



AGENDA

San Francisco County Transportation Authority Meeting Notice

Date: Tuesday, December 15, 2020; 10:00 a.m.

Location: Watch SF Cable Channel 26

Watch www.sfgovtv.org

Watch <https://bit.ly/3jmnf42>

PUBLIC COMMENT CALL-IN: 1 (415) 655-0001; Access Code: 146 501 3359 # #

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 15, or call (415) 522-4800.

Page

1. Roll Call
2. Chair's Report - **INFORMATION**
3. Executive Director's Report - **INFORMATION**



Consent Agenda

4. Approve the Minutes of the December 8, 2020 Meeting - **ACTION*** 5
5. **[Final Approval]** Adopt the 15 Third Bus Study Final Report [NTIP Planning]- **ACTION*** 15
6. **[Final Approval]** Allocate \$682,600 in Prop K Sales Tax Funds and \$234,005 in Prop AA Vehicle Registration Fee Funds, with Conditions, for Four Requests - **ACTION*** 21
Projects: (SFMTA) 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)
7. **[Final Approval]** Approve \$1 million in Former Central Freeway Parcel Revenues for the Page Street Neighborway Project - **ACTION*** 31
8. **[Final Approval]** Appropriate \$550,000 in Prop K Funds for the Downtown San Francisco Congestion Pricing Study - **ACTION*** 37

End of Consent

9. Allocate up to \$5,773,403 and Appropriate \$150,000 in Prop K Sales Tax Funds, with Conditions, for Potrero Yard Modernization - **ACTION*** 83
Projects: (SFMTA) Potrero Yard Modernization Project (\$5,773,403), (SFCTA) Potrero Yard Modernization Project (\$150,000)

Items from the Personnel Committee

10. **[CLOSED SESSION]** Evaluate Public Employee Performance and Approve the Executive Director's Performance Objectives for 2021 - **ACTION*** 139
The Transportation Authority will hold a closed session under California Government Code 54957 concerning the evaluation of the performance of the Executive Director.
OPEN SESSION: After the closed session, the Chair shall report the vote taken on motion(s) made in the closed session, if any.
11. Set the Annual Compensation for the Executive Director for 2021 - **ACTION*** 163
Per the Administrative Code, the Transportation Authority shall fix the compensation of the Executive Director. The Personnel Committee will consider the Executive Director's performance and recommend the Executive Director's compensation for 2021.

Other Items

12. 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.
13. Public Comment
14. Adjournment



**San Francisco
County Transportation
Authority**

Board Meeting Agenda

Page 3 of 3

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

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DRAFT MINUTES

San Francisco County Transportation Authority

Tuesday, December 8, 2020

1. Roll Call

Chair Peskin called the meeting to order at 10:02 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 (1)

2. CAC Chair's Report - INFORMATION

John Larson, Chair of the Citizens Advisory Committee (CAC), reported out from the December 2 CAC meeting on the lengthy discussion surrounding the tentative Prop K allocation for the Portrero Yard Modernization Project, which he added is pending demonstration to the Board of the business case analysis to support the use of the proposed joint development project delivery method. He said the CAC members were interested in the proposed mix between low, affordable, moderate, and market rate housing that may be part of the requests of proposals for the project. He also shared the concern about reimbursing proposers up to \$500,000, to which staff commented that with the delivery method under consideration a significant investment would be required from proposers. He added that the San Francisco Municipal Transportation Agency (SFMTA) would own the intellectual property and the design proposals that could be useful and incorporated into the current and future projects. He said that the CAC still raised questions about the public/private partnership model being proposed including risk allocation and cost containment strategies, however in the end, the CAC approved recommending the Prop K/AA allocations with the amendment that there should be regular presentations to the CAC on the Portrero Yard Modernization Project as it progresses.

Chair Larson also reported that among the remaining five requests, the CAC members were glad to see the 30-foot neighborhood buses would be purchased and that it represented a commitment to restore neighborhood bus routes in the future. He shared however that some CAC members questioned the timing of the expenditures as ridership is currently still low. He said that District 11 CAC member, Robert Gower, questioned why the timelines of the traffic calming request were so long and not slated to be completed until 2022. Chair Larson added that he shared this concern along with outer district CAC members whose projects tend to be a little less complicated and simple yet still took a long time to implement.

With respect to the 15 Third Bus Study Final Report proposal, Chair Larson reported that the CAC expressed great enthusiasm, especially towards the expansion of the route up the hill into Hunter's Point. He added that it provided redundancy with other existing but less frequent routes and provided a direct connection to downtown. He said that it was also positive to learn that the Bayview neighborhood was protected



the most by SFMTA in terms of preserving transit service because the number of essential workers in that community and because the neighborhood was hit the hardest by the pandemic.

Regarding congestion pricing outreach, he shared that the CAC learned of the challenges of conducting robust outreach on a new concept in the midst of a pandemic. He said they shared the same concerns that they heard during public comment such as the proposed boundaries for the congestion zone, equity impacts, and local discount pricing for people living inside or near the edge of the zone that may have to cross in and out frequently. He added that the lack of data sharing by TNCs, which could greatly assist in determining boundaries, was raised. Chair Larson shared that in the end the CAC recommended approving the funds for additional outreach and study refinement.

Lastly, on behalf of the CAC, Chair Larson thanked the staff for making the transition to remote meetings while maintaining a high standard in their work and the information they present to the Committee. He also thanked Commissioner Yee for the opportunity he has given him to sit as the District 7 representative on the CAC for 6.5 years.

During public comment, David Pilpel complimented staff on the minutes. He also shared his appreciation towards Chair Larson conducting a good CAC meeting.

3. Approve the Minutes of the November 17, 2020 Meeting - ACTION

There was no public comment.

Commissioner Fewer motioned to approve the minutes, seconded by Commissioner Mandelman.

The minutes were approved without objection by the following vote:

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

Nays: (0)

Absent: Commissioner Mar (1)

4. Adopt the 15 Third Bus Study Final Report [NTIP Planning] - ACTION

Hugh Louch, Deputy Director for Planning presented the item.

Commissioner Walton thanked the Transportation Authority for conducting the study and being responsive in doing what the community wants to do and the SFMTA for bringing back a piece of history while improving transportation. He added that the community is excited about the 15 Bayview Hunter's Point express, which is something they have been asking for.

During public comment David Pilpel said part of the stated reason to try the study is the unreliable T line rail service and asked how this is still a problem. He said that he has no issue with a pilot project to determine the viability of the service but asked if it is the right time to do it. He also asked if there is a time frame and evaluation criteria to determine whether to make the service permanent and asked if it would result in less service on the duplicate and parallel Muni routes. Mr. Pilpel also added if vehicle availability is a constraining factor, then adding the new service would delay restoring



other routes elsewhere in the city. He asked how the proposal relates to commitments already made regarding transit service to serve the Hunter's Point shipyard development. Lastly, Mr. Pilpel said that it would add an express service at a time when other express services are not operating.

Mr. Louch introduced Sandra Padilla, SFMTA, to share concluding words on the short-term implementation plans.

Ms. Padilla said the route will come into service as part of their January 23 service change. She added that the J church and T Third routes going back to trains is what is making the new service possible. She added that everything the SFMTA is doing currently is on a temporary basis and that SFMTA will be conducting an analysis in March 2021 to evaluate the new route, adding that ridership will be a part of that evaluation.

Chair Peskin confirmed that the evaluation would take place two months into the routes being implemented and added that it would be a small data set.

Ms. Padilla replied yes and added that they will be analyzing the entire system. She acknowledged that given it is a short term to gather data for, she said they would continue running the service for a longer time before analyzing again and making any decisions on ridership and how it is serving people.

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

The item was approved without objection by the following vote:

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

Nays: (0)

Absent: Commissioner Mar (1)

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

Anna LaForte, Deputy Director for Policy and Programming, presented the item per the staff memorandum. She noted that the SFMTA had requested a delay in consideration of the Replace 30 30-foot Hybrid Motor Coaches project until January 2021 to allow the project team to prepare a presentation of the financial benefits, purpose and timing of the project.

Commissioner Safai spoke in support of the Excelsior Neighborhood Traffic Calming project, and said it had strong community support. He thanked Transportation Authority and SFMTA staff for their efforts on the project. He expressed appreciation for changing the approach from a block by block petition approach to a proactive neighborhood planning process.

Commissioner Preston spoke in support of the Page Street Neighborway, saying that he was particularly excited about the City's first raised intersection. He said the project would improve safety and connect John Muir Elementary School to the adjacent park. He thanked Transportation Authority and SFMTA staff, the Market-Octavia CAC and the Hayes Valley Neighborhood Association for their support of the project.



Chair Peskin spoke in support of the Joice Alley Lighting Improvements. He called attention to a new book by Gary Camilla highlighting Joice Street, and said it was about time the street got good lighting.

Commissioner Safai added a comment on Excelsior Neighborhood Traffic Calming project, noting that the approval process with the SFMTA and the Fire Department was very circuitous, and that it wasn't acceptable that final approval for some of the Excelsior improvements wasn't expected until 2022. He asked that the agencies try to expedite the implementation timeline.

During public comment, David Pilpel asked if all these requests were needed at this time, given uncertainties at SFMTA and in general. He said that he appreciated the SFMTA's decision to delay the allocation request to fund replacement of 30' buses. He said that the Transportation Authority should scrutinize each request. He said that as sales tax revenues change, prioritization of projects for funding may also need to change. He asked whether, with the Octavia Improvements Study expected in Fall 2021, it was premature to fund the Page Street project at this time. He said that continuing to restrict traffic on certain streets in the area would continue to put more traffic on Oak and Fell and concentrate congestion on those streets.

Kristen Leckie, Senior Outreach Coordinator with the San Francisco Bicycle Coalition (SFBC), said, they were calling to convey strong support for the Page Street Neighborway project. They thanked Commissioner Preston and the SFMTA for leadership on the project and said that SFBC had been working on the project for years. They said that the bulb outs and raised intersection included in the project would result in a major pedestrian safety improvement and would complement bicycle safety improvements that are already in place.

Brian Haagsman, Vision Zero Organizer for WalkSF, said that he supported the proposed Prop AA and Central Freeway parcel funds for the Page Street project. He thanked SFMTA and Commissioner Preston for their work on the project. He said that currently Page Street was not working for everyone, as there were crashes involving people walking, biking and driving. He said it had already been two years since this project was approved and that it was important to move this project forward since there were only four years remaining for the City to meet its Vision Zero goal.

Hana Creger, Environmental Equity Program Manager for the Greenlining Institute, said she was calling in support of continued funding for the Transportation Authority's Downtown Congestion Pricing Study (Item 7). She said that the project had been very innovative in embedding equity in community engagement strategies. She said she had been impressed by efforts, including partnering directly with community organizations and co-creation workshops with the project's Policy Advisory Committee. She said the project team had successfully adapted their outreach strategies and kept them very high quality, despite pandemic related circumstances. She said that Greenlining had written about the project and shared with other cities around the country. She said she believed it was important to highlight and share the Transportation Authority's engagement strategies as a best practice, as they are relevant to all transportation planning and decision making.

Jason Henderson, Vice Chair of the Market & Octavia Community Advisory Committee, said he was calling with enthusiastic support for the Page Street Neighborway project. He said the project connected schools, parks, and housing. He



said that during the pandemic, things had gotten worse at the intersection of Page and Buchanan Street because Buchanan had become a north-south cut through street for drivers exiting the freeway at the Mission ramp. He said that there was a lot of stop sign running and that the project would be important to address that. He said that long term, Oak and Fell streets were a chronic congestion issue that needs to be addressed holistically along the entire length of the corridor. He said that the project area was disproportionately burdened with other people's congestion that caused particulate pollution and a hostile situation on the street. He said that this was a very tenant-rich, dense part of the city, with a lot of car-free and car-lite households that were doing the right thing, while having to put up with chronic congestion. He said that the Page Street Neighborway project was exactly what was needed and that the project was mitigation for a previous Transportation Authority study of Octavia Boulevard.

Chair Peskin proposed that the resolution be amended to remove the 30 30-foot Hybrid Motor Coaches allocation, change references to the number of requests from five to four, and reduce the total Prop K allocation amount to \$682,600.

The motion to amend the resolution was approved without objection.

Commissioner Preston moved to approve the item as amended, seconded by Commissioner Fewer.

The item as amended was approved without objection by the following vote:

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

Nays: (0)

Absent: Commissioner Mar (1)

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

Mike Pickford, Senior Transportation Planner presented the item.

Commissioner Preston emphasized that it was a great opportunity to use the parcel funds to help avoid delays of the implementation of the Page Street Neighborways project. He added that he is looking forward to utilizing the remaining funds when they receive the complete recommendations from the Transportation Authority's ongoing study on Octavia that is to be completed Summer 2021. He thanked everyone involved - agency staff, the Market & Octavia Community Advisory Committee, and community members, and urged his colleagues to support the project.

During public comment Kristin Leckie, Senior Community Organizer with San Francisco Bicycle Coalition expressed strong support towards the request. She said they are a few steps away from completing major pedestrian safety improvements and added that the funding would allow the SFMTA to move forward with construction. She said she looks forward to working with SFMTA and Commissioner Preston's office to continue work in prioritizing walking and biking along Page Street.

Jason Henderson, Vice Chair of the Market & Octavia Community Advisory Committee, said that a previous Transportation Authority study called for prioritizing



Page Street as a walkable, bikeable street. He said that the Page Street Neighborway project was exactly the type of project that the proceeds from the Central Freeway parcels were intended to fund and that the project was spelled out in the 2008 Market and Octavia Plan.

Commissioner Preston thanked his Legislative Aide Preston Kilgore for his work on the project.

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

The item was approved without objection by the following vote:

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

Nays: (0)

Absent: Commissioner Mar (1)

7. Appropriate \$550,000 in Prop K Funds for the Downtown San Francisco Congestion Pricing Study - ACTION

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

Commissioner Haney asked for more detail on the proposals for resident discounts.

Mr. Dentel-Post responded that two of the three scenarios (slide 27) have broader and deeper discounts on the basis of income while one scenario has a resident discount.

Commissioner Haney asked to confirm that in some cases zone residents would be charged for trips that leave the zone and then return home.

Mr. Dentel-Post confirmed that in the scenarios without a resident discount, high-income residents would be charged the full fee during peak periods to cross the zone boundary but would not be charged to drive within the zone.

Commissioner Haney said he was sure there would be lots of discussion and concern about people being charged to leave their homes and return and asked to clarify where the proposed boundary would be.

Mr. Dentel-Post referenced slide 28 in the presentation that shows the current thinking about the boundary. He explained that the zone was relatively large in part to avoid traffic increases in the neighborhoods just outside the zone.

Executive Director, Tilly Chang said that staff had received feedback from Mission Bay employers saying they wanted to be outside the zone, and that staff was still considering what the minimum size of a zone would be that would remain effective.

Commissioner Haney asked if decisions about whether neighborhoods like Mission Bay were inside or outside the zone was based on the amount of congestion or feedback received.

Director Chang said it should be based on both technical needs and public input, noting that most congestion was in the core but that Mission Bay would have more congestion as it developed.

Mr. Dentel-Post noted that the map in the presentation showed congestion levels



before the pandemic, but the next round of analysis would look at a future year when Mission Bay would be more built out.

Commissioner Haney said he wanted to underscore his concern about charging people who live within the zone and that he did not think charging people to leave home was the main goal of congestion pricing, but that the main problem was people commuting into the area. He said scenarios that did not have deep discounts for zone residents did not seem fair.

Commissioner Preston said it would benefit the Board and the public to have a better understanding of what the implementation timeline would be and what would be the next steps after the report was completed if the recommendations were adopted and the Board said to move forward.

Mr. Dentel-Post replied if the Board asked staff to move forward with the recommendations or a modified set of recommendations that there would be additional work to detail how the system would work, conduct environmental review, and pursue state authorizing legislation. He added that these steps would involve additional outreach and said the soonest implementation could likely happen would be three to five years after completion of this study.

Director Chang added that when pricing could start would also depend on whether state and federal funding were available to support startup costs and ensure that transit options with sufficient capacity are available on day one. With respect to Commissioner Haney's question about zone residents, Director Chang said that London had a zone resident discount, but Stockholm did not. She also said that about 75 percent of driving trips in northeast San Francisco originated from within the city, of which almost 60 percent were from within the congestion zone itself. She said 25 percent of all downtown drive trips were Transportation Network Company (TNC) trips.

Commissioner Preston asked what the strategy was for state authorization and if a fully developed proposal was needed before discussions could begin with the Legislature. He observed that even trying to get authorization from the State to lower speed limits in San Francisco was a heavy lift and multi-year endeavor.

