve overall pedestrian safety and comfort, as well as San Francisco's first raised intersection at Buchanan Street, which is also designed to slow traffic, including bicycles.

The SFMTA and San Francisco Public Works have completed the design phase and the project is ready to advertise for bids as early as December 2020, with the estimated \$2.215 million construction phase starting as early as Spring 2021 if funding is secured quickly. The funding plan includes \$1,070,995 in Market Octavia impact fees and \$144,005 in Prop AA funds which the SFMTA has requested as part of a separate item (#5) on this meeting's agenda. Further details on the project's scope, schedule, cost and funding are included in the allocation request form that is part of agenda item #5.



FINANCIAL IMPACT

None. These funds have been previously appropriated through the City and County of San Francisco's budget to the San Francisco Public Works, Octavia Boulevard Special Fund.

CAC POSITION

The CAC considered this item at its December 2, 2020 meeting, and unanimously adopted a motion of support.

SUPPLEMENTAL MATERIALS



RESOLUTION APPROPRIATING \$550,000 IN PROP K SALES TAX FUNDS FOR THE
DOWNTOWN CONGESTION PRICING STUDY

WHEREAS, In December 2018, the Transportation Authority Board directed staff to study congestion pricing alternatives for San Francisco and in February 2019, appropriated \$500,000 in Prop K sales tax funds to the Downtown Congestion Pricing Study (Study); and

WHEREAS, The Study is developing a congestion pricing proposal for San Francisco through a substantial community outreach process supported by technical analysis; and

WHEREAS, In June 2020, the Board approved a contract amendment with Nelson Nygaard Consulting Associates to expand the project scope to include additional community outreach and a three-month extension of the project schedule through Spring 2021; and

WHEREAS, At that time, Board guidance to staff was to focus on conducting thorough outreach particularly to Communities of Concern, those without internet access, and to monolingual communities; and

WHEREAS, Transportation Authority staff have requested appropriation of a total of \$550,000 in Prop K funds, of which \$500,000 was anticipated in June 2020 to fund the aforementioned expansion of the existing project scope to include additional community outreach and the three month extension of the project schedule, and the remaining \$50,000 would replace funding originally anticipated to come from external grants; and

WHEREAS, The appropriation request is summarized in Attachments 1 and 2 and detailed in the attached allocation request form; and

WHEREAS, The request seeks funds from the Transportation Demand Management/Parking Management Prop K Expenditure Plan category; and

WHEREAS, As required by the voter-approved Expenditure Plan, 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 requires a 5YPP amendment as summarized in Attachment 2 and detailed in the enclosed allocation request forms; and



WHEREAS, Transportation Authority staff recommend appropriating the requested \$550,000 in Prop K funds for the Study, as described in Attachment 3 and detailed in the attached allocation request form, which includes staff recommendations for the Prop K appropriation amount, required deliverables, timely use of funds requirements, 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 2020/21 budget to cover the proposed actions; and

WHEREAS, At its December 2, 2020 meeting, the Citizens Advisory Committee was briefed on the subject request and adopted a motion of support for the staff recommendation; and

RESOLVED, That the Transportation Authority hereby amends the Prop K Transportation Demand Management/Parking Management 5YPP, as detailed in the attached allocation request form; and be it further

RESOLVED, That the Transportation Authority hereby appropriates \$550,000 in Prop K funds for the Downtown Congestion Pricing Study as summarized in Attachment 3 and detailed in the attached allocation request form; and be it further

RESOLVED, That the Transportation Authority finds the appropriation 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 5YPP; and be it further

RESOLVED, That the Transportation Authority hereby authorizes the actual expenditure 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 be it further

RESOLVED, That the Capital Improvement Program of the Congestion Management



Program are hereby amended, as appropriate.

Attachments:

1. Summary of Requests Received
2. Brief Project Descriptions
3. Staff Recommendations
4. Prop K Allocation Summary - FY 2020/21
5. Prop K Allocation Request Form

Attachment 1: Summary of Requests Received

Source	EP Line No./Category ¹	Project Sponsor ²	Project Name	Current Prop K Request	Total Cost for Requested Phase(s)	Leveraging		Phase(s) Requested	District(s)
						Expected Leveraging by EP Line ³	Actual Leveraging by Project Phase(s) ⁴		
Prop K	43	SFCTA	Downtown Congestion Pricing	\$ 550,000	\$ 2,800,000	54%	80%	Planning	Citywide
TOTAL				\$ 550,000	\$ 2,800,000	54%	80%		

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) or the Traffic Congestion Mitigation Tax (TNC Tax) category referenced in the Program Guidelines.

² Acronyms: SFCTA (San Francisco County Transportation Authority)

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.

5

⁶ O&M stands for incremental operations and maintenance.

Attachment 2: Brief Project Descriptions¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Project Description
43	SFCTA	Downtown Congestion Pricing	\$ 550,000	The Transportation Authority is studying how congestion pricing downtown could achieve four key goals: get traffic moving, improve safety, clean the air, and advance equity. This study is evaluating alternative packages of congestion charges, discounts, subsidies, incentives, and multi-modal transportation improvements based on the program goals. The study includes extensive stakeholder and community outreach centered on low-income communities of color and other historically underinvested communities and focuses on how a congestion pricing program could be designed and implemented to advance equity. This request will fund additional outreach beyond the scope funded by a February 2019 Prop K allocation of \$500,000. The study is anticipated to be complete by June 2021.
TOTAL			\$550,000	

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Recommended	Recommendations
43	SFCTA	Downtown Congestion Pricing	\$ 550,000	<p>Prop K 5-Year Prioritization Program (5YPP) Amendment: Fully funding this request requires an amendment to the Prop K Transportation Demand Management/Parking Management 5YPP to reprogram \$100,000 in FY 19/20 funds from the Emerging Mobility Pilots placeholder, \$200,000 in FY 19/20 funds from the Mobility as a Service Pilots placeholder, and \$50,000 in FY 20/21 funds from the ConnectSF Modal Study Follow On placeholder to the subject project. The amendment also requires reprogramming \$50,000 in FY 19/20 funds for the Commuter Benefits Ordinance Update to FY 21/22 and \$50,000 in FY 21/22 funds for the ConnectSF Modal Study Follow On placeholder to FY 20/21. These other projects and studies are not moving forward in the near term, while the Downtown Congestion Pricing Study is already underway and a priority to complete. See allocation request form for details.</p>
TOTAL			\$ 550,000	

¹ See Attachment 1 for footnotes.

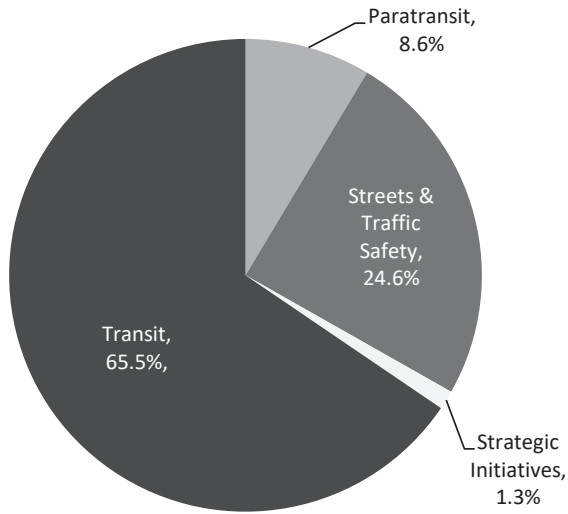
**Attachment 4.
Prop K Allocation Summary - FY2020/21**

PROP K SALES TAX

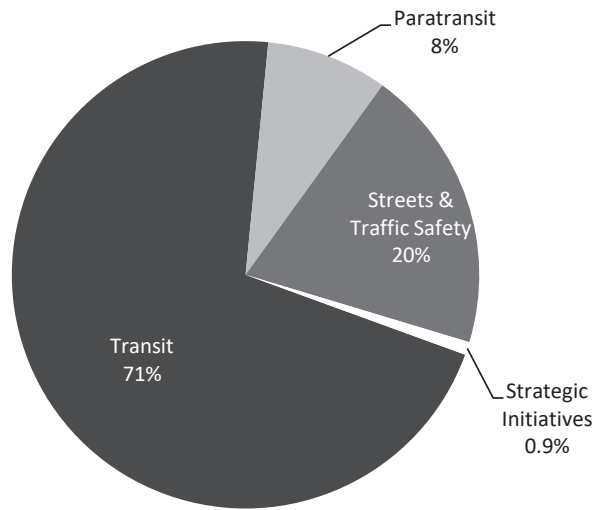
FY2020/21	Total	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Prior Allocations	\$ 49,181,107	\$ 14,339,764	\$ 20,639,889	\$ 13,024,042	\$ 1,177,412	\$ -	\$ -
Current Request(s)	\$ 550,000	\$ 400,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -
New Total Allocations	\$ 49,731,107	\$ 14,739,764	\$ 20,789,889	\$ 13,024,042	\$ 1,177,412	\$ -	\$ -

The above table shows maximum annual cash flow for all FY 2020/21 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:	FY2020/21
Project Name:	Downtown Congestion Pricing Study
Grant Recipient:	San Francisco County Transportation Authority

EXPENDITURE PLAN INFORMATION

Prop K EP categories:	Transportation Demand Mgmt
Current Prop K Request:	\$550,000
Supervisory District(s):	Citywide

REQUEST

Brief Project Description

Study how congestion pricing downtown could achieve four key goals: get traffic moving, improve safety, clean the air, and advance equity. Study will evaluate alternative packages of congestion charges, discounts, subsidies, incentives, and multi-modal transportation improvements based on the program goals. Extensive stakeholder and community outreach centered on low-income communities of color and other historically underinvested communities will focus the study on how a congestion pricing program could be designed and implemented to advance equity. Request will fund additional outreach.

Detailed Scope, Project Benefits and Community Outreach

The Transportation Authority's Downtown Congestion Pricing Study is anticipated to conclude by June 2021. This request will fund scope that is in addition to the scope funded with \$500,000 in Prop K funds, approved by the Board in February 2019. The additional scope is focused primarily on stakeholder outreach and includes:

- Additional Policy Advisory Committee meetings and supporting technical resources;
- More workshops to co-develop policy proposals with partners in Communities of Concern;
- Further outreach with regional stakeholders; and
- A three-month study timeline extension to allow for the expanded stakeholder engagement plan.

In addition, \$150,000 in planned private funding for the original study scope did not materialize due to the pandemic and recession. \$50,000 of this request, in combination with budget reductions of \$55,595 from SFMTA and \$44,405 from the Transportation Authority, would cover this shortfall.

See attached full additional scope for details.

Project Location

Study area is northeastern San Francisco.

Project Phase(s)

Planning/Conceptual Engineering (PLAN)

Downtown Congestion Pricing Study 2020 Scope of Work Amendment

This additional scope of work for the Transportation Authority's Downtown Congestion Pricing Study is in addition to the scope described the original February 2019 appropriation. The additional scope is focused primarily on stakeholder outreach and includes:

- Additional Policy Advisory Committee meetings and supporting technical resources;
- More workshops to co-develop policy proposals with partners in Communities of Concern;
- Further outreach with regional stakeholders; and
- A three-month study timeline extension to allow for the expanded stakeholder engagement plan.

Note the study's task structure has been adjusted from the original scope as follows:

Current task	Original tasks	
0. Project Management	1, 9	
1. Stakeholder Engagement	2	
2. Program Development	3, 4, 6, 8	
3. Technical Analysis	5, 7	

0. Project Management

0.1. Project Startup

No additional scope.

0.2. Ongoing Project Management

This task includes additional time and budget for day-to-day project management, meetings, and briefings to support delivery of the study due to a longer project timeline as well as a higher level of coordination required to integrate the workstreams and advance the scope of work.

0.3. Final Report

No additional scope.

1. Stakeholder Engagement

1.1. Stakeholder & Community Engagement Plan and Management

The additional scope and budget in this task address the need for increased coordination, management, and strategy development time for Task 1. To fully develop the study, including the additional outreach scope and extended timeline, there is a need for more time to meet and coordinate within and across tasks. This includes:

- Ongoing Task 1 coordination and management, coordination of translation needs and materials
- Update and finalize stakeholder lists, conduct additional outreach to key stakeholders, schedule and conduct one-on-one interviews

- Develop a strategy and engage with stakeholders and audiences beyond San Francisco, such as organizations working with Communities of Concern

1.2. *Message Research and Development*

The study team will continue to refine and adapt messaging that accurately and articulately communicates the Transportation Authority's congestion pricing plans while incorporating questions and concerns from the public. The additional scope and budget include coordination to involve community-based organizations in message refinement, the anticipated evolution of key messages throughout the life of the project, translation of refined messages, and planning and executing multilingual, multichannel advertising campaigns to notify the public about input opportunities. Notifications will include methods to reach members of the public with limited digital access, such as radio, print, and telephone/texting.