Director Chang said that staff has had ongoing conversations with members of the state legislature regarding authorization for a program like this. She said several years ago, Assemblymember Bloom had introduced a spot bill with Senator Wiener to authorize up to four congestion pricing pilot programs in the state. She noted that LA Metro and the City of LA are actively studying congestion pricing and that San Diego and Sacramento regions have expressed interest as well. Director Chang said legislation would not be easy to pass at the state level and staff would seek Board guidance.

During public comment, David Pilpel said he was undecided on congestion pricing but supported the additional outreach and funding allocation. He said it was important to recognize the world had changed post virus and there may be a need to revisit assumptions, particularly land use, housing, and transportation demand projections.

Karin Flood of the Union Square Business Improvement District (BID) said the BID was very concerned about congestion pricing and it would hit the downtown area and



Union Square disproportionately. She said this was not the time for looking at congestion pricing, given that business was down, there are no conventions, no office workers or tourists coming. She said the patterns of office work may change, and this [congestion pricing] could be another barrier to recovery. She said the study took it as a given that congestion pricing would be implemented. Ms. Flood commented that the budget was a lot to spend on a study.

Kevin Carroll, Executive Director of the Hotel Council of San Francisco said he was opposed to the item, that this was not the time to consider congestion pricing, and if pricing were implemented it would negatively impact businesses. He said the study should include an economic impact analysis. He added that cities with congestion pricing all had world-class transit systems and implementing pricing without good transit would not make sense. He asked the Board not to move forward with congestion pricing.

Mark Beaver said his hotel on Market Street was one of the few that had stayed open, but it had not been easy, and that himself and many of his colleagues have taken pay cuts to stay on. Mr. Beaver said that this was not the time to consider congestion pricing, that spending resources on the study was tone deaf, and that traffic patterns in the future would not be the same as they had been before the pandemic and the study should not be relying on pre-pandemic data. He said that London's congestion pricing program was supported by a world-class transit system and that San Francisco would need that first. He urged the Board not to approve the item as it is not the right moment for such a program.

Stephen Cornell, Vice President of the Polk District Merchants and Legislative Chair of the Council of District Merchants said the proposal was not a downtown congestion pricing study but a neighborhood congestion pricing because the study area included nine different neighborhood districts. He said there had not been an economic impact study, particularly how it would affect the neighborhoods and how it would affect deliveries to the stores that rely on deliveries coming in and out in the morning, and that the study team had not done outreach to trucking companies or merchants about delivery patterns. He said congestion pricing would harm business districts within the zone. He noted studies completed before June of next year would not be well done since the many city workers in the Civic Center area would not be returning to work in their offices until after June 2021.

Brian Haagsman, WalkSF Vision Zero Organizer, expressed support for the item. He said congestion pricing could be transformative, but only if the city does it right which requires really understanding how it would impact people across the city and the region. He said WalkSF had done initial outreach on pricing and found that it takes time to get into the conversations about tradeoffs and priorities. He said that even during the pandemic the Transportation Authority had done creative outreach through a variety of online and offline channels. As a member of the Policy Advisory Committee (PAC), he observed that the group was still engaged and willing to participate in the additional meetings to work through the many policy implications to strengthen the proposal.

Hayley Currier, Policy Advocacy Manager with TransForm supported the item and said she has been participating on the PAC since its inception and that congestion pricing could be a cutting edge tool if it was designed to center equity with positive health and safety effects including zone residents. She said the Transportation Authority was



doing an excellent job of getting feedback from impacted communities and that the outreach process could be a model for elsewhere.

Tracy Sylvester, owner of EHS Pilates on Valencia, on the board of the Mission Merchants Association, and on the legislative committee of the Council of District Merchants. She said she supported the idea of more outreach, but that the study needed to include an economic study to assess the impacts of congestion pricing on small businesses. She said the study should be paused until after the pandemic has passed, and that the most impacted neighborhoods would be downtown but there would also be impacts elsewhere.

Cat Carter, San Francisco Transit Riders, said the organization had been involved in the PAC and that outreach needed to continue to ensure we get this right. She said pricing was an important tool to increase transit ridership, improve access to downtown and improve safety.

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

The item was approved without objection by the following vote:

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

Nays: (0)

Absent: Commissioner Mar (1)

Other Items

8. Introduction of New Items - INFORMATION

There were no new items introduced.

9. Public Comment

There was no public comment.

10. Adjournment

The meeting was adjourned at 11:48 a.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 5

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

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Adopt the 15 Third Bus Study Final Report</p> <p>SUMMARY</p> <p>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.</p> <p>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.</p> <p>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 SFTMA has conducted outreach on short-term implementation of a 15 Third express bus route.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input checked="" type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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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 \$682,600 IN PROP K SALES TAX FUNDS AND \$234,005 IN PROP AA VEHICLE REGISTRATION FEE FUNDS, WITH CONDITIONS, FOR FOUR REQUESTS

WHEREAS, The Transportation Authority received four requests for a total of \$682,600 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 Traffic Calming category of the Prop K Expenditure Plan 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, All four requests are consistent with the relevant strategic plans and 5YPPs for their respective categories; and

WHEREAS, After reviewing the requests, Transportation Authority staff recommended allocating a total of \$682,600 in Prop K Sales Tax Funds and \$234,005 in Prop AA Vehicle Registration Fee Funds, with conditions, for four 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 two other SFMTA's requests - the Replace 30 30-foot Hybrid Motor Coaches and Potrero Yard Modernization projects, and unanimously adopted 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; and

WHEREAS, The SFMTA subsequently withdrew its motor coach replacement request, with the intention of resubmittal at a later date; now, therefore let it be

RESOLVED, That the Transportation Authority hereby allocates \$682,600 in Prop K Sales Tax Funds and \$234,005 in Prop AA Vehicle Registration Fee Funds, with conditions, for four 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, Strategic Plans, and 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.



**San Francisco
County Transportation
Authority**

BD120820

RESOLUTION NO. 21-23

Attachments:

1. Summary of Requests Received
2. Brief Project Descriptions
3. Staff Recommendations
4. Prop K and Prop AA Allocation Summaries - FY 2020/21

Enclosed:

Prop K/Prop AA Allocation Request Forms (4)

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	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 Neighborway (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				\$ 682,600	\$ 234,005	\$ 3,237,600	15%	72%		

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.

⁵

⁶ O&M stands for incremental operations and maintenance.

Attachment 2: Brief Project Descriptions ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Prop AA Funds Requested	Project Description
38	SFMTA	District 7 FY20 Participatory Budgeting Priorities [NTIP 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.
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.

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	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			\$682,600	\$234,005	

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Recommended	Prop AA Funds Recommended	Recommendations
38	SFMTA	District 7 FY20 Participatory Budgeting Priorities [NTIP Capital]	\$ 132,600	\$ -	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.
38	SFMTA	Excelsior Neighborhood Traffic Calming	\$ 550,000	\$ -	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.
Ped	SFMTA	Page Street Neighborway (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			\$ 682,600	\$ 234,005	

¹ See Attachment 1 for footnotes.

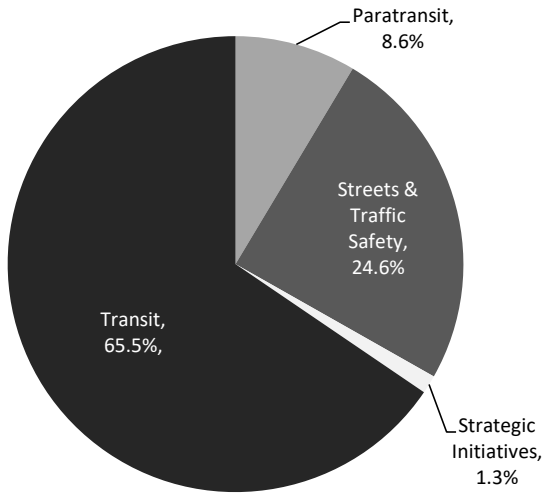
Attachment 4.
Prop K Allocation Summary - FY2020/21

PROP K SALES TAX

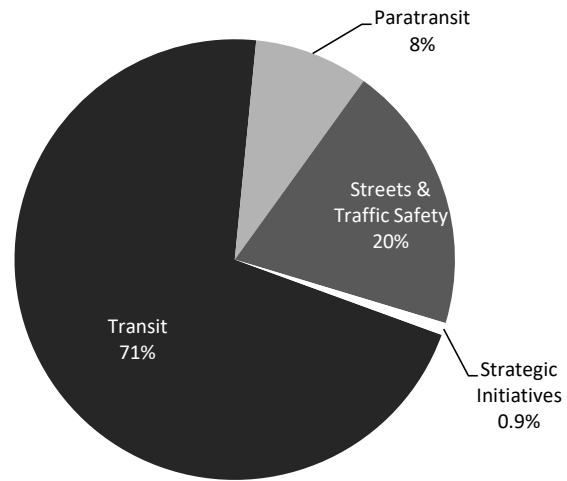
FY2020/21	Total	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Prior Allocations	\$ 32,302,905	\$ 14,301,264	\$ 12,013,288	\$ 4,810,941	\$ 1,177,412	\$ -	\$ -
Current Request(s)	\$ 682,600	\$ 38,500	\$ 528,800	\$ 115,300	\$ -	\$ -	\$ -
New Total Allocations	\$ 32,985,505	\$ 14,339,764	\$ 12,542,088	\$ 4,926,241	\$ 1,177,412	\$ -	\$ -

the current recommended allocation(s).

Investment Commitments, per Prop K Expenditure Plan



Prop K Investments To Date

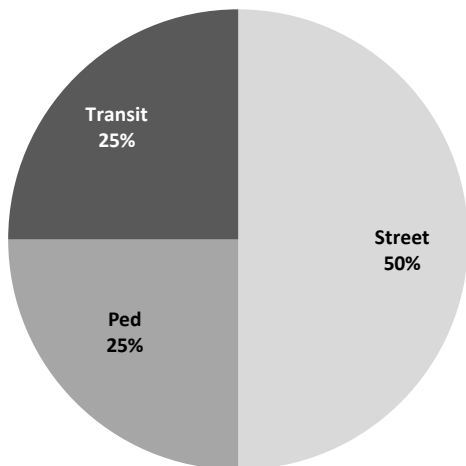


PROP AA VEHICLE REGISTRATION FEE

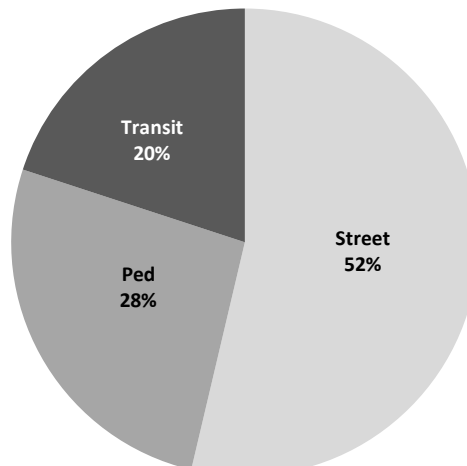
FY2020/21	Total	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Prior Allocations	\$ 5,086,429	\$ 2,732,401	\$ 2,354,029	\$ -	\$ -	\$ -
Current Request(s)	\$ 234,005	\$ 67,500	\$ 166,505	\$ -	\$ -	\$ -
New Total Allocations	\$ 5,320,434	\$ 2,799,901	\$ 2,520,534	\$ -	\$ -	\$ -

recommended allocation(s).

Investment Commitments, per Prop AA Expenditure Plan



Prop AA Investments To Date





**San Francisco
County Transportation
Authority**

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

Memorandum

AGENDA ITEM 6

DATE: 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 7

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 Descriptions ¹

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.

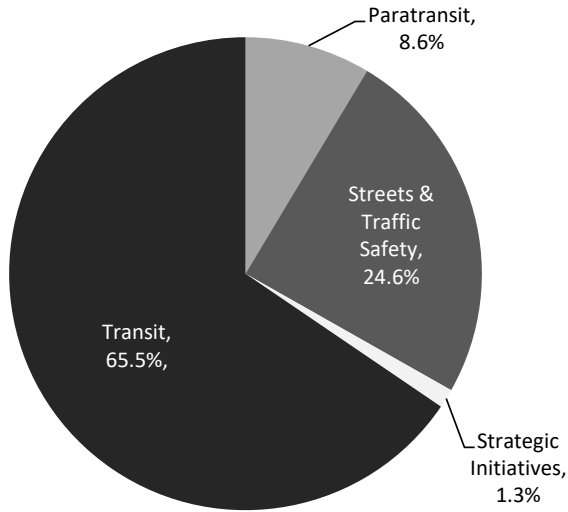
**Attachment 4.
Prop K Allocation Summary - FY2020/21**

PROP K SALES TAX

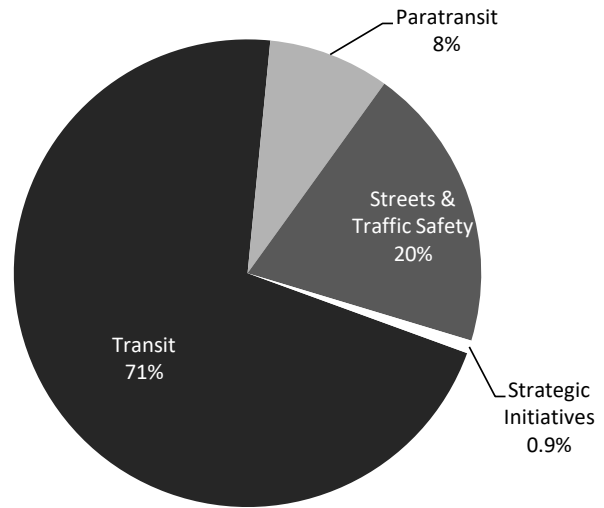
FY2020/21	Total	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Prior Allocations	\$ 49,181,107	\$ 14,339,764	\$ 20,639,889	\$ 13,024,042	\$ 1,177,412	\$ -	\$ -
Current Request(s)	\$ 550,000	\$ 400,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -
New Total Allocations	\$ 49,731,107	\$ 14,739,764	\$ 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	2023/24		
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		\$4,041,610
Total Allocated and Pending				\$330,000	\$670,000	\$0	\$0	\$0		\$1,000,000
Total Unallocated				\$1,310,610	\$610,000	\$666,000	\$350,000	\$105,000		\$3,041,610
Total Programmed in 2019 Strategic Plan				\$1,990,610	\$930,000	\$666,000	\$350,000	\$105,000		\$4,041,610
Deobligated Funds				\$0	\$0	\$0	\$0	\$0		\$0
Cumulative Remaining Programming Capacity				\$350,000	\$0	\$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		\$1,360,610	\$1,185,000	\$636,000	\$430,000	\$430,000	\$4,041,610
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 8

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	
Visitacion 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.**



RESOLUTION ALLOCATING UP TO \$5,773,403, WITH CONDITIONS, AND APPROPRIATING \$150,000 IN PROP K SALES TAX FUNDS, WITH CONDITIONS, FOR POTRERO YARD MODERNIZATION

WHEREAS, The Transportation Authority received a request for \$5,773,403 in Prop K local transportation sales tax funds, as summarized in Attachments 1 and 2 and detailed in the attached allocation request form; and

WHEREAS, The request seeks funds from the Facilities–Muni and Facilities–Undesignated Prop K Expenditure Plan categories; 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 each of the aforementioned Expenditure Plan programmatic categories; and

WHEREAS, The SFMTA’s request is consistent with the Prop K Strategic Plan and the 5YPPs for each of the categories; and

WHEREAS, In recognition of the scale and impact of the Potrero Yard Modernization project, as well as the novelty of the joint development delivery method for SFMTA, Transportation Authority staff recommends an appropriation of \$150,000 in Prop K funds from the Facilities-Muni category to perform an enhanced level of oversight on the project through Financial Close (anticipated for Quarter 1 Fiscal Year 2023); and

WHEREAS, The proposed scope, budget and funding for the Transportation Authority’s enhanced oversight role has been incorporated into the attached allocation request form; and

WHEREAS, The requested appropriation requires a concurrent amendment to the Facilities–Muni 5YPP as summarized in Attachment 3 and detailed in the attached allocation request form and SFMTA has no objection to the proposed amendment; and

WHEREAS, After reviewing the Potrero Yard Modernization request, Transportation Authority staff recommended allocating up to \$5,773,403 in Prop K funds, with conditions, and appropriating \$150,000 in Prop K funds, with conditions, for Potrero Yard Modernization, as described in Attachment 3 and detailed in the attached allocation request form, which



includes staff recommendations for Prop K allocation and appropriation 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 request and unanimously adopted a motion of support for the staff recommendation, with conditions amended to require regular presentations to the CAC providing project progress updates; now, therefore, let it be

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

RESOLVED, That the Transportation Authority hereby allocates up to \$5,773,403, with conditions, and appropriates \$150,000 in Prop K sales tax funds, with conditions, for Potrero Yard Modernization, as summarized in Attachment 3 and detailed in the attached allocation request form; and be it further

RESOLVED, That the Transportation Authority finds the allocation of these funds to be in conformance with the priorities, policies, funding levels, and prioritization methodologies established in the Prop K Plan, 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 sponsor to comply with applicable law and adopted Transportation Authority policies and execute a Standard Grant Agreement to that effect; and be it further

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

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

Attachments:

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

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	20U, 20M	SFMTA, SFCTA	Potrero Yard Modernization	\$ 5,923,403		\$ 11,565,024	90%	49%	Planning, Environmental	10
TOTAL				\$ 5,923,403	\$ -	\$ 11,565,024	90%	49%		

Footnotes

¹ "EP Line No./Category" is either the Prop K Expenditure Plan line number referenced in the 2019 Prop K Strategic Plan or the Prop AA Expenditure Plan category referenced in the 2017 Prop AA Strategic Plan, including: Street Repair and Reconstruction (Street), Pedestrian Safety (Ped), and Transit Reliability and Mobility Improvements (Transit) or the Traffic Congestion Mitigation Tax (TNC Tax) category referenced in the Program Guidelines.

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

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

⁴ "Actual Leveraging by Project Phase" is calculated by dividing the total non-Prop K or non-Prop AA funds in the funding plan by the total cost for the requested phase or phases. If the percentage in the "Actual Leveraging" column is lower than in the "Expected Leveraging" column, the request (indicated by yellow highlighting) is leveraging fewer non-Prop K dollars than assumed in the Expenditure Plan. A project that is well leveraged overall may have lower-than-expected leveraging for an individual or partial phase.

⁵

⁶ O&M stands for incremental operations and maintenance.

Attachment 2: Brief Project Descriptions ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Prop AA Funds Requested	Project Description
20U, 20M	SFMTA, SFCTA	Potrero Yard Modernization	\$ 5,923,403	\$ -	<p>Requested funds will be used for the planning and environmental phases for redeveloping the bus facility at 2500 Mariposa Street into 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 structure with 6 levels of bus facility support spaces, including 3 levels 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 units and active uses at the ground floor. The SFMTA proposes to deliver the project through a joint development project delivery method. The SFMTA plans to receive development concepts from potential partners by June 2021, select a preferred bidder by August 2021, and complete the Draft Environmental Impact Report by October 2021. We are requesting \$150,000 for enhanced project oversight through early 2023 when the SFMTA and development team are expected to execute the Project Agreement. SFMTA expects the facility to be operational by Fall 2026.</p>
TOTAL			\$5,923,403	\$0	

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Recommended	Recommendations
20U, 20M	SFMTA, SFCTA	Potrero Yard Modernization	\$ 5,923,403	<p>SFMTA may not expend \$3,518,651 of the recommended allocation prior to Board of Supervisors approval of legislation waiving certain procurement and contracting requirements in Chapters 6, 14B, and 21 of the Administrative Code to authorize the SFMTA to implement the project utilizing a joint development delivery method (anticipated by March 1, 2021).</p> <p>The recommended allocation of \$1 million for Professional Services Reimbursement is an "up to" amount. SFMTA shall deobligate any funds not required for reimbursement of unsuccessful bidders.</p> <p>Enhanced oversight: In recognition of the scale and impact of this project, as well as the joint development project delivery method which SFMTA has not used before, our recommendation is conditioned upon the Transportation Authority performing an enhanced level of oversight on this project. Transportation Authority Project Management and Oversight staff shall be invited to all critical meetings, including monthly project development meetings, SFMTA Board meetings, etc. and be provided project management activity reports.</p> <p>5-Year Prioritization Program (5YPP) amendment: Recommendation is conditioned on Board approval of an amendment to the Facilities-Muni 5YPP to program \$75,000 in cumulative remaining programming capacity for enhanced oversight by the Transportation Authority.</p> <p>Retroactive reimbursement: Recommendation is conditioned on Board approval of a waiver of the Prop K Strategic Plan policy that costs incurred prior to the date of execution of a grant agreement shall be ineligible for reimbursement, allowing reimbursement of costs incurred since November 17, 2020.</p>
TOTAL			\$ 5,923,403	

¹ See Attachment 1 for footnotes.

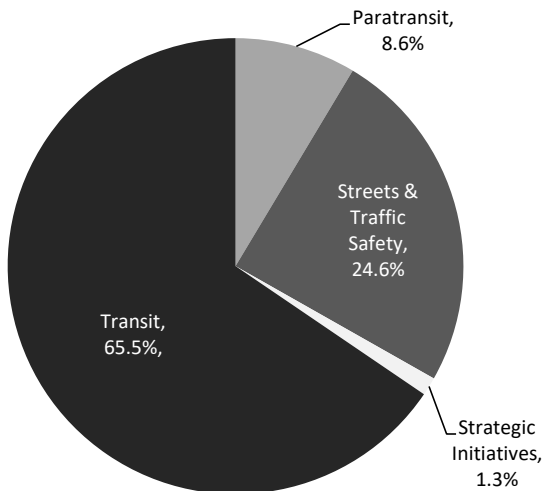
Attachment 4.
Prop K Allocation Summary - FY2020/21

PROP K SALES TAX

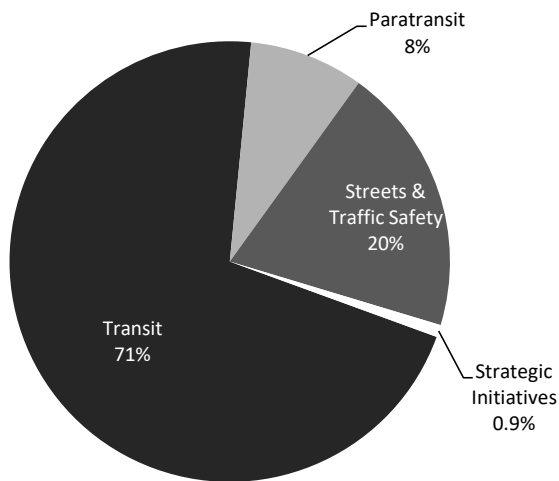
FY2020/21	Total	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Prior Allocations	\$ 33,535,505	\$ 14,739,764	\$ 12,692,088	\$ 4,926,241	\$ 1,177,412	\$ -	\$ -
Current Request(s)	\$ 5,923,403	\$ 3,194,415	\$ 2,698,988	\$ 30,000	\$ -	\$ -	\$ -
New Total Allocations	\$ 39,458,908	\$ 17,934,179	\$ 15,391,076	\$ 4,956,241	\$ 1,177,412	\$ -	\$ -

the current recommended allocation(s).

Investment Commitments, per Prop K Expenditure Plan



Prop K Investments To Date

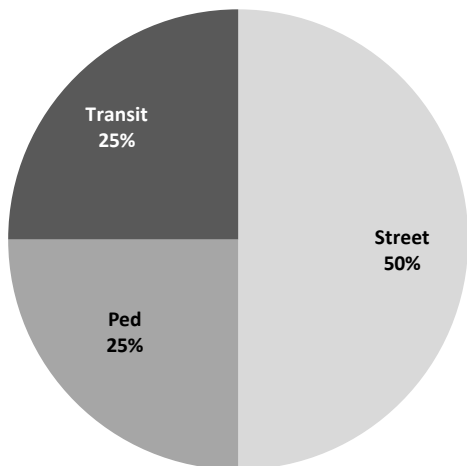


PROP AA VEHICLE REGISTRATION FEE

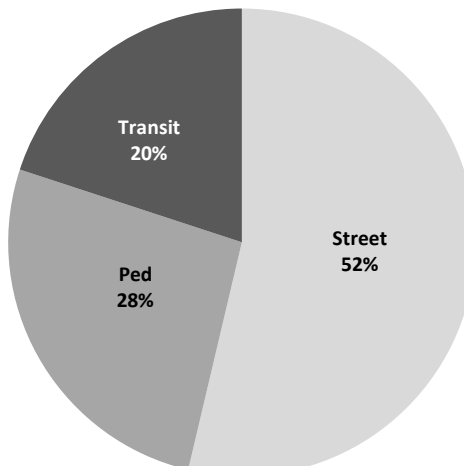
FY2020/21	Total	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Prior Allocations	\$ 5,086,429	\$ 2,732,401	\$ 2,354,029	\$ -	\$ -	\$ -
Current Request(s)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Total Allocations	\$ 5,086,429	\$ 2,732,401	\$ 2,354,029	\$ -	\$ -	\$ -

recommended allocation(s).

Investment Commitments, per Prop AA Expenditure Plan



Prop AA Investments To Date



San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2020/21
Project Name:	Potrero Yard Modernization
Grant Recipient:	San Francisco Municipal Transportation Agency

EXPENDITURE PLAN INFORMATION

Prop K EP categories:	Facilities - Undesignated, Facilities - MUNI
Current Prop K Request:	\$5,923,403
Supervisory District(s):	District 10

REQUEST

Brief Project Description

Planning and environmental phases for redeveloping the bus facility at 2500 Mariposa Street into a modern, efficient bus maintenance facility by 2026. The new facility would serve SFMTA's electric trolley and future battery-electric bus fleets. This Bus Yard Component will be a structure with 6 levels of bus facility support spaces, including 3 levels 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 units and active uses at the ground floor.

Detailed Scope, Project Benefits and Community Outreach

See detailed scope and detailed project descriptions, attached.

Project Location

2500 Mariposa Street (Bryant and Mariposa)

Project Phase(s)

Planning/Conceptual Engineering (PLAN), Environmental Studies (PA&ED)

Justification for Multi-phase Request

A multi-phase allocation for planning/conceptual engineering and environmental studies is appropriate given the concurrent nature of the work.

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop K 5YPP/Prop AA Strategic Plan?	Named Project
Is requested amount greater than the amount programmed in the relevant 5YPP or Strategic Plan?	Greater than Programmed Amount
Prop K 5YPP Amount:	\$5,848,403

Justification for Necessary Amendment

The subject request includes an amendment to the Facilities-Muni 5YPP to program \$75,000 in cumulative remaining programming capacity for enhanced oversight by the Transportation Authority of the planning phase through execution of the Project Agreement.

Potrero Yard Planning Phase — Scope

Project Description (see full Project Description in additional attachment)

The Potrero Yard Modernization Project will replace the obsolete, two-story bus facility with a modern and efficient bus maintenance and storage garage in 2026. This facility would be equipped to serve the projected future capacity and needs of the SFMTA's new electric trolley fleet and future battery-electric fleet. The proposed project would demolish the existing bus storage yard and the maintenance and operations building and would replace them with a single structure, approximately 75 to 150 feet tall and up to 1.3 million gross-square-feet (gsf) in capacity. The proposed structure would cover the entire lot.

In addition to the construction of a modern storage and maintenance facility and to leverage the construction opportunity to address Citywide goals for housing production, the SFMTA plans to solicit proposals for the bus facility and joint development atop the bus facility as a mixed-use residential development with ground floor community-serving uses. The SFMTA estimates that the Potrero Yard Modernization Project could support the construction of between 525 and 575 new housing units. While no agreement is yet in place, the SFMTA has proposed an initial target of 50 percent of the housing units being affordable (or 262 to 288 units) to low- to moderate-income residents.

To pursue these objectives, the SFMTA has introduced an Ordinance to the Board of Supervisors to approve the procurement framework that will allow the Agency to enter into Joint Development Services agreements with a private development team to design, build, finance, maintain, and perform asset management services for the proposed new Potrero Yard storage and maintenance facility. This legislation has been tabled by the Board of Supervisors, and the SFMTA is working closely with the Supervisors and their staff to bring the Ordinance to the Budget and Finance Committee.

- The Bus Yard Component is planned to be a six story concrete podium structure (including the basement level) for commingled other bus facility support spaces, including three high clearance levels for bus storage and maintenance. The bus facilities are estimated to include the following
 - 463,000 gsf for parking and bus circulation;
 - 186,000 gsf for bus services and storage, and
 - 52,000 gsf for administration offices, a bus operator training facility.
- The facility is planned to store 213 buses, which is a nearly 50 percent increase in capacity from the current operation.
- The Residential and Commercial Component may include:
 - a multi-floor structure on top of the podium structure that will house the bus facility, with the possibility of some units along the perimeter of the podium itself.
 - approximately 525 to 575 residential units
 - a set of commercial uses to activate street frontages (such as neighborhood-serving spaces and retail) on the perimeter of the podium at street level.

The Planning phase commenced in October 2019, and the following tasks are now substantially complete:

- CEQA Project Application, Notice of Preparation, and Public Scoping Meeting
- Potrero Yard bus facility design criteria document
- Site constraints analysis and site plan/program
- Conceptual project, referred to in joint development procurement documents as the Reference Project or Reference Concept
- Request for Qualifications for a partnering development team
- Considerable public outreach and engagement, including six major public in-person or online events

Project Delivery Strategy

The SFMTA proposes a joint development project delivery method for this Project. The Federal Transit Administration (FTA) defines joint development projects as projects that involve: (1) integrated development of transit and non-transit improvements, with transit projects physically or functionally related to commercial,

residential, or mixed-use development; (2) public and private investments that are coordinated between transit agencies and developers to improve land owned by a transit agency or related to a transit improvement; and (3) mutual benefit and shared cost among all parties involved. If the SFMTA and developer successfully negotiate a Project Agreement, the Project Agreement would require the developer to assume full development responsibility for all components and phases of the Potrero Yard Modernization Project, including both the bus facility and the residential and the commercial component. The SFMTA would retain ownership of the land and bus facility, and the private developer would lease the housing and commercial development from the SFMTA. The agreement for the developer's use of the housing and commercial development would specify all project programming details, including the housing unit affordability structure.

The joint development procurement method offers compelling advantages to meet the Project's objectives:

1. Mitigates cost and schedule risk by
 - a. selecting a joint development partner early in the CEQA process (currently underway) to provide input and develop a functional and attractive design that reflects input from the community;
 - b. agreeing on a fixed-price, date-certain contract with the private partner;
 - c. incentivizing on-schedule construction by linking payments for the bus facility to occupancy readiness or substantial completion of the facility; and
 - d. motivating the developer to deliver high-quality construction and building systems product by including maintenance of the building core and shell in the overall project agreement.
2. Transfers to the joint development partner the technical challenges of integrating the public bus facility and the private housing development and establishes the partner as the single point of responsibility for the Project.

In August 2020, the SFMTA issued a Request for Qualifications (RFQ), with responses received in November 2020, to design, build, finance, operate, and maintain the Project. The SFMTA will select a short list of up to three developers to participate in a Request for Proposals (RFP) to develop the Project, and select one developer to enter into the first Joint Development Services agreement, the Pre-Development Agreement, which will be used to negotiate the Project Agreement and the developer's Joint Development Services. The SFMTA will compensate the two proposers who are not selected for their work product, a standard practice for this type of project, where the RFP requires that the proposing teams invest considerable expense for an approximately five-month proposal preparation period. This compensation ensures that the SFMTA owns all work product created for the Project.

Public Outreach and Engagement

The SFMTA is committed to an inclusive, transparent stakeholder engagement process in designing this important new project. The SFMTA believes that the community should help to shape many of the decisions that are needed to rebuild Potrero Yard. In 2018, the SFMTA made a public pledge to stakeholders to:

- Be transparent about the constraints of the project that will guide decision making
- Work to understand and address stakeholder concerns and priorities
- Balance stakeholder concerns and priorities while also meeting the project's core transit objectives

To staff this work, the SFMTA has been augmenting project management staff (Project Manager 1 and Manager with a 1312 Public Information Officer for the last 18 months and has also invested significantly in a consultant contract to support the work. Ongoing public outreach and engagement consultant expenses exceed \$350,000 per year, and the SFMTA believes this is an appropriate and proportionate cost to the size of the Potrero Yard project and the significant outreach needs required in this neighborhood. The SFMTA is completing the hiring process for a 5408 Coordinator of Citizen Involvement to support this project as well as the SFMTA's larger Building Progress facility capital program. Since the inception of the Potrero project in 2017, the SFMTA has conducted several outreach and engagement events. Some are listed here:

- Six major community events since the end of 2017
 - Dec 2017 – introduction to Building Progress initiative, SFMTA facilities needs
 - Dec 2018 – height, urban design, community amenities at Potrero
 - Feb 2019 – housing, affordable housing, transportation considerations
 - Aug 2019 – tours of Potrero, discussion of the bus component of the project

- Oct 2019 – draft project concept: unit count, height, affordability target, bus capacity
- Jun 2020 – virtual community “check in” on the project procurement process
- 17 neighborhood working group meetings since Oct 2018
- Numerous presentations before neighborhood organizations (United to Save the Mission, Potrero Boosters, Dogpatch Neighborhood Association, Kansas Street SAFE)
- Numerous one-on-ones with stakeholders, neighbors, community orgs
- Tabling at community events (e.g. Fiesta de las Americas, SF Carnaval 2020 Salud es Poder event)
- On-going digital engagement
- On-going open door policy with project management teams

Planning Phase Scope of Work

The portion of the Planning phase proposed for Prop K funds extends from November 2020 through December 2021. A critical period in the end of the Planning phase, there are several project milestones included in this term, including:

- Ongoing public engagement related to developer procurement, concept proposals, and environmental review. These events will take place in both virtual and in-person formats, as possible given COVID-19 (November 2020 to December 2021). Public engagement efforts during the planning phase will also include on-going monthly Working Group meetings.
- Ongoing in-reach to SFMTA staff to ensure that their input is reflected in the developer Request for Proposals (RFP), that their concerns are heard, and that they are apprised of progress and schedule milestones.
- Drafting and release of the developer Request for Proposals including technical addenda such as Urban Design Guidelines and final Design Criteria (January 2021)
- Release of the Administrative Draft EIR (March 2021)
- Analysis and scoring of proposals received in response to the RFP. The review process will include the involvement of a scoring panel as well as a technical review panel comprised of experts in subjects such as transit facility design and infrastructure finance/economics (June 2021)
- Announcement of the Preferred Bidder and formal authorization of the Bidder selection by the SFMTA Board (July 2021)
- Execution of the Pre-Development Agreement (PDA) which will outline the terms, schedule, and milestones for the design and financing phase of the project (August 2021)
- Preparation of Response to Comments and Planning Department design and entitlement review (August 2021 – December 2021)

The Planning phase will close with the execution of the Project Agreement, anticipated in March 2023, and the project will proceed into the Design phase. To accommodate these many milestones, the scope of this request is divided into tasks as presented below.