1.3. *Policy Advisory Committee (PAC)*

As a key group of stakeholders and project advisors, the PAC will continue to shape the congestion pricing program and guide the Transportation Authority in carrying messages to its audiences and stakeholders. To support deeper PAC engagement, the study team will convene two additional PAC meetings for a total of eight. Additionally, the study team is increasing the level of effort to support PAC meetings due to the complexity of the project and higher levels of coordination needed.

1.4. *Engagement Activities and Materials*

The study team will continue to implement a variety of activities to help reach stakeholders where they are, making it convenient, interesting, educational, and fun to help shape this project, and helping people understand the opportunity to engage and how their feedback will be used. Engagement methods are be designed to involve diverse stakeholders in socially-distanced outreach, including those with limited digital access, through virtual/telephone co-creation workshops, other engagement through CBOs, virtual/telephone town halls, a texting service, flyers, and advertising. The additional scope in this request includes:

- Outreach to Community-Based Organizations (CBOs): Develop a program for enhanced engagement with CBOs, working with them to determine the best ways to share surveys and input opportunities with their members and conduct broader engagement. This will include developing a plan to engage CBOs and working with them to reach their communities using the most effective tools.
- Co-Creation Workshops: Plan and convene 11 additional multilingual co-creation workshops in partnership with local CBOs and/or PAC members to engage key stakeholders with an emphasis on those most affected by the program. Co-creation workshop activities include coordinating participation, invites, notification, and logistics; preparation of event and staffing plan; material preparation, review, and delivery; travel if needed, meeting setup, staffing during meeting, meeting facilitation, tracking of community input, and provision of workshop output synthesis. Equity-centered outreach will intend to reach a variety of populations,

recognizing that marginalized communities tend to have separate access needs. Key communities include SoMa, the Tenderloin, Chinatown, Bayview, the Mission, Excelsior, Visitacion Valley, and the broader San Francisco community. Tasks include planning (content, strategy, partnerships), facilitation, and synthesis of outputs. Other expenses including co-designer and CBO co-host compensation, live translation, and material production and delivery.

- Translation of project outreach materials to support overall project and engagement needs. Materials may include those for workshops, surveys, advertisements, digital and telephone engagement, briefings, and other communications, as needed.

2. Program Development

2.1. Program Development Plan and Coordination

The additional scope and budget in this task address the need for increased coordination, management, and strategy development time for Task 2. To fully develop the study, including the additional outreach scope and extended timeline, there is a need for more time to meet and coordinate within and across tasks. This scope also includes additional refinement of the Program Development Plan, which documents the study's process for developing and refining congestion pricing program proposals.

2.2. Technical Advisory Committee (TAC)

No additional scope.

2.3. Goals and Objectives, Purpose and Need

The additional budget covers additional refinement and review of the study Goals and Performance Metrics, including to incorporate PAC input prior to adoption.

2.4. Case Study Research

No additional scope.

2.5. Develop & Refine Program Definition, Identify Recommended Program

Based on inputs from tasks 1 and 3, the study team will develop congestion pricing program scenarios, alternatives, and a recommended program that best meet the goals identified in Task 2.3. Transportation Authority and SFMTA staffs will assist with developing program elements (including development of multimodal investment packages), identifying potential funding sources, and related interagency coordination. The additional scope reflects additional effort due to extended project schedule, cross-workstream collaboration, and additional review and revision to incorporate stakeholder input.

2.6. Implementation Plan

No additional scope.

3. Technical Analysis

3.1. Technical Analysis Plan and Coordination

The additional scope and budget in this task address the need for increased coordination, management, and strategy development time for Task 3. To fully develop the study, including the additional outreach scope and extended timeline, there is a need for more time to meet and coordinate within and across tasks.

3.2. Existing Conditions Data Gathering and Analysis

Additional existing conditions analysis and documentation included in this budget request helps inform program development and stakeholder engagement. This additional scope includes new data analysis in response to PAC input and supports creation of additional materials and content to support the PAC, TAC, co-creation, key messages, and Goals and Performance Metrics memo.

3.3. *Analysis for Program Development & Stakeholder Engagement*

The requested budget includes additional analysis and documentation in coordination with tasks 1 and 2 to support development and refinement of alternatives that are responsive to stakeholder input.

3.4. *Cost and Revenue Estimates*

The study team will provide additional support and coordination for the development of capital, operating, and maintenance costs. This includes working with task leads to best communicate cost information to stakeholders and incorporate program design changes as a result of stakeholder input into cost estimates.

Other planned and potential scope adjustments

The original study budget included \$150,000 in private contributions. However, these have not materialized due to the pandemic and recession. This Prop request includes \$50,000 to address a portion of this shortfall in combination with a \$55,595 budget reduction for SFMTA and a \$44,405 reduction in the Transportation Authority's budget.

In addition, we are currently planning for the study's second major round of outreach under Shelter in Place. The first round of outreach was more labor-intensive due to the pandemic, so we plan to develop and consider scope and funding options for the upcoming outreach round.

Schedule

The study schedule is below. Major rounds of outreach include:

- Step 2 listening phase
- Steps 3-4 to gather input on program features
- Step 5 to gather input on analyzed alternatives and a potential recommendation



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?	Greater than Programmed Amount
Prop K 5YPP Amount:	\$200,000
Justification for Necessary Amendment	
<p>Fully funding this request requires an amendment to the Prop K Transportation Demand Management/Parking Management 5YPP to reprogram \$100,000 in FY 19/20 funds from the Emerging Mobility Pilots placeholder, \$200,000 in FY 19/20 funds from the Mobility as a Service Pilots placeholder, and \$50,000 in FY 20/21 funds from the ConnectSF Modal Study Follow On placeholder to the subject project. The amendment also requires reprogramming \$50,000 in FY 19/20 funds for the Commuter Benefits Ordinance Update to FY 21/22 and \$50,000 in FY 21/22 funds for the ConnectSF Modal Study Follow On placeholder to FY 20/21. These other projects and studies are not moving forward in the near term, while the Downtown Congestion Pricing Study is already underway and a priority to complete.</p>	

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

FY of Allocation Action:	FY2020/21
Project Name:	Downtown Congestion Pricing Study
Grant Recipient:	San Francisco County Transportation Authority

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	2019	Apr-May-Jun	2021
Environmental Studies (PA&ED)				
Right of Way				
Design Engineering (PS&E)				
Advertise Construction				
Start Construction (e.g. Award Contract)				
Operations (OP)				
Open for Use				
Project Completion (means last eligible expenditure)				

SCHEDULE DETAILS

Timeline for key remaining tasks:

Task 0: Project management - Ongoing. Final Report to be drafted by June 2021.

Task 1: Stakeholder engagement - Next major round of outreach planned to begin in March 2021, results anticipated to be shared in March CAC and April Board presentations.

Task 2: Program development - Draft program recommendations to be developed based on ongoing scenario analysis and winter outreach, then shared in planned June CAC and July Board presentations.

Task 3: Technical analysis - Detailed scenario analysis to be completed by January 2021. Cost and revenue estimates for final recommendation to be completed in spring 2021 and included in final report.

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2020/21
Project Name:	Downtown Congestion Pricing Study
Grant Recipient:	San Francisco County Transportation Authority

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K: Transportation Demand Mgmt	\$350,000	\$200,000	\$500,000	\$1,050,000
BAY AREA TOLL AUTHORITY FUNDS	\$0	\$0	\$400,000	\$400,000
TRANSBAY TRANSIT CENTER COMMUNITY FACILITIES DISTRICT FUNDS	\$0	\$0	\$880,000	\$880,000
TRANSBAY TRANSIT CENTER DISTRICT DEVELOPER FEES	\$0	\$0	\$470,000	\$470,000
Phases in Current Request Total:	\$350,000	\$200,000	\$2,250,000	\$2,800,000

COST SUMMARY

Phase	Total Cost	Prop K - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering (PLAN)	\$2,800,000	\$550,000	Costs to date and estimated cost based on similar work
Environmental Studies (PA&ED)	\$0	\$0	
Right of Way	\$0	\$0	
Design Engineering (PS&E)	\$0	\$0	
Construction (CON)	\$0	\$0	
Operations (OP)	\$0	\$0	
Total:	\$2,800,000	\$550,000	

% Complete of Design:	0.0%
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

ORIGINAL BUDGET SUMMARY*

	0. Project Management	1. Stakeholder Engagement	2. Program Development	3. Technical Analysis	Total
SFCTA	\$ 158,957	\$ 247,726	\$ 184,667	\$ 220,233	\$ 811,584
SFMTA	\$ 500	\$ -	\$ 51,570	\$ 3,525	\$ 55,595
Consultant	\$ 36,000	\$ 437,000	\$ 144,000	\$ 80,000	\$ 697,000
Contingency					\$ 235,822
Total (Original)	\$ 195,457	\$ 684,726	\$ 380,237	\$ 303,758	\$ 1,800,000

ADDITIONAL BUDGET SUMMARY (subject of current request: \$550,000 Prop K, \$450,000 other)

	0. Project Management	1. Stakeholder Engagement	2. Program Development	3. Technical Analysis	Total
SFCTA	\$ 118,604	\$ 185,504	\$ -	\$ -	\$ 304,108
SFMTA	\$ (500)	\$ -	\$ (51,570)	\$ (3,525)	\$ (55,595)
Consultant	\$ 213,893	\$ 422,720	\$ 96,004	\$ 42,384	\$ 775,000
Contingency					\$ (23,513)
Total (Current Request)	\$ 331,997	\$ 608,224	\$ 44,434	\$ 38,859	\$ 1,000,000

TOTAL BUDGET WITH THIS REQUEST

	0. Project Management	1. Stakeholder Engagement	2. Program Development	3. Technical Analysis	Total
SFCTA	\$ 277,561	\$ 433,230	\$ 184,667	\$ 220,233	\$ 1,115,692
SFMTA	\$ -	\$ -	\$ -	\$ -	\$ -
Consultant	\$ 249,893	\$ 859,720	\$ 240,004	\$ 122,384	\$ 1,472,001
Contingency					\$ 212,308
Grand Total	\$ 527,454	\$ 1,292,950	\$ 424,671	\$ 342,617	\$ 2,800,000

DETAILED LABOR COST ESTIMATE

SFCTA	Hours	Base Hourly Rate	Overhead Multiplier	Fully Burdened Hourly Cost	Total
Deputy Director	490	\$ 102.60	\$ 2.62	\$ 268.80	\$ 50,466
Sr. Transportation Planner	460	\$ 61.66	\$ 2.62	\$ 161.55	\$ 28,477
Transportation Planner	310	\$ 53.17	\$ 2.62	\$ 139.30	\$ 16,393
Director of Communications	840	\$ 79.63	\$ 2.62	\$ 208.63	\$ 67,105
Sr. Communications Officer	890	\$ 66.36	\$ 2.62	\$ 173.86	\$ 58,994
Communications Officer	990	\$ 49.75	\$ 2.62	\$ 130.35	\$ 49,428
Graphic Designer	810	\$ 40.93	\$ 2.62	\$ 107.23	\$ 33,245
Total	4,790				\$ 304,108

Consultant	Hours	Base Hourly Rate	Overhead Multiplier	Fully Burdened Hourly Cost	Total
Nelson\Nygaard team labor	3,751			\$ 175.08	\$ 656,733
Nelson\Nygaard direct costs					\$ 118,267
Total	3,751				\$ 775,000

*Note: The task structure has been adjusted from the original budget as follows:

Current task	Original tasks
0. Project Management	1, 9
1. Stakeholder Engagement	2
2. Program Development	3, 4, 6, 8
3. Technical Analysis	5, 7

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

FY of Allocation Action:	FY2020/21
Project Name:	Downtown Congestion Pricing Study
Grant Recipient:	San Francisco County Transportation Authority

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
Total Prop K Requested:	\$550,000	Total Prop AA Requested:	\$0
Total Prop K Recommended:	\$550,000	Total Prop AA Recommended:	\$0

SGA Project Number:		Name:	Downtown Congestion Pricing Study
Sponsor:	San Francisco County Transportation Authority	Expiration Date:	12/31/2021
Phase:	Planning/Conceptual Engineering	Fundshare:	34.48

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
PROP K EP-143	\$400,000	\$150,000	\$0	\$0	\$0	\$550,000

Deliverables

- Quarterly progress reports (QPRs) shall contain a percent complete by task, percent complete of the overall project, a summary of outreach activities performed the quarter prior, and a list of outreach activities planned for the quarter ahead, in addition to the standard requirements for QPRs (See Standard Grant Agreement for details).
- Provide a presentation to the CAC and Board (anticipated May & June 2021, respectively) on the Final Report, including final project recommendations.