Enhanced Oversight

In addition to the planning and environmental tasks described below, the request will fund enhanced oversight by the Transportation Authority through execution of the Project Agreement. This is in recognition of the scale and impact of this project, as well as the project delivery method which SFMTA has not used before.

Task 1: Project Management

SFMTA Staff: Project Manager 1, Manager IV, Transportation Planner III, Transportation Planner II Public Works Staff: Project Manager 3, Project Manager 1
Contract Staff: Project Management Assistance/Stakeholder Feedback Integration

This task includes day-to-day project management in the planning phase of the Potrero project, including

contract administration, internal communications and collaborations, and project scope, schedule, and budget maintenance and tracking. The majority of the project management work will be undertaken by the SFMTA's Project Manager 1 and Manager IV, and Public Works' Project Manager III, with others in supporting roles.

Task 2: Stakeholder Outreach and Engagement

SFMTA Staff: Project Manager 1, Manager IV, Transportation Planner II, Coordinator of Citizen Involvement, Public Information Officer

Public Works Staff: Project Manager 3, Project Manager 1

Contract Staff: Public Outreach and Engagement Consultant (Civic Edge), as-needed outreach consultant pool

This task includes continuation of the project's comprehensive outreach and engagement program. Outreach and engagement will be ongoing throughout the planning phase and the remainder of the project's implementation schedule. To date, outreach has been focused around the conceptual project and overall development principles. During the Prop K funding term, outreach will change materially to focus on the development partner team and the project design. To communicate this message and collect input and feedback from stakeholders, the SFMTA will employ various outreach and engagement tactics, including:

- Large-scale public community events (virtual or in-person, as appropriate)
- Continuation of the Potrero Yard Neighborhood Working Group
- Virtual engagement, including web, social media, television, and radio
- Continual innovation on new methods of stakeholder engagement to individually meet stakeholder appetites for project integration

Task 2 will be staffed by the SFMTA's Project Manager I, Coordinator of Citizen Involvement (to start October 2020), Public Information Officer, with support from the Manager IV and Planner II. The work is currently supported by Civic Edge Consulting, and the SFMTA will also utilize a diverse pool of qualified on-call consultants. This pool will allow the SFMTA to nimbly scope and select consultants for their unique expertise, which should result in excellent work products and cost efficiency for the SFMTA. Once the developer partner is selected, the SFMTA will work closely with the developer to design and implement this program, and funding of the program is envisioned to be borne by the developer. The SFMTA will maintain an oversight and content approval role.

Task 3: Project Delivery and Joint Development Advisory Services

SFMTA Staff: Project Manager 1, Manager IV, Transportation Planner III

Public Works Staff: Project Manager 3, Project Manager 1

Contract Staff: Joint Development Advisor (Arup)

The first phase of this task consists of completing the developer Request for Proposals (RFP) and managing the developer selection process. Specific subtasks include writing the RFP; completing technical addenda to the RFP such as the final Design Criteria and Urban Design Guidelines; forming a selection panel; responding to questions from proposers; and ensuring that the proposal review process is conducted objectively and efficiently. These responsibilities during the RFP process will be supplemented by the technical analyses of proposals described in Task 5 below. This phase will culminate in the selection of a Preferred Bidder.

The second phase of this task includes negotiation of the Pre-Development Agreement (PDA) with the selected developer. This second phase also includes regular communications with the LMD, responding to technical inquiries, and regular monitoring of project costs and schedule once the PDA is executed. This phase will complement the technical review tasks during the PDA phase described in Task 5.

Jointly with the SFMTA, Public Works entered into a contract with Arup in 2019 for joint development advisory services through the PDA phase. Prop K funds are proposed to be used for invoiced work on the

RFP and PDA phases from November 2020 (following Board approval of this request) to December 2021. Prop K funds would also be used for the SFMTA to purchase the design work products from the two unsuccessful respondents to the RFP. Because the RFP process will demand extensive design work, cost estimating, and financial modeling, this fee for services structure helps to incentivize high quality Proposal deliverable from the proposing teams. Task 3 work will be undertaken mostly by the SFMTA's Project Manager 1 and Manager IV, Public Works' Project Manager 3 and Project Manager 1, and Arup, with other SFMTA and Public Works staff in support roles.

Task 4: Environmental Review

SFMTA Staff: Project Manager 1, Manager IV, Transportation Planner III
Contract Staff: SWCA Environmental Consultants

This task includes collaborating with SF Planning to complete environmental review of the project in accordance with the California Environmental Quality Act. The major milestone during the Prop K Planning phase term is the distribution of the Draft Environmental Impact Report (EIR), which will dovetail with the formal partnership with the development team. The SFMTA entered into a contract with SWCA in 2018 for the completion of the EIR, and the work is ongoing. Prop K funds are proposed to be used for invoiced work on the EIR from November 2020 (following Board approval of this request) to December 2021, culminating in the response to comments on the Draft EIR. This work is undertaken mostly by the SFMTA's Project Manager 1 and SWCA, with other SFMTA staff in support roles.

Task 5: Economic and Transportation Facility Analysis and Design Peer Review

SFMTA Staff: Project Manager 1, Manager IV, Transportation Planner III
Contract Staff: Hatch, HDR

This first phase of this task consists of a detailed analysis of the design and financial proposals from the three shortlisted respondents to the RFP. A technical panel comprised of SFMTA and consultant subject matter experts will evaluate the proposals on the basis of a) conformance to the transit facility Design Criteria, b) quality of the transit facility design, c) soundness of their financial assumptions, and d) proposed availability payment structure for financing the transit facility. The technical panel will transmit a summary of their analysis to the RFP selection panel. Based on this technical analysis and other selection criteria, the selection panel will choose a Preferred Bidder with whom the SFMTA will enter exclusive negotiations.

The second phase of this task will commence upon execution of the PDA between the SFMTA and the developer. The developer will be responsible for advancing the design of the project to a 50% level of completion, at which point the design will be competitively bid to interested design-build teams. During this second phase, leading up to the 50% drawing set, there will be on-going analysis of the evolving project design and financial model. SFMTA and consultant staff will continually verify that the facility design is consistent with the SFMTA's Design Criteria. Staff will also ensure that the updated financial model is based on sound assumptions and is consistent with the SFMTA's financial parameters for the project.

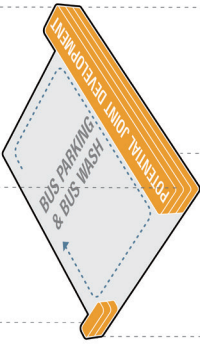
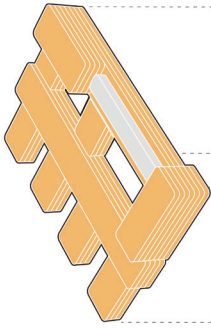
The major milestones during the Prop K Planning phase term for this task are 1) selection of the Preferred Bidder and 2) completion of the 50% drawing set and corresponding updated financial model. Prop K funds are proposed to be used for invoiced work on the Economic and Transportation Facility Analysis from November 2020 to December 2021, culminating in the completion of the 50% drawing set and financial model. This work is undertaken mostly by the SFMTA's Manager IV, Public Works' Project Manager III, and consultants from HDR and Hatch, as well as the SFMTA's on-call structural and other engineering support, with other SFMTA and Public Works staff in support roles.



Building a Modern Transit Facility

To keep buses running and serving our customers we must modernize Potrero Yard. The facility is 105 years old and requires a complete update. A new Potrero Yard will address the following critical needs:

- Rebuild, expand, and modernize Potrero Yard by 2026
- Provide infrastructure for battery electric buses
- Improve safety and working conditions for the SFMTA workforce
- Consolidate functions for efficiencies (Bus Operator and Street Operations training)



75' tall bus facility, entire project up to 150' in height

Bus Project Estimate: \$500 million

This significant investment requires creative budget planning. We are seeking a development partner to design, build, finance, and maintain the new building to ensure on-time/on-budget delivery, high-quality construction, and on-going maintenance of the joint development building components.

The Potrero Yard project development process demonstrates the SFMTA's commitment to:

- A responsible public investment
- Inclusive and transparent community participation
- A joint development that is financially feasible

PROJECT TIMELINE (2020 to 2021)

August 2020	RFQ release
September 2020	CEQA scoping meeting
Fall 2020	Enabling legislation to BOS
Early 2021	RFP release
Spring 2021	Draft EIR
Summer 2021	Developer selection

“This long overdue project will bring our operations and maintenance into the 21st century. We have the opportunity to build San Francisco’s first mixed-use transit facility and I’m excited to know that some of the residential units could house our employees.”

- Michael Henry, Potrero Yard Maintenance Superintendent

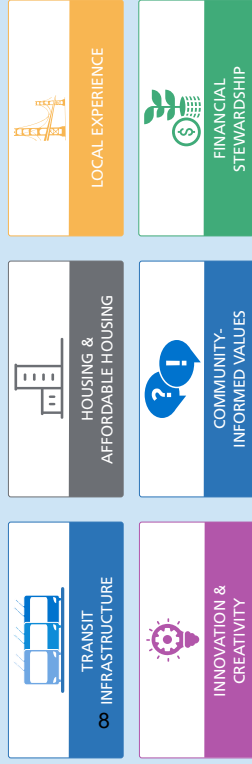
Innovative Project Delivery

The project requires enabling legislation approval by the Board of Supervisors (BOS) because the current Administrative Code prescribes traditional methods to deliver public projects that are fully designed and funded rather than through a joint-development approach.

A successful joint development partnership requires early engagement with a developer to progress stepwise so project risks are defined and managed early on by the correct party. The project enabling ordinance fills gaps in the Administrative Code and exempts the project from procurement requirements that do not fit procedurally. To receive a successful competitive developer selection process, the developers must have confidence that they can invest resources at risk to create a competitive proposal that delivers the project's goals. Other key provisions of the legislation include:

- Allowing the SFMTA to make a "best value" selection that assesses quality, cost, and delivery of affordable housing
- Obligating the project to essential City policies like local hire, prevailing wage, and an LBE program
- Providing a stipend to unsuccessful bidders
- Incorporating an opportunity for the Board of Supervisors to review the Project Agreement term sheet

Key Needs for the Joint Development Partner



Proposition K Funds

The SFMTA will seek Prop K funds from the SFCTA to support ongoing planning work through December 2021. This funding request supports:

- Ongoing CEQA analysis
- The SFMTA's technical review of the bus yard design
- Continuation of the project's robust stakeholder engagement program
- Professional joint development advisory services

Fall 2020 Legislation Summary

The project-enabling ordinance (BOS) and Proposition K funding request (SFCTA) keep the project moving forward. The legislation also commits the SFMTA to bringing deal terms to the BOS for its review and approval. Further, it's essential to enable the joint development that delivers the Bus Yard and housing, including much-needed affordable housing.

The project team is available to brief all Supervisors and staff on the project details at any requested interval. The project team is also committed to transparent and meaningful engagement with the community every step of the way.

Potrero Yard is an ambitious, innovative, and essential project for the SFMTA, the City, and all who live, work, and visit San Francisco.

BOS & SFCTA Milestones



Housing Opportunity

This City project is a once-in-a-lifetime opportunity to leverage the construction at the site to contribute to the City's housing goals. Together with Planning, OEWD, MOHCD, and Public Works, the project team arrived at a concept to provide housing above Potrero Yard. Extensive Potrero Yard Neighborhood Working Group and community input has resulted in support for:



Community Needs & Concerns

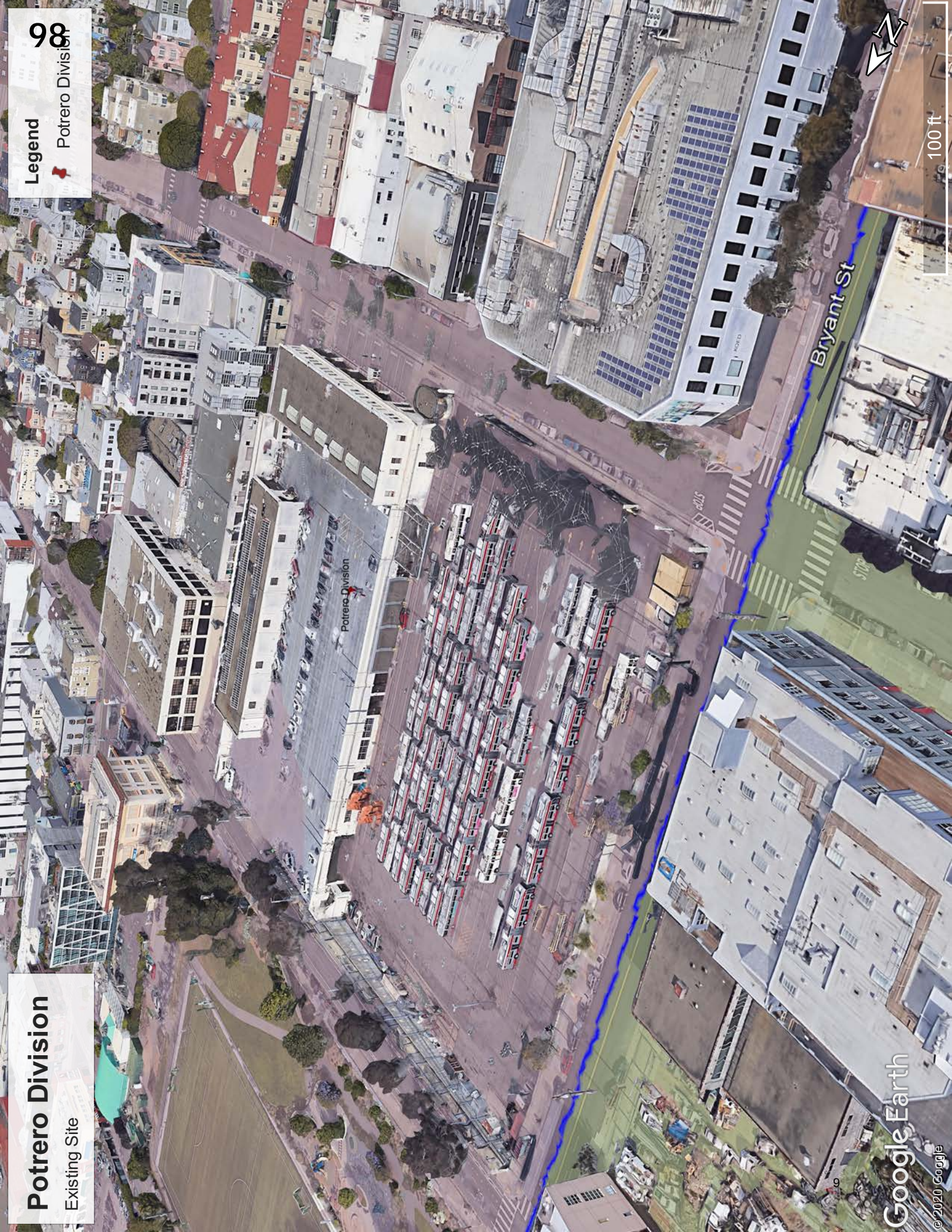
The SFMTA is working with community stakeholders to refine the project's scope and address their needs and concerns. Activities include:

- Continuing in-depth stakeholder engagement, along with the Potrero Yard Neighborhood Working Group
- Producing a Racial Equity Assessment to understand and address inequitable unintended consequences from the project
- Developing a Public Benefits Principles document as part of the RFP, in partnership with the Potrero Yard Working Group



Potrero Division

Existing Site



100 ft

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2020/21
Project Name:	Potrero Yard Modernization
Grant Recipient:	San Francisco Municipal Transportation Agency

ENVIRONMENTAL CLEARANCE

Environmental Type:	EIR/EIS
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PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering (PLAN)	Oct-Nov-Dec	2019	Oct-Nov-Dec	2021
Environmental Studies (PA&ED)	Oct-Nov-Dec	2019	Apr-May-Jun	2022
Right of Way				
Design Engineering (PS&E)	Jul-Aug-Sep	2021	Apr-May-Jun	2022
Advertise Construction	Jul-Aug-Sep	2022		
Start Construction (e.g. Award Contract)	Apr-May-Jun	2023		
Operations (OP)				
Open for Use			Jul-Aug-Sep	2026
Project Completion (means last eligible expenditure)			Oct-Nov-Dec	2026

SCHEDULE DETAILS

See schedule attachment.