Metric	Prop K	Prop AA
Actual Leveraging - Current Request	62.5%	No Prop AA
Actual Leveraging - This Project	62.5%	No Prop AA

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2020/21
Project Name:	Downtown Congestion Pricing Study
Grant Recipient:	San Francisco County Transportation Authority

EXPENDITURE PLAN INFORMATION

Current Prop K Request:	\$550,000
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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

CDP

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Colin Dentel-Post	Mike Pickford
Title:	Senior Transportation Planner	Senior Transportation Planner
Phone:	(415) 522-4836	(415) 522-4822
Email:	colin.dentel-post@sfcta.org	mike.pickford@sfcta.org

2019 Prop K 5-Year Project List (FY 2019/20 - FY 2023/24)
Transportation Demand Management (TDM)/Parking Management Category (EP 43)
Programming and Allocations to Date
 Pending December 15, 2020

Agency	Project Name	Phase	Status	Fiscal Year				Total
				2019/20	2020/21	2021/22	2022/23	
Carry Forward From 2014 5YPP								
SFMTA	Curb Management Strategy	PLAN/ CER	Programmed	\$200,000				\$200,000
SFMTA, Any Eligible	NTIP Placeholder	CON	Programmed	\$240,000				\$240,000
Citywide TDM								
SFE	Emergency Ride Home Program	1 CON	Allocated	\$130,000	\$120,000			\$250,000
SFMTA	SF Safe Routes to Schools Program Administration	CON	Allocated	\$200,000				\$200,000
SFMTA	SF Safe Routes to Schools Program Administration	CON	Programmed		\$240,000			\$240,000
SFMTA	Employer TDM Program - Placeholder	PLAN/ CER	Programmed	\$240,000				\$240,000
SFMTA	Employer TDM Program - Placeholder	PLAN/ CER	Programmed		\$140,000			\$140,000
SFMTA	Employer TDM Program - Placeholder	PLAN/ CER	Programmed			\$156,000		\$156,000
SFMTA	Residential TDM Program - Placeholder	1 PLAN/ CER	Programmed		\$230,000			\$230,000
SFMTA	Residential TDM Program - Placeholder	PLAN/ CER	Programmed				\$350,000	\$350,000
SFMTA	Tourist TDM Program - Placeholder	1 PLAN/ CER	Programmed	\$0				\$0
SFMTA	Tourist TDM Program - Placeholder	PLAN/ CER	Programmed			\$130,000		\$130,000
SFMTA	Tourist TDM Program - Placeholder	PLAN/ CER	Programmed				\$65,000	\$65,000
SFE	Commuter Benefits Ordinance Update	2 PLAN/ CER	Programmed	\$50,610				\$50,610
SFE	Commuter Benefits Ordinance Update	2 PLAN/ CER	Programmed			\$50,000		\$50,000
SFCTA	Mobility as a Service Pilot - Placeholder	2 ANY	Programmed	\$0				\$0
SFCTA	Emerging Mobility Pilots - Placeholder	2 ANY	Programmed	\$0				\$0
SFCTA	TSP Evaluation Tool	PLAN/ CER	Programmed	\$80,000				\$80,000
SFCTA	TSP Evaluation Tool	PLAN/ CER	Programmed			\$80,000		\$80,000
SFCTA	TSP Evaluation Tool	PLAN/ CER	Programmed				\$40,000	\$40,000
Demand and Pricing Management								
SFCTA, SFMTA	Demand & Pricing - Placeholder	2 ANY	Programmed		\$0			\$0
SFCTA	Downtown Congestion Pricing Study	2 PLAN/ CER	Pending		\$550,000			\$550,000

2019 Prop K 5-Year Project List (FY 2019/20 - FY 2023/24)
Transportation Demand Management (TDM)/Parking Management Category (EP 43)
Programming and Allocations to Date
 Pending December 15, 2020

Agency	Project Name	Phase	Status	Fiscal Year				Total
				2019/20	2020/21	2021/22	2022/23	
Modal Plans								
SFCTA	ConnectSF Modal Study Follow On	² PLAN/ CER	Programmed			\$250,000		\$250,000
Communities of Concern Access								
TBD	NTIP Placeholder	PS&E, CON	Programmed	\$500,000				\$500,000
Total Programmed in 2019 5YPP				\$1,640,610	\$1,280,000	\$666,000	\$350,000	\$105,000
Total Allocated and Pending				\$330,000	\$670,000	\$0	\$0	\$0
Total Unallocated				\$1,310,610	\$610,000	\$666,000	\$350,000	\$105,000
Total Programmed in 2019 Strategic Plan				\$1,990,610	\$930,000	\$666,000	\$350,000	\$105,000
Deobligated Funds				\$0	\$0	\$0	\$0	\$0
Cumulative Remaining Programming Capacity				\$350,000	\$0	\$0	\$0	\$0
Pending Allocation/Appropriation								
Board Approved Allocation/Appropriation								

FOOTNOTES:

- ¹ 5YPP amendment to fund Essential Worker Ride Home Program (Resolution 2020-056, 05/19/2020).
 Tourist TDM Program - Placeholder: Reduced from \$130,000 to \$0 in Fiscal Year 2019/20 for construction.
 Residential TDM Program - Placeholder: Reduced from \$350,000 to \$230,000 in Fiscal Year 2020/21 for construction.
 Essential Worker Ride Home Program: Project added with a total of \$250,000 in Fiscal Year 2019/20 (\$130,000) and Fiscal Year 2020/21 (\$120,000) funds for construction.
- ² 5YPP amendment to fund Downtown Congestion Pricing Study (Resolution 2021-xxx, 12/15/20).
 Mobility as a Service Pilot - Placeholder: Reduced from \$200,000 to \$0 in Fiscal Year 2019/20 for any phase.
 Emerging Mobility Pilots - Placeholder: Reduced from \$100,000 to \$0 in Fiscal Year 2019/20 for any phase.
 Demand & Pricing - Placeholder: Reduced from \$200,000 to \$0 in Fiscal Year 2020/21 for planning.
 Commuter Benefits Ordinance Update: Reduced from \$100,610 to \$50,610 in Fiscal Year 2019/20 and increased from \$0 to \$50,000 in Fiscal Year 2021/22 for planning.
 ConnectSF Modal Study Follow On: Reduced from \$300,000 to \$250,000 in Fiscal Year 2021/22 and increased from \$0 to \$50,000 in Fiscal Year 2020/21 for planning.
 ConnectSF Modal Study Follow On: Reduced from \$50,000 to \$0 in Fiscal Year 2020/21 for planning.
 Downtown Congestion Pricing Study: Project added with a total of \$550,000 in Fiscal Year 2020/21 for planning.

2019 Prop K 5-Year Project List (FY 2019/20 - FY 2023/24)
Transportation Demand Management (TDM)/Parking Management Category (EP 43)
Cash Flow (Maximum Annual Reimbursement)

Pending December 15, 2020

Project Name	Phase	Fiscal Year				Total
		2019/20	2020/21	2021/22	2022/23	
Carry Forward From 2014 5YPP						
Curb Management Strategy	PLAN/ CER	\$0	\$150,000	\$50,000		\$200,000
NTIP Placeholder	CON	\$240,000				\$240,000
Citywide TDM						
Emergency Ride Home Program	1 CON	\$65,000	\$185,000			\$250,000
SF Safe Routes to Schools Program Administration	CON	\$140,000	\$60,000			\$200,000
SF Safe Routes to Schools Program Administration	CON		\$240,000			\$240,000
Employer TDM Program - Placeholder	PLAN/ CER	\$240,000				\$240,000
Employer TDM Program - Placeholder	PLAN/ CER		\$140,000			\$140,000
Employer TDM Program - Placeholder	PLAN/ CER			\$56,000	\$50,000	\$156,000
Residential TDM Program - Placeholder	1 PLAN/ CER		\$55,000	\$175,000		\$230,000
Residential TDM Program - Placeholder	PLAN/ CER				\$175,000	\$350,000
Tourist TDM Program - Placeholder	1 PLAN/ CER	\$0	\$0			\$0
Tourist TDM Program - Placeholder	PLAN/ CER			\$65,000	\$65,000	\$130,000
Tourist TDM Program - Placeholder	PLAN/ CER				\$65,000	\$65,000
Commuter Benefits Ordinance Update	2 PLAN/ CER	\$50,610				\$50,610
Commuter Benefits Ordinance Update	2 PLAN/ CER			\$50,000		\$50,000
Mobility as a Service Pilot - Placeholder	2 ANY	\$0	\$0	\$0		\$0
Emerging Mobility Pilots - Placeholder	2 ANY	\$0	\$0			\$0
TSP Evaluation Tool	PLAN/ CER	\$40,000	\$40,000			\$80,000
TSP Evaluation Tool	PLAN/ CER			\$40,000	\$40,000	\$80,000
TSP Evaluation Tool	PLAN/ CER				\$40,000	\$40,000
Demand and Pricing Management						
Demand & Pricing - Placeholder	2 ANY		\$0	\$0		\$0
Downtown Congestion Pricing Study	2 PLAN/ CER		\$400,000	\$150,000		\$550,000

2019 Prop K 5-Year Project List (FY 2019/20 - FY 2023/24)
Transportation Demand Management (TDM)/Parking Management Category (EP 43)
Cash Flow (Maximum Annual Reimbursement)

Pending December 15, 2020

Project Name	Phase	Fiscal Year					Total
		2019/20	2020/21	2021/22	2022/23	2023/24	
Modal Plans							
ConnectSF Modal Study Follow On	2 PLAN/ CER			\$50,000	\$100,000	\$100,000	\$250,000
Communities of Concern Access							
NTIP Placeholder	PS&E, CON	\$250,000	\$250,000				\$500,000
Cash Flow Programmed in 2019 5YPP							
Total Cash Flow Allocated and Pending		\$1,025,610	\$1,520,000	\$636,000	\$430,000	\$430,000	\$4,041,610
Total Cash Flow Unallocated		\$820,610	\$875,000	\$486,000	\$430,000	\$430,000	\$3,041,610
Total Cash Flow in 2019 Strategic Plan							
Deobligated Funds		\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Remaining Cash Flow Capacity		\$335,000	\$0	\$0	\$0	\$0	\$0
Pending Allocation/Appropriation							
Board Approved Allocation/Appropriation							



Memorandum

AGENDA ITEM 7

DATE: December 3, 2020
TO: Transportation Authority Board
FROM: Rachel Hiatt - Assistant Deputy Director for Planning
SUBJECT: 12/08/2020 Board Meeting: Appropriate \$550,000 in Prop K Funds, with Conditions, for the Downtown San Francisco Congestion Pricing Study

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Appropriate \$550,000 in Prop K funds, with conditions, for the Downtown Congestion Pricing Study (\$550,000)</p> <p>SUMMARY</p> <p>In December 2018, the Transportation Authority Board directed staff to study congestion pricing alternatives for San Francisco and in February 2019, appropriated \$500,000 to the Downtown Congestion Pricing Study (Study). The Study is developing a congestion pricing proposal for San Francisco through a substantial community outreach process supported by technical analysis. In June 2020, the Board approved a contract amendment with Nelson Nygaard Consulting Associates to expand the project scope to include additional community outreach and a three-month extension of the project schedule through Spring 2021. The requested \$550,000 in Prop K funds would support additional community outreach and the three-month extension of the project schedule. Attachment 1 includes a summary of the request. Attachment 2 provides a brief description of the scope for the additional funds. Attachment 3 contains the staff recommendations. The Study scope and schedule extension is also supported by \$350,000 in Transbay Transit Center Community Facilities District Community Facilities District funds. At the December 8 Board meeting, we will provide an update on study outreach and technical findings so far.</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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BACKGROUND

In December 2018, the Transportation Authority Board directed staff to study congestion pricing alternatives for San Francisco, including alternative packages of congestion charges, discounts, subsidies, incentives, and multi modal transportation improvements. In its February 2019 meeting, the Board approved Resolution 19-40 appropriating \$500,000 in Prop K sales tax funds to begin Study, which had a total initial budget of \$1.8 million. This initial study budget included \$400,000 in funds from the Bay Area Toll Authority and up to \$1.0 million in



developer fees from the Transbay Transit Center district. At the time, we anticipated the need for more budget to complete the study but wished to start with funds in hand while we continued to secure the additional \$1.0 million in needed funds.

The Study's objectives are to:

- Understand the objectives and key issues of diverse stakeholders regarding a potential congestion pricing program.
- Ensure community and stakeholder involvement to identify program goals, develop and refine a proposed congestion pricing program, and build agreement around a recommendation.
- Recommend a preferred congestion pricing program within the downtown area that would best meet identified program goals.
- Develop a strategy to advance the recommended congestion pricing program for approvals and implementation.

The Study's stakeholder engagement includes a 35-member Policy Advisory Committee (PAC) of key external stakeholders representing northeast quadrant neighborhoods; Communities of Concern citywide; the business and entertainment sector; and transportation and environment interests. Early input from the PAC shaped the expanded study scope, including:

- Additional PAC meetings and supporting technical resources;
- More workshops to co-develop policy proposals with partners in Communities of Concern;
- Further outreach with regional stakeholders; and
- A three-month study timeline extension to allow for the expanded stakeholder engagement plan.

At its June 2020 meeting, the Board approved Resolution 20-63, increasing the amount of the professional services contract with Nelson\Nygaard Consulting Associates by \$775,000, to a total amount not to exceed \$1,450,000, and extending the Contract Term through March 31, 2021, for technical and communications services for the Study. These activities were part of the expanded study scope and budget, which was increased to \$2.9 million, comprised of \$900,000 in Prop K and Bay Area Toll Authority funds as described above; a new higher amount of city funds totaling \$1.35 million (\$470,000 in developer fees from the Transbay Transit Center district and \$880,000 in Transbay Transit Center Community Facilities District funds); an additional \$500,000 in planned Prop K funds; and \$150,000 in planned external grants for public engagement. At that time, the Board provided guidance to focus on conducting thorough outreach particularly to Communities of Concern, those without internet access, and to monolingual communities. We committed to doing so and noted that we would report back on outreach efforts in the fall, when we came in for the additional \$500,000 in Prop K funds.

DISCUSSION

Since June 2020, the Study has completed its first major round of stakeholder engagement work to gather input on how to design an equitable and effective congestion pricing program, focusing on historically underrepresented groups, including low-income



communities, communities of color, non-English speakers, seniors, and people with disabilities. Between August and October, 2020, we reached out to over 250 community groups and held more than 80 virtual/telephone public meetings, stakeholder group meetings, and workshops. We also gathered input through multilingual digital and SMS text surveys. Publicity was multilingual and included posters, advertisements, earned media, and social media.

The purpose of this round of outreach was to seek input on the goals for a congestion pricing program, as well as input on major policy tradeoffs, such as:

- Which drivers should receive a discount or exemption, and which drivers should pay the full congestion fee?
- Where should the revenue from a congestion pricing program go?
- Should the zone boundary be modified, and if so how?

Our outreach methods were well received, particularly the online survey "Unclog Fog City," its text-based version, and co-creation sessions with low income and communities of color, whereby host organizations and participants were directly compensated for participating in 2-hour sessions. A Summary Report of Outreach and Outreach Findings is included as Attachment A.

Major themes that we heard include:

- Overall, input varied widely on the idea of congestion pricing.
- The most common concerns with congestion pricing include affordability; quality and availability of public transit alternatives to driving; and the potential for effects on business competitiveness.
- Income-based discounts and exemptions for the fee and for public transit are a top priority.
- The most popular benefits sought from congestion pricing include improvements to transit service, and the health and quality of life benefits of reduced traffic.
- Investment in transit was most popular use of revenues across all outreach formats, closely followed by pedestrian and bicycle safety upgrades.

Following the late summer/early fall outreach, our study team developed several congestion pricing policy alternatives which had been screened through prior stages of work and refined through technical studies and public input. The PAC reviewed these options at its meeting on November 12. Key policy features we discussed included:

- Means-based exemptions and discounts in all scenarios, including a 100% discount for very low-income drivers and a minimum 50% discount for low income drivers. One scenario expands the discount to moderate income drivers and deepens the discount for low income drivers.
- A discount for drivers with disabilities in all scenarios.
- A daily cap on the congestion pricing fee in all scenarios.



- A per-trip fee for TNC riders in all scenarios.
- Some scenarios also include further transit fare subsidies and congestion fee discounts beyond those for low income drivers: for middle- and high-income residents and for bridge-toll payers.

Technical work on the Study now focuses on a detailed analysis of these scenarios relative to goals and performance metrics adopted by the PAC in April 2020.

As noted above, the current request for \$550,000 in Prop K funds would fund the June 2020 expansion of the existing project scope to include additional community outreach and the three month extension of the project schedule, as well as \$50,000 in funding originally anticipated to come from external grants. We had identified tentative external grants in the amount of \$150,000; however, these were withdrawn by the funders following the economic impacts caused by the COVID-19 pandemic. To effectively reduce the project budget from \$2.9 million to \$2.8 million, we recommend redirecting \$50,000 in previously appropriated Prop K funds originally budgeted for SFMTA towards the outreach scope of work and reducing the remaining budget contingency by \$50,000. To close the remaining gap and fully fund the \$2.8 million study budget, we also recommend adding \$50,000 to the originally anticipated \$500,000 in new Prop K funds, resulting in the subject \$550,000 appropriation request.

Shelter in Place requirements put in place in March 2020, along with input from the PAC and public, have resulted in adaptations to the study affecting cost and schedule, including:

- Reworking the stakeholder outreach approach into fully socially-distanced formats to comply with Shelter in Place;
- Delays in scheduling meetings with stakeholders; and a greater number of co-creation workshop events and outreach modes, to accommodate smaller average group sizes and telephone-based workshop formats.

As we plan for the next round of Study outreach this Winter, we will consider options to modify the Study scope, schedule and/or budget to maintain the high level of public engagement we are conducting through the remaining stages of the study, including seeking external grants. Ideally, our Study schedule could extend to June 2021, given the continuing high level of public impacts in the Study, and the impact of COVID-19 on our outreach activities and resources. We will continue to seek external grants and may return early next year with another update of the Study and a final funding request, if warranted.

Attachment 1 summarizes the subject allocation request, 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 the need for the project and the expanded scope of work. Attachment 3 summarizes the staff recommendations for the requests, highlighting special conditions and other items of interest. Attachment 5 is the Allocation Request Form for the project, with more detailed information on scope, schedule, budget and funding.



FINANCIAL IMPACT

The recommended action would appropriate \$550,000 in Prop K funds. The appropriation would be subject to the Fiscal Year Cash Flow Distribution Schedules contained in the enclosed Allocation Request Form.

Attachment 4 shows the approved Fiscal Year (FY) 2020/21 allocations and appropriations to date, with associated annual cash flow commitments as well as the recommended allocations, appropriation and cash flow amounts that are the subject of this memorandum.

Sufficient funds are included in the adopted FY 2020/21 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 considered this item at its December 2, 2020 meeting, and adopted a motion of support.

SUPPLEMENTAL MATERIALS

Project Status Update Materials

- Attachment A - Summary Report of Outreach and Outreach Findings

Appropriation Request Materials

- Attachment 1 - Summary of Requests
- Attachment 2 - Project Descriptions
- Attachment 3 - Staff Recommendations
- Attachment 4 - Prop K Sales Tax Allocation Summaries - FY 2020/21
- Attachment 5 - Allocation Request Form



Downtown Congestion Pricing Study

Outreach Findings

Spring – Fall 2020

Introduction

A primary objective of the Downtown Congestion Pricing Study is to ensure low-income communities of color would be helped and not harmed by a congestion pricing policy. Recognizing that low-income communities of color have historically been excluded from and often harmed by the planning process, the project team is working to lead the study with equity by inviting these communities to be collaborators in the outreach and engagement process.

The team kicked off the study in winter 2019 by hosting listening sessions with community leaders to get initial input on the study topic, process, and convening a Policy Advisory Committee with strong representation from equity-focused organizations to advise the project team throughout the study. With guidance from these stakeholders, the team developed an outreach strategy focused on working in collaboration with community organizations to design co-creation workshops that are accessible and relevant to their communities.

The team conducted the first large phase of community outreach from February to October 2020. This outreach round was paused when the global pandemic hit. The Policy Advisory Committee advised the project team to continue outreach with the study, recognizing that without intervention, a future economic recovery is likely to bring a return of traffic congestion and its negative impacts. The team then updated the study's outreach tools from in-person to remote with the goal of maintaining an equitable outreach strategy in a socially distant world.

During this first large phase of community outreach for the study, the project team introduced the concept of congestion pricing to the community and gathered feedback on the general concept of congestion pricing along with a long list of policy questions, such as:

*If congestion pricing was implemented, how much should the fee be?
Who should receive a discount or exemption?
Where should the revenue go?*

This memo outlines outreach activities and a synthesis of feedback from the first large phase of community outreach. Feedback from this phase of outreach will be used to inform a "short list" of three congestion pricing proposals that the project team will take back to the community for feedback during a second large phase of outreach in winter 2021.

Feedback Tools

The project team utilized the following channels to notify community stakeholders and gather feedback:

- **20+ Co-Creation workshops with 159+ participants** from Communities of Concern, including:
 - 5 workshops in Spanish
 - 7 Cantonese-only workshops
 - 1 mixed Cantonese-English workshop
- Reached out to **250+ community organizations**, resulting in **60+ meetings with community groups and the public**, including groups in all 11 San Francisco districts and regional stakeholders
- **1,000+ digital survey responses** (Unclog Fog City game) and almost **300 text survey responses** representing all 11 San Francisco districts and regional stakeholders
- **Custom in-language surveys** distributed through Russian American Community Center to the Russian community and through Self-Help for the Elderly to Chinatown business owners
- **Digital outreach**
 - 50K+ impressions and 350+ comments on social media
 - 3,052 unique visits to project webpage
 - 1,651 unique visits to blog
 - 587 views of congestion pricing videos
 - Email correspondence with stakeholders - over 70 emails received from the public
- [WalkSF report](#) of input they gathered from **280+ outreach session participants** in the Tenderloin, SoMa, and Bayview

Publicity Tactics

- **400+ multilingual posters in key corridors** in SoMa, Excelsior, Outer Mission, Ingleside, Oceanview, and Bayview
- **20 multilingual posters** in downtown parking garages
- **Spanish and Chinese newspaper advertisements** placed in Sing Tao and El Tecolote
- **Earned media** in several outlets (cumulative circulation/viewership estimated to be at least 349,000 people)
 - San Francisco Examiner
 - San Francisco Chronicle
 - Sing Tao
 - Mission Local
 - KTVU morning show
- **Digital outreach**
 - Website, NextDoor, Facebook, Twitter, Instagram, WeChat, LinkedIn

Summary Key Findings

Overall themes

- **Input varied widely** on whether congestion pricing is a good idea, from very opposed to strong enthusiasm. For example, members of the Human Rights Commission Community Roundtable expressed strong opposition to the idea, due mostly to equity concerns. Meanwhile, members of Urban Environmentalists expressed strong support for the concept, noting its environmental and livability benefits. In general, the co-creation workshops and digital survey input channels, both of which allowed participants to design a recommended program while learning about the options and weighing tradeoffs themselves, resulted in higher levels of support for congestion pricing than other outreach methods that did not feature a strong co-design approach.
- The **most common concerns** included affordability for people with low and moderate incomes, existing challenges with public transit due to COVID-19, what the recovery from the pandemic and recession will look like, and effects on businesses.
- The **most popular benefits** included transit improvements and health and quality of life improvements for congested areas.
- **Income-based discounts and exemptions** for the congestion pricing fee and for public transit were a top priority.
- **Investment in transit was most popular** across all outreach formats, closely followed by pedestrian and bicycle safety upgrades.

Key findings from the neighborhood level

- **Hayes Valley** residents wanted Octavia Blvd to be inside the boundary.
- **Mission Bay** stakeholders had varied opinions, some supportive and some not supportive of the congestion pricing and whether the neighborhood should be included in the zone.
- **Chinatown** stakeholders had widespread concerns about effects on equity and merchants as well as concerns about being inside the boundary.
- **Tenderloin** residents were interested in potential safety and transit benefits
- Neighborhoods near the border, such as **Potrero**, **Mission** and **Japantown** did not want the boundary to split their neighborhoods.
- **Bayview** residents had concerns about how to get downtown given the difficulty of public transit in southeast San Francisco.