Environmental review note: The subject scope of work will advance the environmental review process through responses to comments on the Draft EIR.

**Potrero Yard Modernization
Project Procurement/ Environmental Review
Detailed Schedule**

Task	Scope of Work	Start Date	End Date
Task 1	Project Management		
	RFP Drafting	10/1/2020	12/31/2020
	Publication of the RFP	1/15/2021	
Task 2	Stakeholder Engagement		
	Ongoing Engagement online, social media, print		ongoing
	Ongoing Potrero Yard Working Group monthly meetings		monthly
	Large online event #1 (RFP release)	12/15/2020	1/5/2021
	Large online/in-person event #2 (DEIR release)	3/1/2021	3/20/2021
	Large online/in-person event #3 (Proposal acceptance)	7/1/2021	7/15/2021
	Large online/in-person event #3 (PDA completion)	10/1/2021	11/1/2021
Task 3	Project Procurement		
	Proposer Meeting and Review Round 1 (Addendum 1)		2/12/2021
	Proposer Meeting and Review Round 2 (Addendum 2)		3/25/2021
	Proposer Meeting and Review Round 3		4/19/2021
	Concept Design Submission		4/30/2021
	Final Addendum (if applicable)		5/7/2021
	Alternative Technical Concept Acceptance (if applicable)		5/14/2021
	Receipt of proposals from shortlisted respondents		6/25/2021
	Selection of Preferred Bidder		8/20/2021
	PDA Execution		10/20/2021
	Schematic Design Completion (end of Planning phase)		12/31/2021
Task 4	Environmental Review		
	DEIR public circulation		4/1/2021
	DEIR public comment period	4/1/2021	5/15/2021
	Response to DEIR comments		10/1/2021
Task 5	Economic and Transportation Facility Analysis		
	Technical Panel Proposal Analysis	2/12/2021	5/14/2021
	Schematic Design Review Process	6/25/2021	12/31/2021

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

FY of Allocation Action:	FY2020/21
Project Name:	Potrero Yard Modernization
Grant Recipient:	San Francisco Municipal Transportation Agency

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K: Facilities - MUNI	\$0	\$1,075,000	\$0	\$1,075,000
PROP K: Facilities - Undesignated	\$0	\$4,848,403	\$0	\$4,848,403
SFMTA OPERATING - FACILITY	\$0	\$1,442,188	\$4,199,433	\$5,641,621
Phases in Current Request Total:	\$0	\$7,365,591	\$4,199,433	\$11,565,024

FUNDING PLAN - ENTIRE PROJECT (ALL PHASES)

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K	\$0	\$5,923,403	\$0	\$5,923,403
TSF TRANSIT	\$0	\$3,129,088	\$0	\$3,129,088
TSF MAINTENANCE	\$0	\$460,000	\$0	\$460,000
TBD (SFMTA FACILITY OPS, PROP B, TSF, SB1)	\$425,168,764	\$0	\$0	\$425,168,764
SFMTA OPERATING - FACILITY	\$0	\$1,442,188	\$4,199,433	\$5,641,621
SB1 - FY24, FY25 (STA-SGR REVENUE BASED)	\$0	\$9,499,192	\$0	\$9,499,192
RM3 FACILITY	\$8,555,052	\$0	\$0	\$8,555,052
PROP B	\$0	\$6,533,072	\$0	\$6,533,072
Funding Plan for Entire Project Total:	\$433,723,816	\$26,986,943	\$4,199,433	\$464,910,192

COST SUMMARY

Phase	Total Cost	Prop K - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering (PLAN)	\$9,565,024	\$5,365,591	Planning phase consultant scopes (contracts are in place), and staff time estimate
Environmental Studies (PA&ED)	\$2,000,000	\$557,812	Executed EIR consultant contract
Right of Way	\$0	\$0	
Design Engineering (PS&E)	\$9,147,891	\$0	Staff-generated labor estimate and consultant support estimates to bring us to PDA phase. At PDA phase, developer will assume design costs.
Construction (CON)	\$444,197,277	\$0	2019 Cost estimate from ARUP advisors and M. Lee Cost Estimators
Operations (OP)	\$0	\$0	
Total:	\$464,910,192	\$5,923,403	

% Complete of Design:	0.0%
As of Date:	09/25/2020
Expected Useful Life:	100 Years

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

MAJOR LINE ITEM BUDGET - Potrero Yard Modernization - Planning and Environmental

BUDGET SUMMARY						
Agency	Task 1 - Project Management	Task 2 - Stakeholder Outreach and Engagement	Task 3 - Project Procurement and Joint Development Advisory Services	Task 4 - Environmental Review	Task 5 - Economic and Transportation Facility Analysis	Total
SFMTA	\$ 1,480,148	\$ 566,865	\$ 472,388	\$ 314,925	\$ 314,925	\$ 3,149,250
SF Public Works	\$ 696,226	\$ -	\$ 464,151	\$ -	\$ -	\$ 1,160,376
Professional Services Consultants	\$ 247,500	\$ 918,298	\$ 2,204,211	\$ 1,155,875	\$ 1,434,112	\$ 5,959,995
Professional Services Reimbursement	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
Other Direct Costs *	\$ -	\$ 125,402	\$ -	\$ 20,000	\$ -	\$ 145,402
SFCTA Enhanced Oversight	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Total	\$ 2,423,874	\$ 1,610,565	\$ 4,140,749	\$ 1,490,800	\$ 1,749,037	\$ 11,565,024

* Direct Costs include printed collateral, mailing, and facility rental/tabling fees.

Agency	Task 1 - Project Management	Task 2 - Stakeholder Outreach and Engagement	Task 3 - Project Procurement and Joint Development Advisory Services	Task 4 - Environmental Review	Task 5 - Economic and Transportation Facility Analysis	Total
PART 0 01/01/2019-11/15/2020						
SFMTA	\$ 592,059	\$ 198,403	\$ 212,574	\$ 141,716	\$ 141,716	\$ 1,286,469
SF Public Works	\$ 313,302	\$ -	\$ 208,868	\$ -	\$ -	\$ 522,169
Professional Services Consultants	\$ 157,500	\$ 620,503	\$ 1,184,211	\$ 835,875	\$ 1,030,237	\$ 3,828,325
Professional Services Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Direct Costs *	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Part 0	\$ 1,062,861	\$ 818,906	\$ 1,605,653	\$ 977,591	\$ 1,171,953	\$ 5,636,963
PART 1 11/15/2020-2/28/2021						
SFMTA	\$ 444,044	\$ 226,746	\$ 165,336	\$ 110,224	\$ 47,239	\$ 993,589
SF Public Works	\$ 174,056	\$ -	\$ 162,453	\$ -	\$ -	\$ 336,509
Professional Services Consultants	\$ 45,000	\$ 119,118	\$ 612,000	\$ 192,000	\$ 80,775	\$ 1,048,893
Professional Services Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Direct Costs *	\$ -	\$ 50,161	\$ -	\$ -	\$ -	\$ 50,161
Total Part 1	\$ 663,101	\$ 396,025	\$ 939,788	\$ 302,224	\$ 128,014	\$ 2,429,152
PART 2 03/01/2021-12/31/2021						
SFMTA	\$ 444,044	\$ 141,716	\$ 94,478	\$ 62,985	\$ 125,970	\$ 869,193
SF Public Works	\$ 208,868	\$ -	\$ 92,830	\$ -	\$ -	\$ 301,698
Professional Services Consultants	\$ 45,000	\$ 178,677	\$ 408,000	\$ 128,000	\$ 323,100	\$ 1,082,777
Professional Services Reimbursement	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
Other Direct Costs *	\$ -	\$ 75,241	\$ -	\$ 20,000	\$ -	\$ 95,241
Total Part 2	\$ 697,912	\$ 395,635	\$ 1,595,308	\$ 210,985	\$ 449,070	\$ 3,348,909
Grand Total Parts 0 - 2						\$ 11,415,024

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

Consultant Scope (Phases 1 & 2)	Professional Expertise	Task	Hourly Rate	Total Hours	Total
Project Management Support	Land Use Planning, Facilities Planning	1	125	600	\$ 75,000
Property Appraisal	Real Estate Appraiser	1	188	80	\$ 15,000
Public Outreach Consultant	Public Outreach and Engagement	2	165	605	\$ 99,835
As-Needed Outreach Pool Task Orders	Public Outreach and Engagement	2	165	1200	\$ 197,960
Joint Development Advisor	Real Estate Development Partnerships	3	395	2204	\$ 870,000
RFP Proposals Technical Review	Civil/Structural Engineers	3	200	750	\$ 150,000
Potrero Yard EIR	Environmental Review	4	200	1600	\$ 320,000
Economic Market Sounding	Real Estate Economists	5	262	244	\$ 63,996
Engineering Peer Review	Civil/Structural Engineers	5	250	1000	\$ 250,000
Transit Facility Proposal Review	Public Transit Facility Consulting	5	216	416	\$ 89,879
Total				8,699	\$ 2,131,670

Consultant Scope (Phase 0)	Professional Expertise	Task	Hourly Rate	Total Hours	Total
Project Management Support	Land Use Planning, Facilities Planning	1	150	1050	\$ 157,500
Public Outreach Consultant	Public Outreach and Engagement	2	165	2360	\$ 389,438
As-Needed Outreach Pool Task Orders	Public Outreach and Engagement	2	185	1249	\$ 231,065
Joint Development Advisor	Real Estate Development Partnerships	3	395	3000	\$ 1,184,211
Potrero Yard EIR	Environmental Review	4	225	3715	\$ 835,875
Economic Market Sounding	Real Estate Economists	5	262	742	\$ 194,612
Development Scenario Building	Urban Designers	5	255	875	\$ 223,125
Transit Facility Consulting	Public Transit Facility Consulting	5	250	2450	\$ 612,500
Total				15,441	\$ 3,828,325

SFCTA	Hours	Base Hourly Rate	Overhead Multiplier	Fully Burdened Hourly Cost	FTE	Total
Rail Program Manager Consultant	353	\$ 108.17	2.62	\$ 283.41	0.17	\$ 100,000
						\$ 50,000

San Francisco County Transportation Authority

Prop K/Prop AA Allocation Request Form

FY of Allocation Action:	FY2020/21
Project Name:	Potrero Yard Modernization
Grant Recipient:	San Francisco Municipal Transportation Agency

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
Total Prop K Requested:	\$5,923,403	Total Prop AA Requested:	\$0
Total Prop K Recommended:	\$5,923,403	Total Prop AA Recommended:	\$0

SGA Project Number:		Name:	Potrero Yard Modernization - Professional Services Reimbursement (20M)
Sponsor:	San Francisco Municipal Transportation Agency	Expiration Date:	06/30/2022
Phase:	Planning/Conceptual Engineering	Fundshare:	100.0

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-120M	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000

Deliverables

- At least 2 weeks prior to publication of the Draft Developer Request for Proposals (RFP) (anticipated January 2021), provide a copy of the document for Transportation Authority staff review and comment. The Transportation Authority acknowledges that the Draft RFP will be a confidential document, and it will not be released to the Preferred Bidder Selection Panel or anyone else outside the project team.
- Upon receipt of the design and financial proposals from the three shortlisted respondents to the RFP (anticipated June 2021), provide summaries and renderings of the proposals.
- Upon selection of the Preferred Bidder (anticipated August 2021), SFMTA will present to the Transportation Authority CAC and Board a report on the work accomplished and status of the overall project.

Special Conditions

- SFMTA may not expend these funds prior to Board of Supervisors approval of legislation waiving certain procurement and contracting requirements in Chapters 6, 14B, and 21 of the Administrative Code to authorize the SFMTA to implement the project utilizing a joint development delivery method (anticipated by March 1, 2021).
- The recommended allocation is an "up to" amount. SFMTA shall deobligate any funds not required for reimbursement of unsuccessful bidders.
- In recognition of the scale and impact of this project, as well as the Joint Development project delivery method which SFMTA has not used before, we will perform an enhanced level of oversight on this project. Transportation Authority Project Management and Oversight staff shall be invited to all critical meetings, including monthly project development meetings, SFMTA Board meetings, etc. and be provided project management activity reports.

SGA Project Number:		Name:	Potrero Yard Modernization - Part 1 Planning (20U)
Sponsor:	San Francisco Municipal Transportation Agency	Expiration Date:	06/30/2022
Phase:	Planning/Conceptual Engineering	Fundshare:	50.9

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-120U	\$1,968,554	\$0	\$0	\$0	\$0	\$1,968,554

Deliverables

1. By January 2021 SFMTA will provide a risk analysis of the overall project and its potential impacts on transit operations, including the joint development project delivery approach, as well as a Value for Money analysis of the project and project delivery strategy.

2. Quarterly progress reports shall include % complete of the planning phase; % complete by task; work performed in the prior quarter including a summary of outreach performed, feedback received and SFMTA's response to feedback; work anticipated to be performed in the upcoming quarter; and any issues that may impact schedule, in addition to all other requirements described in the Standard Grant Agreement.

Special Conditions

1. Recommendation is conditioned on Board approval of a waiver of the Prop K Strategic Plan policy that costs incurred prior to the date of execution of a grant agreement shall be ineligible for reimbursement, allowing reimbursement of costs incurred since November 17, 2020.

2. In recognition of the scale and impact of this project, as well as the Joint Development project delivery method which SFMTA has not used before, we will perform an enhanced level of oversight on this project. Transportation Authority Project Management and Oversight staff shall be invited to all critical meetings, including monthly project development meetings, SFMTA Board meetings, etc. and be provided project management activity reports.

SGA Project Number:		Name:	Potrero Yard Modernization - Part 1 Environmental (20U)
Sponsor:	San Francisco Municipal Transportation Agency	Expiration Date:	12/31/2022
Phase:	Environmental Studies	Fundshare:	50.9

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-120U	\$286,198	\$0	\$0	\$0	\$0	\$286,198

Deliverables

1. Quarterly progress reports shall include % complete of the environmental phase; % complete by task; work performed in the prior quarter including a summary of outreach performed, feedback received and SFMTA's response to feedback; work anticipated to be performed in the upcoming quarter; and any issues that may impact schedule, in addition to all other requirements described in the Standard Grant Agreement.

2. Upon circulation of the Draft Environmental Impact Report (DEIR) for public comment (anticipated April 2021), provide an electronic copy of the document or a link to the SF Planning Environmental Review website for download of the document.

3. Upon completion of the response to comments on the DEIR (anticipated October 2021), provide an electronic copy of the document or a link to the SF Planning Environmental Review website for download of the document.

Special Conditions

1. Recommendation is conditioned on Board approval of a waiver of the Prop K Strategic Plan policy that costs incurred prior to the date of execution of a grant agreement shall be ineligible for reimbursement, allowing reimbursement of costs incurred since November 17, 2020.

SGA Project Number:		Name:	Potrero Yard Modernization - Part 2 Planning (20U)
Sponsor:	San Francisco Municipal Transportation Agency	Expiration Date:	06/30/2022
Phase:	Planning/Conceptual Engineering	Fundshare:	50.9

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-120U	\$829,046	\$1,487,139	\$0	\$0	\$0	\$2,316,185

Deliverables

1. See Deliverable 2 for Potrero Yard Modernization - Phase 1 Planning

Special Conditions

1. SFMTA may not expend these funds prior to Board of Supervisors approval of legislation waiving certain procurement and contracting requirements in Chapters 6, 14B, and 21 of the Administrative Code to authorize the SFMTA to implement the project utilizing a joint development delivery method (anticipated by March 1, 2021).