Limitations of Outreach

- **Regional outreach:** The Policy Advisory Committee strongly encouraged the project team to conduct thorough outreach to regional stakeholders, particularly those who have been displaced from San Francisco and have limited public transit options to access the city. About 35% of the text and online survey respondents live in the greater Bay Area region. However, the project team continues to work to establish relationships with equity-based regional partners for co-creation. Many regional stakeholders said that congestion pricing outreach is not a priority for them given that only a fraction of their

communities regularly travel to San Francisco, and that staff are currently addressing other challenges facing their communities. For this reason, the project team has planned remote outreach workshops for late October. Rather than partnering with community organizations to co-host these workshops, the project team will host them and recruit participants through community organization networks and flyer-ing.

- **Demographic breakdown of online survey respondents:** About half of respondents provided “optional” demographic information on the online survey. Of those who did complete the demographic information, the respondent breakdown differed from San Francisco’s population, skewing more white and higher income. The project team focused much of its outreach strategy on co-creation workshops which focused on gathering in-depth feedback from low-income communities of color to ensure the study process included thorough feedback from historically underinvested communities.

Key Findings from Co-Creation Workshops

Co-Creation Overview

Central to the engagement strategy is a series of collaborative “co-creation” workshops held in partnership with organizations in historically underinvested communities. These workshops seek to build creative solutions through deep and accessible community engagement. The project team workshoped policy ideas with community members during the first series of workshops and will return to the community a second time to continue to iterate on policy ideas. Co-hosts and participants receive compensation for their time.

During the first phase of workshops for the study, participants engaged in a card game where they balanced tradeoffs to design a potential congestion pricing program. In small groups, participants chose from a set of discounts/exemptions and then a set of investments, each costing a number of “tokens.” Participants then chose a peak period congestion fee which provides a number of tokens to pay for the other elements of their congestion pricing policy or could choose a “no fee” option and no discount or investment cards. Participants could iterate as needed to develop a balanced overall program. Although most sessions came to agreement on all the program elements, some were inconclusive with participants selecting discount and investment cards but not reaching agreement on the fee element to create a balanced program.

CARD GAME INSTRUCTIONS

Blue SUBSIDY cards: Each card includes a discount or exemption to help protect certain groups. Choose as many blue subsidy cards as you want.

Red INVESTMENT cards: Each card includes transportation improvements to make it easier to get downtown without a car. Choose as many red investment cards as you want.

Green FEE cards: Choose a fee to enter or exit the congestion pricing zone.

ANALYZE: Do you have enough tokens from your FEE card to pay for your congestion pricing program? If not, choose a higher FEE card or remove some SUBSIDY or INVESTMENT cards.

FEE
\$ ✓

\$12 for moderate, middle, and high income drivers

\$6 for low income drivers

\$0 for very-low income drivers

COLLECT
7
TOKENS

SUBSIDY
%

Discounted transit for more low-income riders

Expand the Lifeline program to provide discounted local and regional transit fares to downtown for more low-income riders.

Example low-income definition based on household size:

- 1 person < 65k annually
- 2 people < 75K
- 3 people < 85k
- 4 people < 95k

SPEND
3
TOKENS

INVESTMENT
🏠

Transit improvements

Provide more frequent buses on 10 congested or underserved Muni and regional routes serving downtown.

SPEND
2
TOKENS

After the pandemic hit, the project team worked with co-hosts to develop a remote co-creation model where participants received physical workshop kits in the mail and joined a call or webinar with project staff to go through the workshop. Collaboration with household members was encouraged.

The project team made adjustments based on the needs of each community, including hosting workshops in-language and adjusting the timing to accommodate constraints in communities hard-hit by the pandemic. In some cases, organizational capacity constraints due to COVID meant the team needed to find a different co-host to work with a community.

Due to schedule changes in response to the pandemic, the components of the card game changed between spring 2020 when the project team initially launched outreach, and summer/fall 2020, when the project team had updated modeling information. For example, the summer/fall version of the game featured a one-way inbound fee instead of the two-way fee featured in the spring 2020 version of the game. These limitations are reflected in the analysis below.

The information represented here is synthesized from co-creation workshops from February to early October 2020. The planned upcoming regional workshops being hosted for those outside of San Francisco have not been incorporated into the findings yet.

Participant Information

Workshop Location	Community Partner	Total Attendees	Languages Used
Bayview	Young Community Developers & APRISF	30	English
Chinatown	Chinese Newcomers	17	English and Cantonese
Excelsior	Excelsior Works!	27	Cantonese
Mission	MEDA	13	English and Spanish
Mission Bay	CCDC	20	English
Mixed	El Centro & Senior and Disability Action	15	English and Spanish
SoMa	BiSHoP	3	English
Tenderloin	Central City SRO Collaborative	23	English and Spanish
Visitacion Valley	APA Family Support Services	4	English
West Side (Richmond + Sunset)	Self-help for the Elderly	7	Cantonese
Total		159	

Overall Themes

Theme 1: San Francisco has an affordability crisis and study recommendations should prioritize advancing equity and affordability.

People and small businesses in San Francisco struggle with affordability

- Many participants are concerned about housing and overall unaffordability.
- Increased travel costs would further strain budgets for families, workers, and small businesses.
- Affordability was a common primary concern for congestion pricing; this may have been why 10 sessions (about 24% of all sessions) wanted no fee at all or very low fees for drivers (\$1-3)

Participants overwhelmingly prioritized income-based discounts and exemptions over other types of discounts and exemptions.

- Very-low- and low-income communities should be a top priority and protected from fee costs. Some participants said that everyone in both very-low and low-income categories should get a full exemption.
- The income levels should be expanded to help moderate-income individuals. Of note, there is a heavy impact on individuals who are right on the cusp of being able to receive income-based social services but still have to grapple with the high expenses of San Francisco.
- There are many implementation questions/concerns:
 - How would someone get the subsidy (in terms of process) and how would that eligibility be verified?
 - How can people easily get this subsidy without going through lots of hoops and hurdles?
 - How would the government prevent abuse of the system (i.e. someone using another person's low-income status pass)?
 - Just because a subsidy exists, it doesn't mean that everyone who qualifies would get it. Very-low to low-income individuals may not know about subsidy, be afraid to get it because it'll get counted as public charge, have language barriers, etc.

A majority of participants prioritized transit discounts

- Many participants talked about how public transit is currently too expensive, and that it is actually cheaper to call an Uber/Lyft.
- Some participants brought up a need for seniors to be subsidized for transit, including those that may not be covered under means-based subsidy.

Some support for a discount for people with disabilities

- Some participants prioritized this discount because it is difficult for people with disabilities to get around and they should not have to pay more.

Some support for a bridge toll discount

- Though participants often supported this, usually they would prioritize income-based discounts and exemptions and public transit improvements over this discount.
- A small group of participants did choose this discount, and usually it was in consideration of workers who need to commute from the East Bay to get to San Francisco. They thought it would be too much for someone to pay both the bridge toll and congestion fee.

Some support for a resident discount

- There is some support for a downtown resident-based subsidy because they felt the idea of paying the congestion fee to go in and out of the area they live in is "ridiculous."
- However, some people noted that if someone is a high-income resident, they should not get this discount.
- Some people went further to say that residents should be fully exempted from the fee.

Some support for a daily cap

- Some parent participants spoke strongly about the impact of congestion pricing on their childrens' needs (school drop offs and pickups multiple times a day, it's more convenient to drive, it's safer to drive with young kids, etc.). They think congestion pricing would be unfair given this.

Theme 1 take-aways for program design:

- **Prioritize income-based discounts and exemptions while including other discount options in scenarios.**

Theme 2: Participants overwhelmingly prioritized public transit investments and emphasized the need for improvements to happen prior to a congestion fee.

Participants want major improvements to transit

- Improvement needs cited included:
 - More frequent and reliable service
 - Adding routes and stops
 - Safer and cleaner transit (less crime, fewer collisions, overcrowding)
 - More parking around transit hubs
 - Less crowding
 - Add different types of transit options (shuttles, pedicabs, bike shares)
- Some participants had questions around the future of transit given service cuts and usage due to COVID-19.
- Some participants emphasized the importance of improving transit before a congestion pricing is put in place, especially for neighborhoods like the Bayview. Some were skeptical about the government's ability to improve transit on a promised timeline based on past experiences with delayed transit improvement projects.

Pedestrian and bicycle safety upgrades were the second highest priority investment

- The majority of participants prioritized safety improvements, citing needs such as longer crosswalk times, dedicated signage, more bike lanes etc.
- Some participants don't feel safe on the streets because of poor behavior by some bicyclists, skateboarders, scooters, etc. and created their own investment card for pedestrian and bicycle safety education and law enforcers.

Street repaving was popular

- Nearly half of participants supported having roads repaved, citing currently poor conditions.
- Some participants noted that the construction associated with street repaving can itself cause congestion.

Transit ambassadors were popular

- Many participants supported transit ambassadors, correlating this support with feelings of unsafety in San Francisco, specifically on transit systems.
- Some participants thought this idea was currently too vague and would like to see more detail about how this would actually help increase safety on transit use.

There was interest in school buses and general education investments

- Some participants wanted increased school buses so that their children could have more options to get to school.
- Beyond school buses, there was also a pattern of participants creating broader school/education investments, such as funding for after school youth programs, funding for school supplies, or special bus tickets for students to go to downtown museums for learning.

There was interest in improved paratransit and improved disability accommodations overall

- A number of participants spoke about the importance of having improved paratransit options for people with disabilities so that it is easier for them to get around.
- In addition to paratransit shuttles, some advocated for better disability accommodations overall, especially on buses and in Uber/Lyfts.

Theme 2 take-aways for program design:

- **Prioritize investment funds for transit and safety improvements and consider other investment ideas depending on funding available.**

Theme 3: Most co-creation participants chose a fee level of at least \$10, provided it would fund a package of discounts and investments.

- Of the 42 sessions¹ conducted, 32 sessions (about 76%) decided on a fee of at least \$10, while the remaining 10 sessions (about 24%) wanted no fee at all or very low fees for drivers (\$1-3). Of these, 6 sessions decided on “no fee” (meaning no congestion pricing), 3 sessions decided on very low fees of \$1-3, and 1 session decided on no fee to drivers while passing on the fee to companies.
- The average group selected two discounts and three investments as part of its proposed policy. For example, a group who selected a \$12/6/0 fee structure would do so in tandem with 3 investments such as transit improvements, bike and pedestrian safety upgrades, and school buses, and 2 discounts and exemptions such as free transit for very-low income riders, and discounted transit for more low-income riders.

Theme 3 take-aways for program design:

- **The fee levels selected by most participants were close to the range under consideration for the study.**

¹ A “session” is defined as a breakout session within a co-creation workshop. Participants in each breakout session tried to reach agreement on a proposed program package.

- **The final policy recommendation should consider how many investments and other benefits the fee can fund, and if there are enough benefits funded given the community's expectations for revenue usage.**

Theme 4: Uber and Lyft should pay their fair share.

- Strong participant sentiments that ride-hail services (Lyft and Uber) are a major cause of congestion.
- Some participants went beyond ride-hail companies and named other tech companies and major corporations as responsible for helping address the congestion problem that they have disproportionately contributed to.
- Participants' attitudes toward Lyft and Uber drivers were mixed. There was some concern about Lyft and Uber passing any potential increase in their expenses to drivers or riders. Some participants cited drivers as also low-income community members, so it would be unfair for expenses to get passed to them. Some participants didn't like the congestion that ride-hail caused while others benefit from these services to get around the city.

Theme 4 take-aways for program design:

- **Include fees for ride-hail users to ensure their congestion impacts are addressed, while also maintaining affordability for those who have limited resources and rely on these services for their transportation needs.**
- **Pair a congestion pricing program with employer-based transportation demand strategies.**

Theme 5: The current state of our streets is unacceptable.

It's not safe

- Participants are concerned about being able to move about safely on streets, ranging from fear of traffic collisions to seeing drugs and alcohol usage in public.
- Public transit doesn't necessarily feel safe either, with participants citing regular fights and pickpocketing that happens in those settings.
- Participants also want their city to be cleaner in terms of the environment and the air.
- Some participants talked about police violence they've experienced in San Francisco.
- Some small business owners talked about their stores being robbed.

There is a lot of congestion

- Participants generally agree that there is a lot of congestion both getting in/out of the city and within the city. They would like to see less congestion in San Francisco.
- Small business owners talked about the difficulty congestion causes for their businesses, which are already hurting. They spoke particularly in terms of difficulty for deliveries and congestion being a deterrent for potential customers to come into the city.

The government isn't helping as much

- Many participants talked about distrust in government and past harms that government has caused.
- Many participants talked about their lack of faith in government's follow-through in creating positive change, including street pavement in poor condition and long delays in Central Subway construction.
- Participants named the needs for transparency and fairness as values to build trust with the government.

Theme 5 take-aways for program design:

- **Include improvements in investment proposals that would improve safety and perceptions of safety, such as bicycle and pedestrian safety measures and transit ambassadors.**
- **Continue to include robust community engagement as the program planning and design process continues.**

Theme 6: A number of participants proposed revising and contracting the zone boundaries.

- Some participants thought that only the most congested traffic streets should be in the zone, but not the entirety of the map itself.
- Participants from the Mission didn't want the zone boundary to split the neighborhood and wanted the boundary to be moved north closer to the Central Freeway.
- Some participants were concerned that the zone would push traffic to the borders and negatively impact adjacent underinvested communities.
- Chinatown had significant concerns about being in the zone, with the sentiment that it would negatively affect equity and merchants.
- Some participants from underinvested neighborhoods on the outskirts of San Francisco, like the Bayview, felt that they would be disproportionately affected by a large zone because currently they are forced to go into the downtown area to get basic services, groceries, etc. Residents had concerns about how to get downtown given the difficulty of public transit in southeast San Francisco.

Theme 6 take-aways for program design:

- **The zone boundaries should be adjusted to still include the most congested areas and ensure overall program viability, but with more sensitivity to individual neighborhood boundaries.**

Theme 7: The co-creation process sparked new ideas and highlighted unique concerns from community members.

Idea: Add a positive reinforcement/reward component suggestions included:

- Point system for riding public transit that gives free congestion pricing passes.

- Community service in exchange for free transit/congestion pricing options (especially for low-income people who can't afford congestion pricing).
- Exemptions for other transport options, i.e. motorcycles, electric cars.
- Monthly passes vs. per ride purchases that can reduce overall fee.

Idea: Worker-based/distance-based discounts and exemptions

- Some participants thought someone commuting for work to downtown should have discounts and exemptions or the cost could be directed to employers, particularly for San Francisco residents (i.e. Bayview) and East Bay commuters.

Idea: Invest in traffic control officers

- A small number of participants wanted more traffic directors who can enforce traffic rules and help move traffic along during congested times.

Concern: Some participants said there should be special consideration for seniors and college/graduate students who may not be protected enough by the means-based discounts.

Concern: A small number of participants had mixed feelings about congestion pricing and tourism. Some worried that congestion pricing would have a negative impact on tourism while some thought tourists should be charged a higher congestion fee.

Theme 7 take-aways for program design:

- **Consider pairing other incentives and transportation demand management strategies with a congestion pricing program, including for tourists**
- **Consider additional parking and traffic control officers as a potential investment with program revenue**
- **Continue to consider other ideas participants suggest as program design evolves**

Co-Creation Quantitative Data²

Overall Fees Chosen

	Regular Fee	Low Income	Very Low Income
Average	\$10.12	\$4.83	\$1.83
Median	\$12.00	\$6.00	\$0.00
Most Common Selection	\$12.00	\$6.00	\$0.00

Average Fee By Neighborhood (n=number of breakout sessions per neighborhood)

	Regular Fee	Low Income	Very Low Income
Bayview (n=7)	\$12.33	\$2.00	\$0.00
Chinatown (n=4)	\$3.00	\$1.50	\$0.00
Excelsior (n=6)	\$7.33	Information not available	
Mission (n=6)	\$12.29	\$6.14	\$2.86
Mission Bay (n=4)	\$15.00	\$8.00	\$4.40
Mixed - El Centro (n=2)	\$12.00	\$6.00	\$0.00
Mixed - SDA (n=2)	\$6.00	\$3.00	\$0.00
SoMa (n=2)	\$20.00	Information not available	
Tenderloin (n=6)	\$9.67	Information not available	
Visitation Valley (n=1)	\$12.00	Information not available	
West Side (n=2)	\$1.50	\$0.00	\$0.00

²

Co-creation data analysis limitations:

1. The findings and themes in this document do not include the last remaining co-creation workshops which took place after 10/2/2020, which includes workshops for those in Oakland, Richmond, etc.
2. Data set is inconsistent between the spring 2020 and summer/fall 2020 game versions and across workshops, which means some information is not available. For example the income discount card options changed between the spring 2020 and summer/fall 2020 game versions - the earlier version did not group income-based discounts with overall fee levels or distinguish between the low- and very-low income categories.
3. Variations across the number of co-creations facilitated at each neighborhood means that neighborhoods with more workshops will have their results represented more heavily.
4. Notes and workshop reporting were taken in varying formats, which may affect data representation and interpretation for results.

Discounts, Investments, and Fee Overall Popularity

Type	Neighborhood	# of Times Card Selected	% of Groups Who Selected Card
Discount Cards	Free transit for very low-income riders	24	59%
	Discounted transit for more low-income riders	21	51%
	Bridge toll-payer discount	14	34%
	Drivers with disabilities discounts	14	34%
	Create Your Own	14	34%
	Maximum daily charge	8	20%
Investment Cards	Transit improvements	27	66%
	Pedestrian and bicycle safety upgrades	21	51%
	Street repaving	19	46%
	Transit ambassadors	18	44%
	Add school buses	15	37%
	Create Your Own	11	27%
	Improved Paratransit	8	20%
Old Fee cards	\$4 peek period fee	6	15%
	\$6 peek period fee	5	12%
	\$5 peek period fee	2	5%
	Apply the fee to drive within the congestion pricing zone	2	5%
New Fee Cards	\$12/\$6/\$0	7	17%
	No Fee	5	12%
	\$10/\$5/\$5	3	7%
	\$14/\$7/\$0	2	5%
Both	Create Your Own	15	37%

Key Findings from Other Feedback Tools

Discounts + Exemptions

Income-based Discounts:

- Income-based discounts and exemptions were the top discount priority across all outreach channels.
- 37% of digital survey respondents prioritized free transit for very low-income (Lifeline) travelers – this was the top selection; 27% of survey respondents wanted discounted transit for more low-income riders. The digital survey included income-based congestion fee discounts in packages with the fee option levels.
- Income-based discounts were nearly universally prioritized in community presentations.
- Comments received via the text based survey, community presentations, social media, and email correspondence showed significant concern for low- and moderate-income people having to pay a fee.

Disability Discount:

- Discounts for drivers with disabilities was the next most popular discount in the digital survey (29%) after income-based discounts.
- Some text survey respondents and social media comments also said that discounts for disabled drivers were important.

Bridge Toll-payer Discount:

- About one in seven digital survey respondents selected a bridge toll-payer discount. Non-San Francisco participants were more likely to choose the bridge toll discount (20%) compared to 11% of San Francisco respondents.
- Some text survey respondents were in favor of a bridge toll discount, which often correlated with concern about low-income commuters.
- Participants in community presentations expressed frustration that congestion related to eastbound on-ramps to the Bay Bridge had returned – some noted that the bridge toll alone wasn't enough of a deterrent to driving to eliminate ramp-related congestion.

Resident Discount:

- Overall, approximately one in four digital survey respondents favored discounts for zone residents. One in three Eastside residents favored a discount for those in the zone.
- Digital and text survey participants expressed concern for low income residents of the zone in their comments.
- A number of social media commenters noted that they would only support a plan that offered a discount to zone residents.

Daily Toll Cap:

- A maximum daily charge was the least popular discount/exemption among digital survey participants, with only approximately one in ten selecting it, even among Eastside residents.
- The unique needs of parents were cited in open-ended comments across outreach channels, with a number of participants citing that parents may/do make multiple car

trips a day in/out of zone. However, participants did not necessarily link this travel pattern to a maximum daily charge.

Discount and exemption take-aways for program design:

- **Prioritize income-based discounts and exemptions while including other discount options in scenarios.**

Investments

Transit Improvements

- Transit improvements were the most popular investment choice across outreach channels. Two out of three digital survey respondents (67%) chose transit improvements as an investment. Two out of three text respondents cited transit improvements as a top investment choice.
- Participants in community presentations frequently referenced making Muni free/cheaper, more accessible to seniors/parents, and less crowded. Community presentation attendees also cited better regional transit as a priority.
- A number of open-ended comments in the text survey as well as on social media expressed concern that without transit improvements, congestion pricing would create additional challenges for those traveling downtown.
- Commenters on social media expressed concern about trying to shift more people to transit, given recent service reductions due to COVID-19.

Bicycle and Pedestrian Improvements

- Bicycle and pedestrian improvements were a close second to transit improvements for the most popular investment choice across outreach channels. 61% of digital survey respondents prioritized bicycle and pedestrian safety upgrades.
- Safety was a recurring theme in open-ended comments on the text surveys and in social media.

Improved Paratransit

- Approximately one in four digital survey respondents prioritized investment in improved paratransit.

Transit Ambassadors

- Approximately one in four digital survey participants selected transit ambassadors as an investment.
- Participants in community presentations, the text survey, and on social media noted a desire for Muni to be made more safe, often in the context of making it more accessible to parents, seniors, and people with disabilities.

Street Repaving

- Approximately one in four digital survey participants (24%) selected street repaving as an investment but wasn't frequently mentioned through other outreach channels.

Additional School Buses

- Survey comments and participants in community presentations voiced concerns about school transportation, but school buses were not prioritized as much as other investments by those who took the digital survey.

Investment take-aways for program design:

- **Prioritize investment funds for transit and safety improvements and consider other investment ideas depending on funding available.**

Pricing by Vehicle Type

- Many participants in community presentations and social media commenters cited the impact that Lyft and Uber have had on congestion in San Francisco and voiced concerns that Lyft and Uber should pay their fair share.

Pricing by vehicle type take-aways for program design:

- **Include fees for ride-hail users to ensure their congestion impacts are addressed, while also maintaining affordability for those who have limited resources and rely on these services for their transportation needs.**

Overall Fee Levels

- For those who engaged in the congestion pricing game via the digital survey, 44% preferred a \$14 fee, 27% selected a \$12 fee, 19% selected a \$10 fee, and 8% chose “no fee.”
- However, nearly three out of four text respondents expressed opposition to the idea of a fee.
- Participants who provided social media comments frequently voiced their concern over any additional fees, particularly for low-income drivers.

Fee level take-aways for program design:

- **Overall, most survey participants selected one of the fee level options under consideration for the study, particularly when providing feedback in the context of selecting an overall balanced package of discounts/exemptions, investments, and fees.**
- **The final policy recommendation should consider how many investments and other benefits the fee can fund, and if there are enough benefits funded given the community’s expectations for revenue usage.**

Boundary

- Open-ended comments received across outreach channels frequently described the congestion pricing zone being too large.
- Those who participated in public meetings had a variety of responses to the geography

- Neighborhoods in the zone:
 - Hayes Valley residents wanted Octavia Blvd to be inside the boundary
 - Mission Bay stakeholders had varied opinions, some supportive and some not supportive of the congestion pricing and whether the neighborhood should be included in the zone
 - Chinatown stakeholders had concerns about effects on equity and merchants
 - Tenderloin residents were interested in potential safety and transit benefits
- Neighborhoods near the border:
 - Potrero, Mission and Japantown stakeholders did not want the boundary to split their neighborhoods

Boundary take-aways for program design:

- **The zone boundaries should be adjusted to still include the most congested areas and ensure overall program viability, but with more sensitivity to individual neighborhood boundaries.**