2. See Special Condition 2 for Potrero Yard Modernization - Part 1 Planning

SGA Project Number:		Name:	Potrero Yard Modernization - Part 2 Environmental (20U)
Sponsor:	San Francisco Municipal Transportation Agency	Expiration Date:	12/31/2022
Phase:	Environmental Studies	Fundshare:	50.9

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-120U	\$50,616	\$151,850	\$0	\$0	\$0	\$202,466

Deliverables

1. See Deliverable 1 for Potrero Yard Modernization - Part 1 Environmental
2. See Deliverable 2 for Potrero Yard Modernization - Part 1 Environmental
3. See Deliverable 3 for Potrero Yard Modernization - Part 1 Environmental

Special Conditions

1. SFMTA may not expend these funds prior to Board of Supervisors approval of legislation waiving certain procurement and contracting requirements in Chapters 6, 14B, and 21 of the Administrative Code to authorize the SFMTA to implement the project utilizing a joint development delivery method (anticipated by March 1, 2021).

SGA Project Number:		Name:	Potrero Yard Modernization - Enhanced Oversight (EP-20U)
Sponsor:	San Francisco County Transportation Authority	Expiration Date:	03/31/2023
Phase:	Planning/Conceptual Engineering	Fundshare:	51.22

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-120U	\$60,000	\$15,000	\$0	\$0	\$0	\$75,000

Deliverables

1. Quarterly progress reports shall include % complete of the planning phase; % complete by task; work performed in the prior quarter including a summary of comments and analyses provided to SFMTA; work anticipated to be performed in the upcoming quarter; and any identified issues that may impact the project schedule.
2. SFCTA will provide comments to the SFMTA project team on the Draft Developer Request for Proposals (RFP) (anticipated January 2021) prior to publication. The Transportation Authority acknowledges that the Draft RFP will be a confidential document, and it will not be released to the Preferred Bidder Selection Panel or anyone else outside the project team.
3. SFCTA will provide comments on the design and financial proposals from the three shortlisted respondents to the RFP (anticipated June 2021) to the SFMTA project team.
4. SFCTA will provide comments on the Pre-Development Agreement (PDA) (anticipated August 2021) to the SFMTA project team.

Notes

1. Funding for enhanced oversight by the Transportation Authority through execution of the Project Agreement, anticipated in March 2023.

SGA Project Number:		Name:	Potrero Yard Modernization - Enhanced Oversight (EP-20M)
Sponsor:	San Francisco County Transportation Authority	Expiration Date:	
Phase:		Fundshare:	51.22

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-120M	\$0	\$45,000	\$30,000	\$0	\$0	\$75,000

Deliverables

1. See Deliverable #1 for Potrero Yard Modernization - Enhanced Oversight (EP-20U)
2. See Deliverable #2 for Potrero Yard Modernization - Enhanced Oversight (EP-20U)
3. See Deliverable #3 for Potrero Yard Modernization - Enhanced Oversight (EP-20U)
4. See Deliverable #4 for Potrero Yard Modernization - Enhanced Oversight (EP-20U)

Special Conditions

1. The recommended allocation is contingent upon amendment of the Facilities-Muni 5YPP to program \$75,000 in cumulative remaining programming capacity for enhanced oversight by the Transportation Authority of the planning phase through execution of the Project Agreement. See attached 5YPP amendment for details.

Metric	Prop K	Prop AA
Actual Leveraging - Current Request	48.78%	No Prop AA
Actual Leveraging - This Project	98.73%	No Prop AA

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

FY of Allocation Action:	FY2020/21
Project Name:	Potrero Yard Modernization
Grant Recipient:	San Francisco Municipal Transportation Agency

EXPENDITURE PLAN INFORMATION

Current Prop K Request:	\$5,923,403
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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

MJ

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Licinia Iberri	Mary Jarjoura
Title:	Principal Administrative Analyst	Principal Administrative Analyst
Phone:	(415) 646-2715	(415) 646-2765
Email:	licinia.iberri@sfmta.com	mary.jarjoura@sfmta.com

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

Pending January 12, 2020 Board

Agency	Project Name	Phase	Status	Fiscal Year				Total
				2019/20	2020/21	2021/22	2022/23	
Carry Forward From 2014 5YPP								
SFMTA	Potrero Yard Modernization	PLAN/CER, PA/ED	Pending (Prior)		\$1,000,000			\$1,000,000
SFCTA	Potrero Modernization - Enhanced Oversight ²	PLAN/CER	Pending		\$75,000			\$75,000
SFMTA	Building Progress FIX - Placeholder ¹	CON	Programmed	\$500,000				\$500,000
SFMTA	Muni Metro East Expansion	PS&E	Programmed		\$1,899,677			\$1,899,677
SFMTA	Muni Metro East Expansion	CON	Programmed			\$2,800,000		\$2,800,000
SFMTA	New Castro Station Elevator ¹	PS&E	Allocated	\$1,500,000				\$1,500,000
Total Programmed in 2019 5YPP				\$2,000,000	\$2,974,677	\$0	\$2,800,000	\$7,774,677
Total Allocated and Pending				\$1,500,000	\$1,075,000	\$0	\$0	\$2,575,000
Total Unallocated				\$500,000	\$1,899,677	\$0	\$2,800,000	\$5,199,677
Total Programmed in 2019 Strategic Plan				\$3,000,000	\$1,899,677	\$0	\$2,800,000	\$7,699,677
Deobligated Funds				\$372,877	\$1,347,596	\$0	\$0	\$1,720,473
Cumulative Remaining Programming Capacity				\$1,372,877	\$1,645,473	\$1,645,473	\$1,645,473	\$1,645,473
Pending Allocation/Appropriation								
Board Approved Allocation/Appropriation								

FOOTNOTES:

¹ 5YPP amendment to accommodate allocation of \$1,500,000 for New Castro Station Elevator (Resolution 20-020, 12/17/2019):

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

New Castro Station Elevator: Change project phase from construction to design; Prop K amount and year of programming are unchanged and project is fully funded through

² 5YPP amendment to accommodate appropriation of \$75,000 for Potrero Yard Modernization - Enhanced Oversight (Resolution 21-0XX, xx/xx/xxxx):

Cumulative Remaining Programming Capacity: Reduced from \$X to \$1.645,473.

Potrero Yard Modernization - Enhanced Oversight: Added project with \$75,000 in planning funds in FY2020/21.

Potrero Yard Modernization - Prop K Allocation Request Detailed Project Description

A. PROJECT OVERVIEW

The project sponsor, the San Francisco Municipal Transportation Agency (SFMTA), proposes to replace the Potrero Trolley Coach Division Facility at 2500 Mariposa Street (Potrero Yard). The proposed project would accommodate the expansion of the SFMTA's transit vehicle fleet in a new replacement structure that would include space for bus parking and circulation (up to 213 buses); SFMTA maintenance, operation, and administrative uses; and joint development uses. The new, approximately 1,300,000 gross-square-foot structure would occupy the 4.4-acre site and rise to heights ranging from approximately 75 to 150 feet. The new structure would contain a three-level, approximately 75-foot-tall replacement transit facility plus a mix of commercial and residential uses in the remainder of the project as part of a joint development program between SFMTA and a private project co-sponsor. The joint development program would include a ground-floor commercial use and residential entry lobbies, with integrated residential and transit facility uses on the second through sixth floors of the three-level replacement transit facility. The majority of residential development would be atop the replacement transit facility on the 7th to 13th floors.

B. PROJECT OBJECTIVES

The San Francisco Municipal Transportation Agency (SFMTA) seeks to achieve the following set of basic and additional objectives by undertaking the proposed project:

BASIC OBJECTIVES

MODERNIZED POTRERO YARD TRANSIT FACILITY

- Rebuild, expand, and modernize the SFMTA's Potrero Bus Yard by 2026 to efficiently maintain and store a growing Muni bus fleet according to the SFMTA Fleet Plan and Facilities Framework schedule.
- Construct the first SFMTA transit facility with infrastructure for battery electric buses to facilitate Muni's transition to an all-electric fleet, in accordance with San Francisco and California policy.
- Construct a new public asset that is resilient to earthquakes and projected climate change effects and that provides a safe, secure environment for the SFMTA's employees and assets.
- Improve working conditions of the SFMTA's workforce of transit operators, mechanics, and front-line administrative staff through a new facility at Potrero Yard.

SFMTA FACILITIES FRAMEWORK AND BUILDING PROGRESS PROGRAM

- Achieve systemwide master plan priorities by consolidating two currently scattered transit support functions at Potrero Yard:

- Improve and streamline transit operator hiring by consolidating the SFMTA’s operator training function in a new, state-of-the-art facility.
- Support efficient Muni operations by consolidating the Street Operations division in a modern, convenient facility.

COMMUNITY INPUT

- Implement inclusive and transparent stakeholder engagement in designing this project and completing the CEQA process.

RESPONSIBLE PUBLIC INVESTMENT

- Create a development that is financially feasible, meaning that the public asset can be funded by public means.

ADDITIONAL OBJECTIVES

STREETSCAPE AND URBAN DESIGN

- Enhance safety and reduce conflicts between transit, commercial vehicles, bicyclists, drivers, and pedestrians.
- Improve the architectural and urban design character of the project site by replacing the existing fences and blank walls with more active, transparent street walls, to the extent feasible.

MIXED USE DEVELOPMENT AND HOUSING

- Maximize the reuse of this 4.4-acre site in a central, mixed-use neighborhood by creating a mixed-use development and providing dense, mixed-income housing, including below-market rate units.
- Increase the City’s supply of housing by contributing to the Mayor’s Public Lands for Housing goals, the *San Francisco General Plan* Housing Element goals, and the Association of Bay Area Governments’ Regional Housing Needs Allocation for San Francisco by optimizing the number of dwelling units, including affordable housing, particularly near transit.
- Support transit-oriented development and promote the use of public transportation through an innovative and comprehensive transportation demand management program.
- Ensure that joint development is able to fund its own construction and ongoing management without reliance on City subsidy other than what is originally assumed as part of the project budget.

SUSTAINABILITY

- Demonstrate the City’s leadership in sustainable development by constructing an environmentally low-impact facility intended to increase the site’s resource efficiency.

C. PROJECT LOCATION AND SITE CHARACTERISTICS

The project site is located in the northeast portion of San Francisco’s Mission District near the South of Market and Potrero Hill neighborhoods (to the north and east, respectively). The Potrero Yard site is bounded by 17th Street to the north, Hampshire Street to the east, Mariposa Street to the south, and Bryant Street to the west and includes a trolley bus¹ storage yard and a maintenance and operations building. The project site is located across 17th Street from the approximately 4.4-acre Franklin Square and is approximately 0.25 mile west of U.S. Highway 101, approximately 0.5 mile east of the 16th and Mission Bay Area Rapid Transit District (BART) station, and approximately 0.5 mile north of San Francisco General Hospital.

The project site occupies the entirety of Assessor’s Parcel 3971/001 and is owned by the City and County of San Francisco, through the SFMTA. The site is approximately 192,000 square feet (or 4.4 acres) and occupies the equivalent of roughly two typical city blocks (200 by 400 feet). The site is rectangular and measures approximately 480 feet along 17th and Mariposa streets and approximately 400 feet along Bryant and Hampshire streets. Potrero Yard includes a bus storage yard and a maintenance and operations building. The western half of the site, as well as the vacated York Street right-of-way, is occupied by the asphalt-paved bus storage yard, which includes a bus wash rack and running repair station along its northern and western edges, respectively. The eastern half of the site is occupied by the predominantly single-story maintenance and operations building, which includes a second-floor parking deck and a second story office level and maintenance bay along Mariposa and Hampshire streets, respectively.

The site slopes up toward the north and east (17th and Hampshire streets) and downhill toward the south and west (Mariposa and Bryant streets). The bus storage yard (or western portion of the site) has a gradual elevation change of approximately 6 feet due to a cut into the natural slope of the site. As a result, along the northern boundary of the site, the elevation of 17th Street is between approximately 14 and 22 feet higher than site grade with the high point at the corner of 17th and Hampshire streets. The elevation change along the other boundaries of the site is smaller or at the same grade as the bus storage yard.

¹ Trolley buses (or trolley coaches) along with buses (or motor coaches) are part of the SFMTA’s rubber-tired bus fleet. These vehicles are different from other buses based on the propulsion system. That is, trolley buses are all-electric vehicles that operate on overhead wires, while buses are outfitted with either diesel or hybrid motors that operate with renewable fuels. San Francisco Municipal Transportation Agency (SFMTA), SFMTA Bus Fleet Management Plan 2017-2030, March 2017, pp. 12-14. This document and all other documents cited herein, unless otherwise noted, are available for review at the San Francisco Planning Department, 49 South Van Ness Avenue, Suite 1400, as part of Case No. 2019-021884ENV.

EXISTING OPERATIONS

Potrero Yard operates 24 hours per day, 7 days a week, providing overnight bus storage and a location for street operations and bus maintenance activities. Potrero Yard has a design capacity for 138 buses that are 40 and 60 feet long. Transit service demands for Muni routes operating out of Potrero Yard requires 158 buses to be stored and maintained at Potrero Yard, with buses parked in circulation aisles and maintenance bays.² The buses operate on six Muni routes – 5 Fulton, 5 Fulton Rapid, 6 Haight/Parnassus, 14 Mission, 22 Fillmore, and 30 Stockton – and carry over 102,000 Muni customers each day.³ In general, the peak period for buses leaving Potrero Yard to access their routes is between 4 a.m. and 7 a.m., with the majority leaving between 5 a.m. and 6 a.m. Buses generally return to Potrero Yard in the evening between 7 p.m. and 9 p.m. Owl routes 5, 14, and 22 also emanate from Potrero Yard, with buses leaving before midnight and returning before 6 a.m. to provide owl service.⁴ Bus travel to and from Potrero Yard is considered non-revenue bus travel time (i.e., buses are not in service picking up and dropping off passengers; they are traveling to or from Potrero Yard and a terminus point where revenue service begins or ends). Potrero Yard has approximately 400 employees, including approximately 295 bus operators.⁵

EXISTING MAINTENANCE AND OPERATIONS BUILDING

The maintenance and operations building was originally constructed in 1915 as single-story, reinforced-concrete building and served as a streetcar maintenance garage with at-grade access from Mariposa Street. In 1924 the portions of the existing building along Hampshire and Mariposa streets were expanded to two stories. Between 1948 and 1949, the building was converted from a streetcar barn to a trolley coach facility. The maintenance and operations building covers less than 50 percent of the site. The rectangular building (215 by 370 feet) has a concrete perimeter foundation, a flat roof, and two double-height sections along its south (Mariposa Street) and east (Hampshire Street) sides. The building is approximately 109,000 gross square feet. Due to the elevation change, the building's height varies, ranging from approximately 44 feet tall along the Mariposa Street frontage near Hampshire Street, to approximately 10.5 feet tall along the Hampshire Street frontage near 17th Street.

Due to the change in grade between the north and south sides of the property, the first floor is below-grade on 17th Street and fully at-grade on Mariposa Street. Concrete retaining walls line the northern side of the site along 17th Street toward Bryant Street and a portion of the western side of the yard along Bryant Street toward 17th Street. The roof of the maintenance building is at grade along 17th Street west of Hampshire Street and is used as a parking deck. Additional maintenance

² SFMTA, Short Range Transit Plan, Fiscal Year 2017-Fiscal Year 2030, June 6, 2017, Table 7: SFMTA Administrative, Operations, Maintenance, Fueling, Vehicle Storage and Staging Facilities, p. 19.

³ SFMTA, Automatic Passenger Counts Data, 2019.

⁴ SFMTA, Muni's late-night transit service is called the Owl network, <https://www.sfmta.com/getting-around/muni/routes-stops/muni-owl-service-late-night-transportation>, accessed July 10, 2020.

⁵ SFMTA, Data Request Response, January 31, 2020.

shops are located on the second floor along the Hampshire Street side and offices on the second floor along the Mariposa Street side.

The building's first floor, accessed from Mariposa Street, consists of a 10-lane maintenance space with 24 bays, including "heavy" and "running" repair bays⁶, shallow maintenance pits, machine and tire shops, maintenance staff rooms, storage rooms, and offices. The second floor, accessed from 17th Street, houses two maintenance bays with tire and light-duty body repair shops and the operations department. All the maintenance-related spaces on the first and second floors have indoor overhead catenary systems attached to the ceilings to power the trolley buses.

The maintenance and operations building is eligible for inclusion in the California Register of Historical Resources (CRHR) under Criterion 1 (Events) for its association with the early days of the San Francisco Municipal Railway (Muni), and in particular the expansion of Muni service south of Market Street.⁷ It also appears eligible for listing under Criterion 3 (Architecture/Design/Construction) as an example of a type (municipal car barn), period (World War I), method of construction (reinforced concrete), and the "work of a master," City Engineer Michael M. O'Shaughnessy. The maintenance and operations building is considered a moderately intact example of a municipal car barn. The department assigned the building a status code by of "3CS," meaning that it is already listed in the California Register and considered a historical resource for purposes of the California Environmental Quality Act (CEQA). The project site is not located within any known or potential historic district.⁸

EXISTING BUS STORAGE YARD AND OTHER PAVED AREAS

The site has several paved areas and curb cuts. The existing electrified bus storage yard on the western portion of the site (approximately 112,450 square feet) is the largest of the paved areas. The bus storage yard is paved with asphalt, with painted and numbered parking lanes in the center of the yard. Overhead catenary lines mounted on steel poles provide power for off-duty electric buses stored and serviced on the yard. Several workstations are located around its perimeter, including a bus wash rack on the north side, an outdoor running repair station on the west side, and a fare collection shop and a defunct vacuum station on the east side. An entry control booth, built in 1990, is located west of a 25-foot-deep setback on the southeast portion of the site along Mariposa Street adjacent to the bus storage yard's main entrance.