Downtown Congestion Pricing Study

Study Update and Prop K Appropriation Request



San Francisco
County Transportation
Authority

Agenda Item 7
December 8, 2020

Goals of congestion pricing

**By reducing peak car trips
downtown by at least 15%,
we could...**

- Get traffic moving
- Increase safety
- Clean the air
- Advance equity

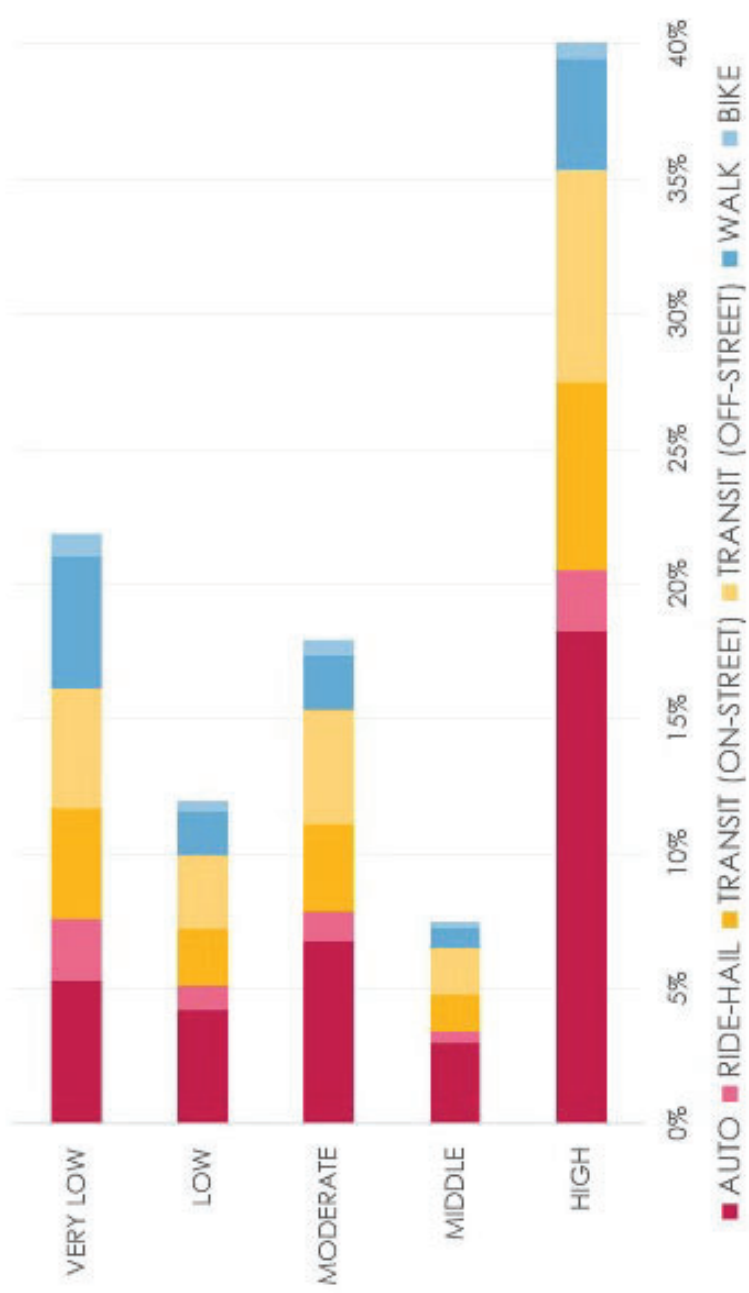
Travel in NE SF



San Francisco
County Transportation
Authority

Of all downtown trips during morning peak, only 13% were low- or very low-income drivers

Percent of Weekday Morning Trips To, From, Within Northeast SF



Source: SFCTA, SF-CHAMP 2015 Base Year Estimate

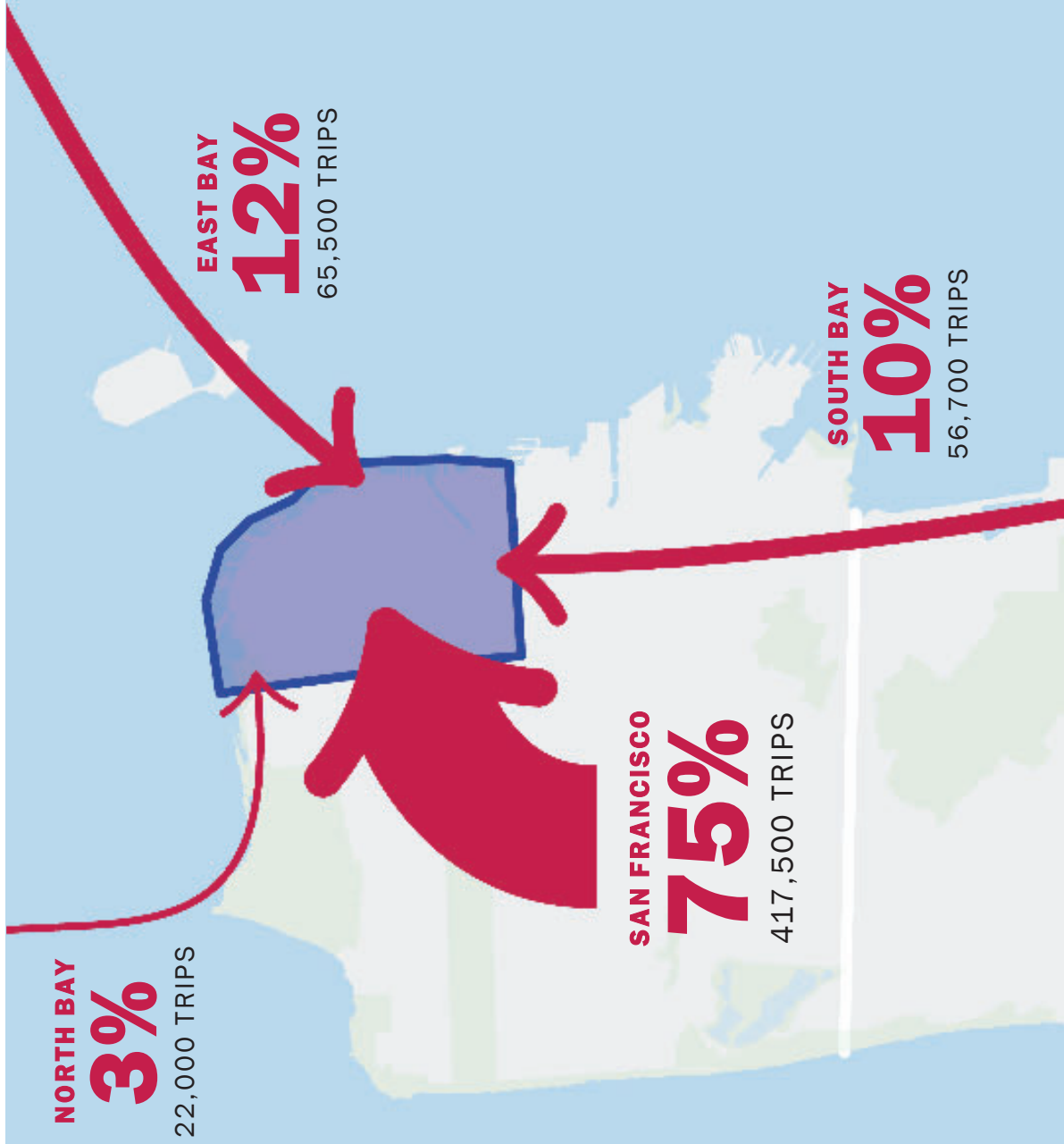
Downtown Travel Patterns

75% of people
driving to Northeast
San Francisco came
from within the city

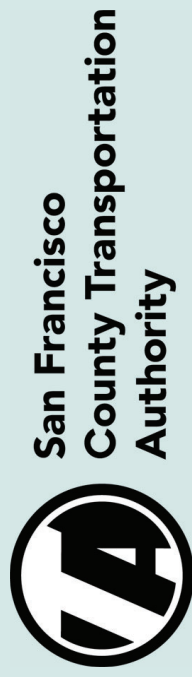
Source: SFCTA, San Francisco
Chained Activity Modeling Process



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Outreach approach



Policy Advisory Committee



San Francisco
County Transportation
Authority



Policy Advisory Committee



- APA Family Support Services
- Central City SRO Collaborative
- Chinatown Community Development Center
- ClimatePlan
- Commission on the Environment
- El Centro Bayview
- The Greenlining Institute
- Hayes Valley Neighborhood Association
- La Raza Centro Legal
- Mission Economic Development Agency
- Potrero Boosters Neighborhood Association
- SF Bay Area Planning and Urban Research Association
- SF Bicycle Coalition
- SF Chamber of Commerce
- SF Council of District Merchants Associations
- SF Giants
- SF Human Rights Commission
- SF Labor Council
- SF Transit Riders
- SF Travel
- Senior and Disability Action
- South Beach | Rincon | Mission Bay Neighborhood Assn.
- TransForm
- Transportation Authority Citizens Advisory Committee
- Uber
- UCSF Mission Bay
- Union Square Business Improvement District
- Walk San Francisco
- West of Twin Peaks Central Council
- Yellow Cab of San Francisco

Co-Creation



San Francisco
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Young Community Developers

Card Game



San Francisco
County Transportation
Authority

FEE \$

\$12 for moderate, middle, and high income drivers

\$6 for low income drivers

\$0 for very-low income drivers

COLLECT **7** **TOKENS**

SUBSIDY %

Drivers with disabilities discounts

Provide discounts to the congestion fee for drivers with disabilities.

SPEND **2** **TOKENS**

INVESTMENT 🏗️

Transit improvements

Provide more frequent buses on 10 congested or underserved Muni and regional routes serving downtown.

SPEND **2** **TOKENS**



+



=



2 tokens

2 tokens

4 tokens

Extra Tokens
to Spend



Remote Co-creation



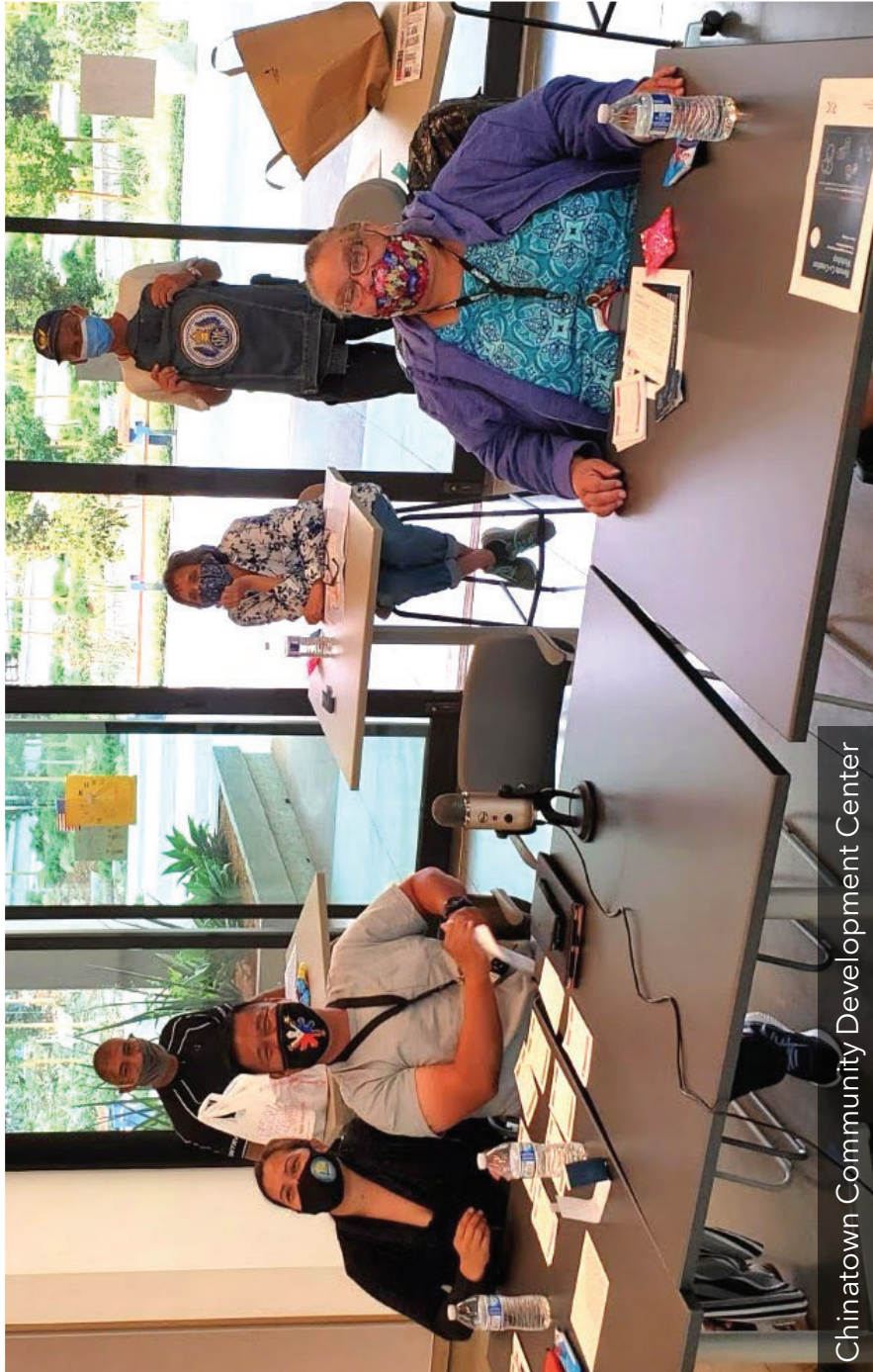
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Remote Co-creation



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Authority



Chinatown Community Development Center



Additional Feedback Tools

Hey! Thanks for texting the San Francisco County Transportation Authority to share your thoughts on how we can make your commute better. This is opt-in only and standard SMS rates apply.