⁶ Running repair bays serve as preventative maintenance and inspection for buses that are still powered. Heavy repair bays typically are used for more intensive bus maintenance activities that could require lifts and other mechanical systems for engine overhauls or major body repairs.

⁷ VerPlanck Historic Preservation Consulting, Historic Resource Evaluation, Potrero Trolley Coach Division Facility, October 2, 2017, Section III, Regulatory Framework, p. 4.

⁸ VerPlanck Historic Preservation Consulting, Historic Resource Evaluation, Potrero Trolley Coach Division Facility, October 2, 2017, Section VI, Determination of Eligibility, p. 65.

Ingress to the bus storage yard is provided by a 50-foot-wide curb cut and gated driveway on Mariposa Street immediately west of the entry control booth; egress is provided by a 30-foot-wide curb cut and gated driveway on Mariposa Street near Bryant Street.

Other paved areas and curb cuts on the project site are as follows:

- A second-floor parking deck on top of the maintenance and operations building on the northeast portion of the site near 17th and Hampshire streets. The second-floor parking deck is accessed via a 52-foot-wide curb cut and gated driveway on 17th Street near Hampshire Street. The second-floor parking deck is electrified with overhead catenary wires mounted on steel poles.
- A 25-foot-deep strip of asphalt in front of five openings on the south elevation of the maintenance and operations building along Mariposa Street.⁹ This strip of asphalt is in front of a continuous, approximately 146-foot-wide curb cut for buses to enter and exit the building.
- A 13-foot-wide curb cut, used to access a parts storeroom receiving area located immediately west of the main pedestrian entrance and east of the entry control booth via Mariposa Street.

The bus storage yard and second-floor parking deck provide space for the following:

- 158 buses (sixty-five 40-footers and ninety-three 60-footers)
- 56 non-revenue vehicles¹⁰ and employee vehicles, in striped parking spaces currently located on the northeast side of the second-floor parking deck¹¹
- 10 additional non-revenue vehicles, which are parked throughout the bus storage yard but not in marked spaces

In addition, one off-street loading space on the bus storage yard is located outside the parts storeroom receiving area east of the entry control gate on Mariposa Street. Off-street loading also occurs outside the maintenance bays on the second-floor parking deck.

Along 17th and Bryant streets and a portion of the Mariposa Street frontage, the bus storage yard is enclosed within 10-foot-high steel fencing topped with outward curving balusters.

⁹ The 25-foot-deep setback at the southeast corner of site along Mariposa Street was originally required to allow streetcars, which cannot make 90 degree turns, sufficient clearance to turn off Mariposa Street into the building.

¹⁰ Non-revenue means the SFMTA does not use the vehicles to collect fares from passengers. Non-revenue vehicles include, but are not limited to, cars, minivans, pick-up trucks, cargo vans, super-duty trucks, and tanker trucks. SFMTA, Short Range Transit Plan, Fiscal Year 2017-Fiscal Year 2030, June 6, 2017, p. 81.

¹¹ Fifty-two striped parking spaces are currently being used for bus parking.

EXISTING SITE ACCESS AND CIRCULATION

The project site is well served by public transit. Muni operates numerous surface buses within one block of the project site along Bryant Street, 16th Street, and Potrero Avenue, including the 9 San Bruno, 9R San Bruno Rapid, 22 Fillmore, 27 Bryant, 33 Ashbury/18th, and 55 16th Street routes. Six Muni bus routes operate out of the Potrero Yard: the 5 Fulton, 5 Fulton Rapid, 6 Haight/Parnassus, 14 Mission, 22 Fillmore, and 30 Stockton routes. Regional transit providers include BART, Golden Gate Transit, and San Mateo County Transit District (SamTrans).

Potrero Yard is not accessible to unaccompanied members of the public. Employees access the maintenance and operations building primarily from the entrance on Mariposa Street immediately east of the entry control booth. Bus, non-revenue vehicles, and staff vehicles are able to access Potrero Yard from Mariposa Street via the 44-foot-wide gate just west of the entry control booth and the five bus bays near Hampshire Street, accessed via the 50-foot and 146-foot-wide curb cuts, respectively; and from the second-floor parking deck, accessed via a 52-foot-wide curb cut and gated driveway on 17th Street west of Hampshire Street.

The streets adjacent to the project site are identified as mixed-use streets in the Better Streets Plan¹² and described below.

- 17th Street is 66 feet wide with two travel lanes, striped bicycle lanes on both sides, and on-street parallel parking on the north side starting approximately 230 feet east of the Bryant Street intersection.¹³
- Hampshire Street is 80 feet wide with two travel lanes and perpendicular vehicle parking on both sides of the street.
- Mariposa Street is 56 feet wide with two travel lanes and on-street parallel parking on the north side of the street between the two gated entry and exit points to the bus storage yard and on the south side between Bryant and York streets and York and Hampshire streets.
- York Street terminates at Mariposa Street.
- Bryant Street is 80 feet wide with two north-south travel lanes, on-street parallel parking on both sides of the street, and Muni bus stops. The northbound (inbound towards Russian Hill) Muni bus stops are at the southeast corner of Bryant and Mariposa streets (south of the project site) and the southeast corner of Bryant and 17th streets (adjacent to the project site). The southbound (outbound towards the Mission) Muni bus stops are at the southwest corner of Bryant and 17th streets and the northwest corner of Bryant and Mariposa streets, both across the street from the project site.¹⁴

¹² The San Francisco Better Streets Plan consists of illustrative typologies, standards and guidelines for the design of San Francisco's pedestrian environment, with the central focus of enhancing the livability of the City's streets. City and County of San Francisco, San Francisco Better Streets Plan, December 7, 2010, <https://sfplanning.org/resource/better-streets-plan>, accessed June 30, 2020.

¹³ Along this segment of 17th Street the bikeway is a signed class III facility with a striped bike lane in both directions and elements of a class IV facility (i.e., a separated bike lane and flexible posts). The 17th Street bikeway continues east of Hampshire Street as a class II facility and west of Bryant Street as a mixed class III/class IV facility.

¹⁴ There are class II striped bike lanes on each side of Bryant Street north of 17th Street.

There are no on-street loading spaces adjacent to the project site.

The sidewalks adjacent to the project site along 17th, Hampshire, and Bryant streets are each 15 feet wide and meet the Better Streets Plan recommended sidewalk width. The Mariposa Street sidewalk is 7 feet wide and does not meet the minimum sidewalk width of the Better Streets Plan.¹⁵ The existing bus storage yard encroaches on the Mariposa Street sidewalk right-of-way. Sidewalk elements include 27 street trees on the adjacent sidewalks: nine on 17th Street, seven on Hampshire Street, and 11 on Bryant Street. There are no street trees along the Mariposa Street frontage. Other sidewalk elements include the network of poles and overhead wires that serve the various Muni trolley buses maintained and stored at Potrero Yard. A Bay Area bicycle-share station with 19 bicycle docks is located at the northeast corner of Bryant and 17th streets, adjacent to the sidewalk.

EXISTING ZONING AND GENERAL PLAN DESIGNATION FOR THE PROJECT SITE

The project site is located within a Public Use (P) Zoning District and a 65-X Height and Bulk District.^{16, 17} The entire project site is within the Mission Alcohol Beverage Special Use District and Fringe Financial Services Restricted Use District, which include zoning controls to address specific land use issues related to the sale of alcoholic beverages and establishment of new fringe financial services, respectively.¹⁸ It is also within the area covered by the Mission Area Plan of the San Francisco General Plan.¹⁹

D. PROPOSED PROJECT

The SFMTA proposes to replace the Potrero Yard at 2500 Mariposa Street. The project would accommodate the expansion of the SFMTA’s transit vehicle fleet and the modernization of bus maintenance, operation, and administrative services. The project would also accommodate the expansion and consolidation of training operations currently sited elsewhere in one location. In addition, the proposed project includes joint development consisting of a mix of uses, such as residential within and atop the replacement transit facility and ground-floor commercial uses along Bryant Street.

¹⁵ For this segment of Mariposa Street, the minimum and recommended sidewalk widths in the Better Streets Plan are 12 feet and 15 feet, respectively.

¹⁶ The maximum building height allowed on the project site is 65 feet. Bulk controls reduce the size of a building’s floorplates as the building increases in height. Pursuant to the San Francisco Planning Code, Article 2.5: Height and Bulk Districts, Section 270(a), there are no bulk limits in an “X” Bulk District.

¹⁷ San Francisco Planning Department, San Francisco Property Information Map, Step 1: 2500 Mariposa Street, and Step 2: Zoning Information, <http://propertymap.sfplanning.org>, accessed July 25, 2020.

¹⁸ San Francisco Planning Code, Article 2: Use Districts, Sections 249.35 and 249.60.

¹⁹ San Francisco Planning Department, San Francisco General Plan, Eastern Neighborhoods Planning Areas, http://generalplan.sfplanning.org/images/eastern_neighborhoods_map.pdf, accessed July 24, 2020.

PROJECT BACKGROUND

The proposed project is part of the SFMTA’s 20-year Building Progress Program to expand and modernize its facilities to meet growing transportation demands and changing technologies.^{20, 21} In addition to the Potrero Yard, the SFMTA operates five other bus yards, sometimes referred to as “divisions”: Presidio Yard (949 Presidio Avenue), Flynn Division (1940 Harrison Street), Woods Yard (1095 Indiana Street), Islais Creek Division (1301 Cesar Chavez Street), and Kirkland Yard (2301 Stockton Street and 151 Beach Street).²²

The SFMTA is increasing its transit fleet to meet growing transportation demands. By 2025, SFMTA will have 55 more rubber-tired buses than can physically fit in its six current facilities; by 2030, that number will increase to 62. In addition, its oldest transit facilities – Potrero, Presidio, and Kirkland yards – were not built for the buses they currently store there, and are not equipped with adequate bus maintenance infrastructure or equipment, including bus lifts. The Potrero and Presidio yards were built for streetcars and modified for buses within their existing footprints; they have never truly served for efficient bus maintenance. They also do not meet the needs of new bus types or technologies such as battery-electric bus infrastructure. SFMTA therefore undertook a planning process for expanded and modern transit facilities.²³

In 2015 the SFMTA began a facility condition assessment to identify deficiencies and repair costs as a basis for budgeting and prioritizing improvements, as well as a means of identifying major space planning opportunities and ways to improve processes for facility planning and management.²⁴ SFMTA staff held internal staff workshops with front-line transit operations and maintenance staff and management in late 2015, early 2016, mid-2016, and late-2016. SFMTA staff presented a Facilities Framework to the SFMTA Executive Team in December 2016. The SFMTA Executive Team provided direction to study three development scenarios: Scenarios 1A and 1B, which propose smaller rebuilt facilities because they assume an additional new site, and Scenario 2A, which optimizes use of the SFMTA’s existing sites, including replacing Potrero Yard.²⁵

In November and December 2017 and January and December 2018, the SFMTA held public meetings to discuss the critical need to modernize SFMTA facilities such as Muni yards, maintenance shops, and paratransit facilities.

²⁰ SFTMA, Building Progress Public Outreach Boards, January 24, 2018, p. 5.

²¹ SFMTA, 2017 SFMTA Facilities Framework, p. 8.

²² SFMTA, 2017 SFMTA Facilities Framework, p. 14.

²³ SFMTA, 2017 SFMTA Facilities Framework, p. 8.

²⁴ SFMTA, 2017 SFMTA Facilities Framework, p. 6.

²⁵ SFMTA, 2017 SFMTA Facilities Framework, p. 10.

SFMTA held public workshops on the redevelopment of the Potrero Yard in December 2018 and in February, August, and October 2019. The SFMTA also conducted two years of internal design and planning work and coordinated with the Potrero Yard Neighborhood Working Group.²⁶

Based on those efforts, the SFMTA decided to study only Scenario 2A further. This scenario proposes rebuilding the three oldest facilities – Potrero, Presidio, and Kirkland yards, including the potential for additional joint development on these sites. The SFMTA is proposing to proceed with Potrero Yard first, as described herein.

The City and County of San Francisco (the City), acting by and through the SFMTA, will select a master developer (or a development consortium) to redevelop the 4.4-acre site through a developer selection process consisting of a request for qualifications (released June 2020) and a subsequent request for proposals (expected fall 2020) from the qualified candidates. The SFMTA anticipates selecting a developer in January to March 2021 and contracting with a developer by April to June 2021.

The proposed project described below is conceptual at this early stage in process. This document describes the project’s characteristics as they would occur if decision makers approve the project. However, as with most large development projects, aspects of the proposed project’s conceptual design may change and will become more detailed as a result of the CEQA process, technical design modifications, planning and building department application submittal requirements, and input from the planning department, the community, the selected project developer, and other stakeholders. For example, the project’s massing may change from the maximum envelope proposed to be analyzed as part of the CEQA analysis to a more refined architectural expression in response to design guidelines to be developed as part of the SFMTA’s developer selection process and through the City’s design review process.

The planning department will evaluate whether any future changes from the sponsor to the project description described herein would necessitate additional environmental review because, for example, the change would result in new or more substantial significant impacts.²⁷

PROJECT CHARACTERISTICS

²⁶ The Potrero Yard Neighborhood Working Group has approximately 15 members selected by the SFMTA in consultation with the Supervisors of Districts 9 and 10. Each seat represents a specific interest in elements of the project, <https://www.sfmta.com/reports/potrero-yard-neighborhood-working-group-application-form>, accessed May 30, 2020.

²⁷ Refer to CEQA Guidelines sections 15088.5 “Recirculation of an EIR prior to certification” and 15162 “Subsequent EIRs and Negative Declarations” for more details regarding the criteria applicable to the planning department’s evaluation of refinements to the project description. Such subsequent environmental review may include revisions to the draft EIR, a subsequent EIR or addendum or similar documentation.

The proposed project would demolish the existing bus storage yard and the maintenance and operations building and would replace them with a new, approximately 75- to 150-foot-tall,²⁸ up to 1,300,000-gross-square-foot structure. The proposed structure would cover the entire lot, except for a 5-foot setback from 17th Street. The characteristics of the proposed development are summarized in **Table 2.1: Summary of Existing and Proposed Project Characteristics**.

Table 2.1: Summary of Existing and Proposed Project Characteristics

Building Characteristics	Demolished	New ^{NOTE A}
Paved Bus Storage Yard	112,450 sq. ft.	–
Total Building Floor Area	109,000 gsf ^{NOTE B}	1,300,000 gsf
Ramps and Circulation		463,000 gsf
Service/Storage (Basement)		127,000 gsf
Service/Storage (Non-Basement)		59,000 gsf
Administration & Common Area		52,000 gsf
Shared Basement Circulation (Ramps and Drives)	–	22,000 gsf
Transit Facility Subtotal	221,450 gsf ^{NOTE C}	723,000 gsf
Residential (Units)	–	394,000 gsf
Residential (Circulation, Common Area, Property Management, Service, Storage)	–	150,000 gsf
Residential Development Subtotal	–	544,000 gsf
Commercial Use	–	33,000 gsf
Commercial Development Subtotal	–	33,000 gsf
Height	10.5 – 44 feet	75 – 150 feet ^{NOTE D}
Levels or Floors	1 to 2	3 to 13
Residential Units ^{NOTE E}	0	575
Two- to Three-Bedroom	–	228
One-Bedroom	–	206
Studio	–	141
Vehicle Parking Spaces	214	310 ^{NOTE F}
Buses (40 foot / 60 foot)	158 (65 / 93)	213 (63 / 150)
Non-Revenue Vehicles (large / standard)	56	97 (8 / 89)
SFMTA Staff	–	0
Residential	–	0
Loading Supply (On-Street Zones / Off-Street Spaces)	0 curb feet (0 / 1)	160 curb feet (3 / 2)
Commercial (On-Street / Off-Street)	0 curb feet (0 / 1)	40 curb feet (1 / 2)
Passenger (On-Street / Off-Street)	–	120 curb feet (2 / 0) ^{NOTE G}
Bicycle Parking Spaces ^{NOTE H}	5	773
Class 1	0	736
Class 2	5	37
Useable Open Space – Atop Replacement Transit Facility	–	91,000 sq. ft.
At-Grade Open Space – Green Buffer along 17th Street	–	2,400 sq. ft.