What is your zipcode?

94118

Do you drive or take public transportation?

Drive

- Virtual/phone public meetings
- Digital survey: Unclog Fog City
- Texting survey
- Custom in-language surveys
- Digital outreach
- Phone calls

Publicity Tools



San Francisco
County Transportation
Authority



- Multilingual posters in neighborhoods & parking garages
- In-language advertisements
- Earned media
- Social media

Incorporating feedback



Key overall outreach themes

- **Overall:** Input varied widely on congestion pricing as a whole
- **Most common concerns:**
 - Affordability
 - Public transit
 - Business effects
- **Most popular benefits:**
 - Transit improvements
 - Health and quality of life

Key overall outreach themes

- **Discounts and exemption priorities:**
 - Income-based congestion fee discounts & exemptions
 - Income-based transit fare subsidies
- **Investment priorities:**
 - Transit improvements
 - Pedestrian and bicycle safety upgrades

Incorporating Feedback: Fee structures



San Francisco
County Transportation
Authority





Incorporating Feedback: Fee structures

THREE SCENARIOS:	<p>1</p> <p>means-based focus</p>	<p>2</p> <p>means-based, resident, toll-payer discounts</p>	<p>3</p> <p>means-based focus</p>
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Fee Direction **Inbound only** **Inbound only** **Two-way**

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SCENARIO	1 inbound with means-based focus	2 Inbound with means-based, resident, toll-payer discounts	3 Two-way with means-based focus
Fee Direction	Inbound only	Inbound only	Two-way
Very Low Income 0 - 55% AMI Family of four: \$65k	100% discount (\$0)	100% discount (\$0)	100% discount (\$0)
Low Income 55 - 80% AMI Family of four: \$65 - 95k	67% discount (\$4.25)	50% discount (\$7.00)	67% discount (\$2.25)
Moderate 80 - 120% AMI Family of four: \$95 - 142k	33% discount (\$8.50)	0% discount (\$14.00)	33% discount (\$4.75)
Middle & High 120% AMI Family of four: \$142k+	0% discount (\$12.50)	0% discount (\$14.00)	0% discount (\$7.00)

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SCENARIO	1	2	3
	inbound with means-based focus	Inbound with means-based, resident, toll-payer discounts	Two-way with means-based focus
Fee Direction	Inbound only	Inbound only	Two-way
Very Low Income 0 - 55% AMI Family of four: \$65k	100% discount (\$0)	100% discount (\$0)	100% discount (\$0)
Low Income 55 - 80% AMI Family of four: \$65 - 95k	67% discount (\$4.25)	50% discount (\$7.00)	67% discount (\$2.25)
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Middle & High 120% AMI Family of four: \$142k+	0% discount (\$12.50)	0% discount (\$14.00)	0% discount (\$7.00)
W/ Disability	50% discount (\$6.25)	50% discount (\$7.00)	50% discount (\$3.50)
Bridge Toll Payer			
Zone resident			
Daily Cap			
TNC			
Transit subsidies			

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SCENARIO	1 inbound with means-based focus		2 Inbound with means-based, resident, toll-payer discounts		3 Two-way with means-based focus	
	Inbound only		Inbound only		Two-way	
Fee Direction						
Very Low Income 0 - 55% AMI Family of four: \$65k	100% discount (\$0)		100% discount (\$0)		100% discount (\$0)	
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Middle & High 120% AMI Family of four: \$142k+	0% discount (\$12.50)		0% discount (\$14.00)		0% discount (\$7.00)	
W/ Disability	50% discount (\$6.25)		50% discount (\$7.00)		50% discount (\$3.50)	
Bridge Toll Payer	0% discount		\$1.75 discount (\$12.25)		0% discount	
Zone resident	0% discount		50% discount (\$7.00)		0% discount	
Daily Cap						
TNC						
Transit subsidies						

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	Inbound only	Inbound only	Two-way
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W/ Disability	50% discount (\$6.25)	50% discount (\$7.00)	50% discount (\$3.50)
Bridge Toll Payer	0% discount	\$1.75 discount (\$12.25)	0% discount
Zone resident	0% discount	50% discount (\$7.00)	0% discount
Daily Cap	2 round trips	2 round trips	2 round trips
TNC			
Transit subsidies			



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Zone resident	0% discount		50% discount (\$7.00)		0% discount	
Daily Cap	2 round trips		2 round trips		2 round trips	
TNC	Fee charged for each trip		Fee charged for each trip		Fee charged for each trip	
Transit subsidies						

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Zone resident	0% discount		50% discount (\$7.00)		0% discount	
Daily Cap	2 round trips		2 round trips		2 round trips	
TNC	Fee charged for each trip		Fee charged for each trip		Fee charged for each trip	
Transit subsidies	Yes		No		Yes	

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Zone resident	0% discount		50% discount (\$7.00)		0% discount	
Daily Cap	2 round trips		2 round trips		2 round trips	
TNC	Fee charged for each trip		Fee charged for each trip		Fee charged for each trip	
Transit subsidies	Yes		No		Yes	

Incorporating feedback: Boundary

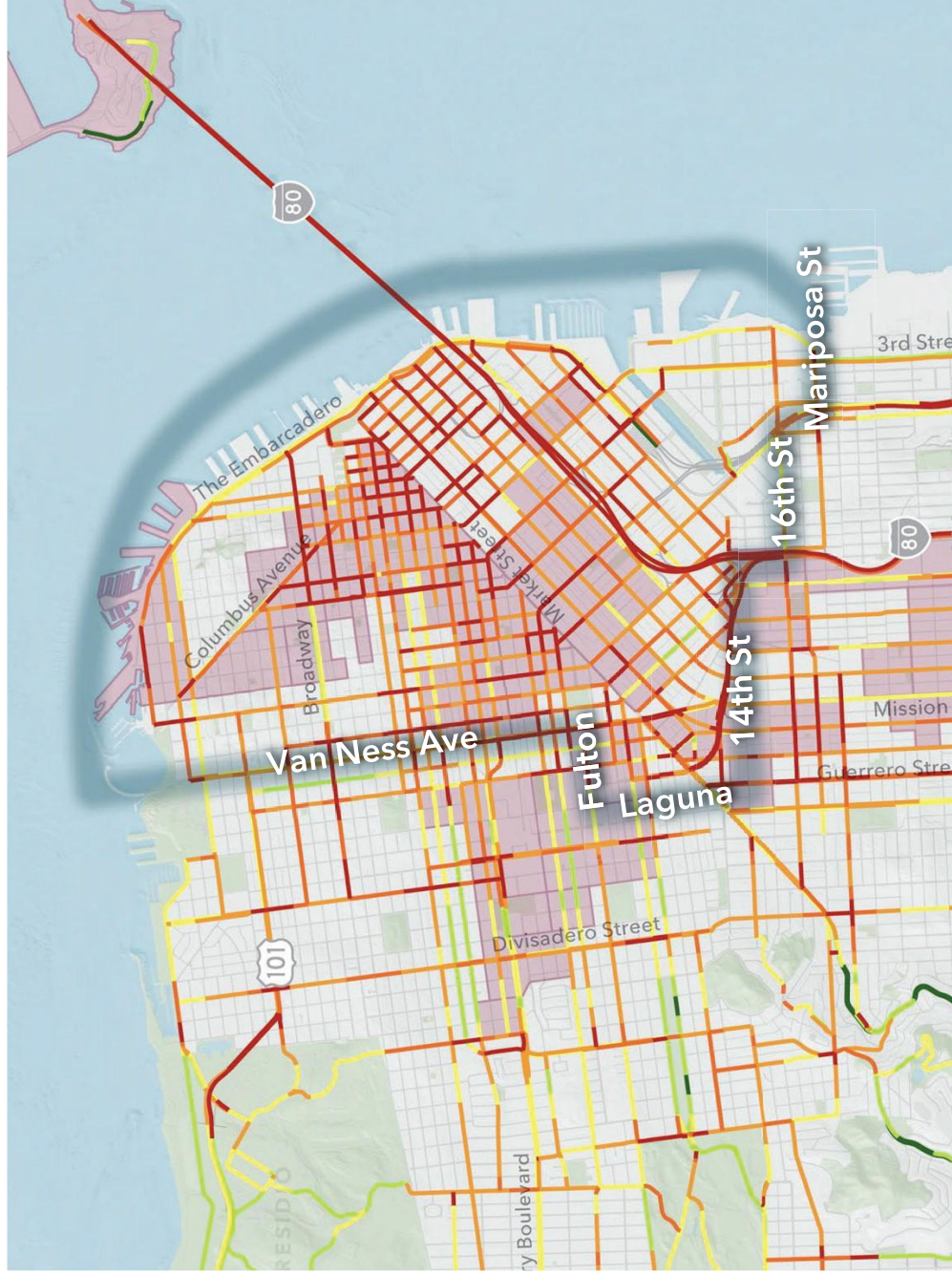
Communities of Concern



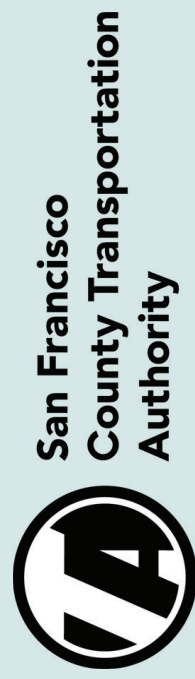
Level of Service during PM Peak



Source: SFCTA, San Francisco
Chained Activity Modeling Process



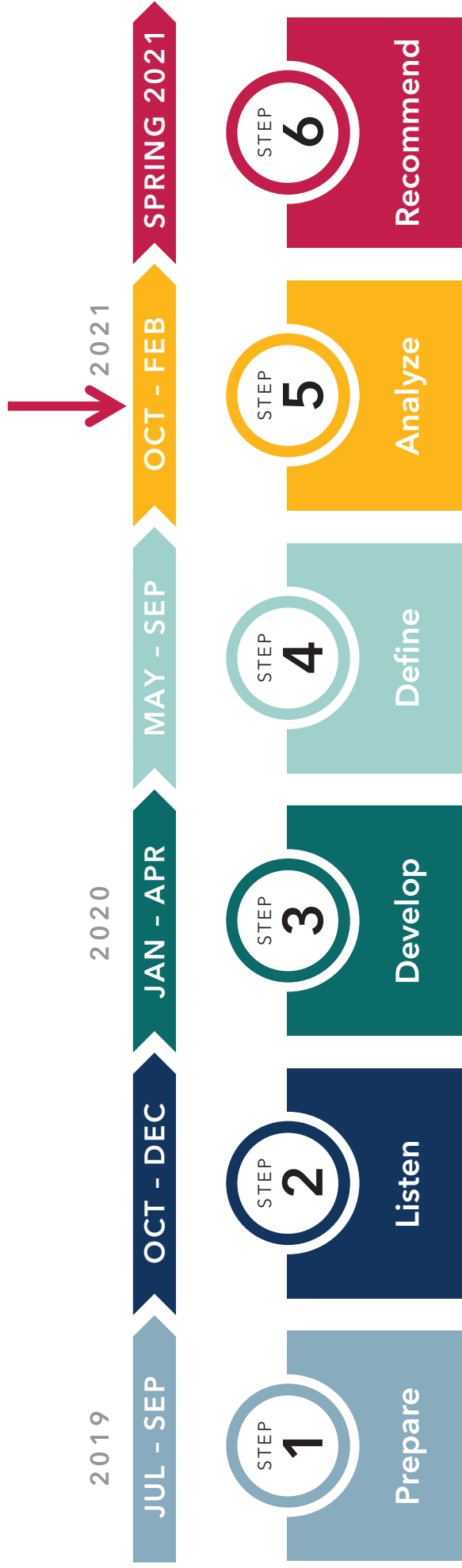
Next steps



Schedule (subject to change)



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Downtown

Congestion

Pricing (SFCFTA)

Planning

Prop K request: \$550,000

Total Project Cost: \$2.8 million

- Cost consistent with June 2020 consultant contract amendment
- Additional scope:
 - Additional PAC meetings, co-creation workshops, and regional outreach requested by PAC
 - Three-month schedule extension to provide more time for this outreach
- Study complete June 2021

Thank you

sfcta.org/downtown

congestion-pricing@sfcta.org



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