²⁸ Maximum building height would be measured from grade at the midpoint of the property boundary along each elevation pursuant to section 260 of the planning code.

Building Characteristics	Demolished	New ^{NOTE A}
<i>Notes:</i> gsf = gross square feet; sq. ft. = square feet		
NOTE A	Numbers rounded to closest 1,000 gsf or sq. ft. and correspond to the current conceptual design of the proposed project. The values presented are the expected maximum size for each component to provide a conservative analysis of impacts. The floor areas of the final design may result in variances from the values presented.	
NOTE B	Includes space for bus circulation, service, storage, administrative offices, and common areas.	
NOTE C	Includes the paved bus storage yard.	
NOTE D	The replacement transit facility would have three levels and be approximately 75 feet tall, as measured from grade at the midpoint of the property boundary along each elevation pursuant to San Francisco Planning Code (planning code) section 260.	
NOTE E	The proposed project may include as few as 525 units, but the analysis assumes up to 575 units. Approximately 40 percent of all residential units would be two-bedroom units, with up to 15 percent of two-bedroom units potentially becoming three-bedroom units. Approximately 50 percent of residential units would be market rate, and the other 50 percent would be below market rate residential units.	
NOTE F	Up to 12 car-share spaces may be provided at the basement level.	
NOTE G	Two separate 60-foot-long zones.	
NOTE H	Class 1 bicycle parking facilities are spaces in secure, weather-protected facilities intended for use as long-term, overnight, and workday bicycle storage by unit residents, non-residential occupants, and employees. Class 2 spaces are bicycle racks located in publicly accessible and highly visible locations intended for transient or short-term use by visitors, guests, and patrons to the building or use. Class 2 bicycle racks allow the bicycle frame and one wheel to be locked to the rack (with one u-shaped lock) and provide support to bicycles without damage to the wheels, frame, or components (planning code section 155.1).	

Source: SFMTA 2019

As shown in **Table 2.1**, the proposed approximately 1,300,000-gross-square-foot structure would contain an approximately 723,000-gross-square-foot replacement transit facility and up to 577,000 gross square feet of joint development uses. The replacement transit facility will have three transit levels, and a portion of the joint development, with integrated residential and commercial uses proposed along the Mariposa Street and Bryant street frontages (for a total of six joint development floors within the three-level replacement transit facility). Much of the residential portion of the joint development program would be developed within the three to seven floors proposed to rise above the replacement transit facility, i.e., on joint development floors 7 through 13. The tallest portion of the additional residential development atop the replacement transit facility will be closest to Mariposa Street on the site's south side. Useable open space (see **Table 2.1**) would be developed on the rooftop of the replacement transit facility, e.g., where the structure is set back from the property lines.

The three new transit levels in the replacement transit facility would be designed to include space for circulation (ramps, drive aisles, and vertical circulation), parking for 213 buses, 18 maintenance bays and maintenance support areas, operations, an SFMTA operator training center, storage (parts and battery-electric infrastructure), administrative uses/common areas (e.g., offices, conference rooms, break rooms), and joint development uses.²⁹ A total of 310 vehicle spaces would be provided: 63 spaces for the 40-foot-long buses, 150 spaces for the articulated 60-foot-long buses, and 97 parking spaces for large and standard non-revenue vehicles. The project is not proposing any off-street accessory vehicular parking for the entirety of the project, including the proposed

²⁹ HATCH, HDR, Sitelab, VerPlanck, and CHS, Potrero Yard: Bus Facility Design Criteria Document, June 2019, Section 3.3 (Potrero Facility Scenario 2), p. 27.

joint development. See **Table 2.1** for the parking breakdown and for approximate floor areas for the replacement transit facility. Ramps would provide one-way internal driveways within the replacement transit facility so that buses can access the work bays, bus wash bays, and parking spaces on the three new transit levels.

The proposed joint development uses within the replacement transit facility (ground-floor commercial and residential) and proposed residential uses on the up to seven floors atop the replacement transit facility would include space for up to 575 residential units. Up to 33,000 square of ground-floor commercial use would also be developed along Bryant Street. See **Table 2.1** for the breakdown of units by unit type and for approximate floor areas for the residential and commercial uses.^{30, 31}

Circulation space for the proposed transit, residential and commercial uses would be provided at the basement level and each of the six joint development floors within the replacement transit facility. Residential levels within the replacement transit facility would be accessed via vertical circulation access points that preserve the security of the SFMTA facility and that are safe and functional for the joint development. Access to the residential levels atop the replacement transit facility would be provided via separate residential circulation elevators and stairs. A secure access system would be installed to restrict access to various floors to authorized individuals (e.g., residents only at the residential floors and SFMTA employees only at SFMTA floors).

The proposed project would also include changes within the Mariposa Street, 17th Street, Bryant Street, and Hampshire Street rights-of-way.

During construction, the bus parking, operations, and maintenance support functions would temporarily relocate to the Muni Metro East Light Rail Vehicle Facility (601 25th Street), and the 1399 Marin Facility.³² The SFMTA estimates that the replacement transit facility would have a total employment population of approximately 829 full-time equivalent persons, including 383 operators.³³ Potrero Yard would continue to operate as a 24/7 facility. On average,

³⁰ Joint development floors within the replacement transit facility would include residential units on floors 2 through 6, with commercial uses and residential lobbies at the ground floor along Mariposa and Bryant streets. Each of the floors would include a mix of the proposed joint development and transit facility uses.

³¹ Current financial model assumes that residential units proposed for development within the replacement transit facility would be below market rate units while those developed atop the replacement transit facility would be a combination of market rate and below market rate units.

³² The 180,000-square-foot Muni Metro East Light Rail Vehicle Facility is located along the Central Waterfront on Illinois and 25th streets in the Dogpatch/Bayview neighborhood, a block from the T Third Street Line. The 1399 Marin facility at Marin and Indiana streets, also located in the Dogpatch/Bayview neighborhood and in close proximity to the T Third Street Line, is currently used for receiving new transit vehicles and testing them before they are introduced into the overall transit fleet.

³³ HATCH, HDR, Sitelab, VerPlanck, and CHS, Potrero Yard: 3-Level Bus Facility Design Criteria Document, June 2019, Section 2.1 (Staff Summary), p. 11.

approximately 100 SFMTA staff would be on site at any given time, with a peak of 181 SFMTA staff from noon to 3 p.m. and 60 to 80 staff from 6 p.m. to 3 a.m.

PROPOSED BUILDING FORM AND DESIGN

The proposed new structure would occupy the site up to the property lines, except along the 17th Street frontage, due to the five-foot setback. The project includes a replacement transit facility at approximately 75 feet in height as measured to the top of the roof from grade at the midpoint of the property boundary along each elevation. The three- to seven-story residential structures atop the replacement transit facility would be approximately 30 to 70 feet tall as measured to the top of the roof (exclusive of any mechanical penthouses that could range from 16 to 20 feet and would be centrally located on rooftops). The tallest portion of the new structure would be located away from the 17th Street property line, toward the southern portion of the site. Thus, the proposed overall heights would range from approximately 75 feet for the replacement transit facility to a maximum of up to 150 feet, inclusive of the approximately 75-foot-tall replacement transit facility. The proposed structure, including balconies, terraces, and other features, as well as any rooftop additions or elements that feature unbroken glazed segments, would be designed to be compliant with the bird-safe features described in San Francisco Planning Code (planning code) section 139, as applicable.

The proposed upper-floor setbacks above the replacement transit facility show residential structures set back approximately 70 feet from the north property line (17th Street), approximately 20 to 30 feet from the east property line (Hampshire Street), approximately 15 to 25 feet from the south property line (Mariposa Street), and approximately 10 to 30 feet from the west property line (Bryant Street).³⁴

PROPOSED BASEMENT LEVEL

The below-grade basement level would provide space for service functions for both the SFMTA and the joint development uses. The basement-level space for the SFMTA would include a loading dock; parts staging/storage area; battery electric storage, and work areas. Joint development space at the basement level would include a loading dock, storage, and service/delivery space. Other basement-level space would include stairways, elevators, class 1 bicycle parking, and trash, recycling, and composting.³⁵ In addition to these uses at the basement level, the proposed project could occupy the site's full dimensions to accommodate additional battery electric storage and infrastructure space for future expansion.

PROPOSED TRANSIT LEVEL 1 (JOINT DEVELOPMENT FIRST FLOOR)

³⁴ Conceptual designs take advantage of the site's slope to limit shadows on Franklin Square.

³⁵ HDR, SFMTA Potrero Scenario 2 (3-Level), Sheets A-101 (Basement Overall Plan) to A-101I (Basement - Area I), February 20, 2019, and Sitelab Urban Studio, Potrero Yard Planning Application, Sheet 10, November 20, 2019.

Transit Level 1 (or the ground level) would include heavy and running repair bays and would serve as a drive-through bus maintenance operation level. It would be below grade along 17th Street and at grade along Mariposa Street. The ground level would have stacked parking/storage for 40- and 60-foot-long buses, with a maximum capacity of 38 spaces for 40-foot-long buses (fewer spaces if the buses are 60 feet long), and maintenance and support areas. Ramps and drive aisles would provide internal circulation.

Transit Level 1 may also provide support space and services for SFMTA transit operators, maintenance, and administrative staff, including parts storage, training, and storage.³⁶ Joint development space would be limited and may include ground-floor retail and residential lobbies.

PROPOSED MEZZANINE LEVEL (JOINT DEVELOPMENT SECOND FLOOR)

The mezzanine level would be developed along Mariposa and 17th streets. The mezzanine level may include a bus operations office and support areas with some square footage assigned to joint development space.³⁷

PROPOSED TRANSIT LEVEL 2 (JOINT DEVELOPMENT THIRD FLOOR)

Transit Level 2 would be at grade along 17th Street and would include ramps along the north property line. This level would provide drive aisles for circulation, stacked bus parking for 40- and 60-foot-long buses (90 spaces for 60-foot-long buses, more spaces if the buses are 40 feet long), a bus wash bay with a dedicated water reclamation equipment area, and electric charging infrastructure. A proposed emergency bus exit at the corner of 17th and Hampshire streets would provide access to 17th Street and replace the existing 52-foot-wide curb cut and driveway with a 42-foot-wide curb cut and driveway. Approximately 24 parking spaces and five electric vehicle charging stations would be dedicated for standard non-revenue vehicles. This level may also include SFMTA operations offices, conference rooms, training rooms, break rooms, restrooms, and lockers.³⁸ There is also potential for joint development space on Transit Level 2.

PROPOSED TRANSIT LEVEL 3 (JOINT DEVELOPMENT FOURTH AND FIFTH FLOORS)

Transit Level 3 would provide drive aisles and stacked bus coach parking for 40- and 60-foot-long buses (85 spaces for 60-foot-long buses, more spaces if the buses are 40 feet long) with dedicated

³⁶ HDR, SFMTA Potrero Scenario 2 (3-Level), Sheets A-102 (1st Floor Overall Plan) to A-102I (1st Floor - Area I), February 20, 2019, and Sitalab Urban Studio, Potrero Yard Planning Application, Sheet 11, November 20, 2019.

³⁷ HDR, SFMTA Potrero Scenario 2 (3-Level), Sheets A-103 (Training and Operations – 2nd Floor – Overall Plan) to A-103I (2nd Floor - Area I), February 20, 2019, and Sitalab Urban Studio, Potrero Yard Planning Application, Sheet 12, November 20, 2019.

³⁸ HDR, SFMTA Potrero Scenario 2 (3-Level), Sheets A-104 (Bus Level 2 – 3rd Floor – Overall Plan) to A-104I (3rd Floor - Area I), February 20, 2019, and Sitalab Urban Studio, Potrero Yard Planning Application, Sheet 13, November 20, 2019.

zones for electric charging infrastructure. Ramps are proposed along the north property line. Approximately 70 parking spaces and five electric vehicle charging stations would be dedicated for large and standard non-revenue vehicles. This level may also provide a bus wash bay with a dedicated water reclamation equipment area; a transit operations, equipment storage, and component rebuild assembly room; and associated storage, support and supervisory areas.³⁹

Transit Level 3 would also encompass the fourth and fifth joint development floors, with potential for residential units and circulation space along Mariposa Street.

PROPOSED JOINT DEVELOPMENT SIXTH FLOOR

The sixth joint development floor would include residential units and circulation space, and may include a residential common area and property management office along Mariposa Street.⁴⁰

PROPOSED JOINT DEVELOPMENT FLOORS 7 TO 13

The joint development above the replacement transit facility would include residential units and circulation space. Residential structures would rise from three to seven stories above the replacement transit facility.⁴¹ Up to 91,000 square feet of residential common open space could be developed on top of the replacement transit facility.

PROPOSED CHANGES IN STREET RIGHTS-OF-WAY

The proposed project includes changes within the Mariposa Street, 17th Street, Bryant Street, and Hampshire Street rights-of-way. To the extent feasible, all proposed changes would conform to the guidelines in the Better Streets Plan and the Mission District Streetscape Plan⁴² as well as the requirements of the SFMTA, the San Francisco Public Utilities Commission, and the Bureau of Urban Forestry. Many of these changes would require further engineering, public input, and review to confirm feasibility and desirability.

The project proposes to retain existing mature street trees along 17th and Hampshire streets, plant new street trees, install street lighting, install pedestrian bulbouts and pedestrian ramps, attach overhead catenary system cables to the proposed building, and remove catenary poles from the sidewalk. The proposed project would also move overhead utilities underground if and where it is feasible.

³⁹ HDR, SFMTA Potrero Scenario 2 (3-Level), Sheets A-105 (Bus Level 3 – 4th Floor – Overall Plan) to A-105I (4th Floor - Area I) and Sheets A-106 (5th Floor – Overall Plan) to A-106I (5th Floor – Area I), February 20, 2019, and Sitalab Urban Studio, Potrero Yard Planning Application, Sheet 14, November 20, 2019.

⁴⁰ Sitalab Urban Studio, Potrero Yard Planning Application, Sheet 08, November 20, 2019.

⁴¹ Sitalab Urban Studio, Potrero Yard Planning Application, Sheet 09, November 20, 2019.

⁴² San Francisco Planning Department, Mission District Streetscape Plan, available at https://archives.sfplanning.org/CDG/CDG_mission_streetscape.htm, accessed July 10, 2020.

PEDESTRIAN NETWORK

The existing bus storage yard (south fence) encroaches on the Mariposa Street sidewalk, narrowing the existing sidewalk width along the western half of the Mariposa site frontage to 7 feet. The footprint of the replacement transit facility would be moved back to the property line, which would enable the project to effectively widen the Mariposa Street sidewalk to at least 12 feet. The proposed project would maintain all other sidewalks at 15 feet wide.

The proposed project would also construct the following pedestrian network improvements, including all necessary striping and lighting, pending further feasibility analysis:

- bulbouts at the northeast corner of Bryant and Mariposa streets projecting into both Bryant and Mariposa streets
- bulbout at the northwest corner of Hampshire and Mariposa streets projecting into Hampshire Street
- curb ramps for pedestrian crossings adjacent to the project site and a curb ramp on the southeastern side of the Mariposa/York street intersection facing Mariposa Street
- continental style crosswalks at all approaches at the intersections of Hampshire/17th streets, Hampshire/Mariposa streets, and Mariposa/York streets
- a raised crosswalk and a rectangular rapid flash beacon for the pedestrian crossing of 17th Street at Hampshire Street

BICYCLE NETWORK

The project would convert the existing striped and partially protected bicycle lanes into green protected, widened bikeways in both directions on the segment of 17th Street between Bryant and Hampshire streets. This change would require the elimination of parallel parking on the north side of 17th Street. If not feasible, the SFMTA would raise the bike lane on the south side to sidewalk level, apply green paint, and install “safe hit posts”.

BUS STOPS

The proposed project would not change existing bus operations in the vicinity of the project site, i.e., remove or relocate bus stops. The northbound and southbound Muni bus stops on the southeast (adjacent to the project site) and southwest corners of Bryant and 17th streets would remain. The existing northbound and southbound Muni bus stops on the southeast and northwest corners of Bryant and Mariposa streets, respectively, would potentially include new shelters, transit notification systems, and additional street lighting, as necessary.

PARKING AND LOADING

The proposed project would maintain perpendicular on-street parking on the west side of Hampshire Street adjacent to the project site but would eliminate several spaces to accommodate a pedestrian bulbout and accompanying passenger loading zone at Mariposa Street. Parking on the

east side (across from the project site) would be converted to parallel parking, eliminating several spaces. Parking would also be eliminated and prohibited on the east and west sides of Hampshire Street within 10 feet of the intersection of 17th and Hampshire streets. Other changes include the following:

- eliminating parallel parking on the north side of 17th Street between Bryant and Hampshire streets starting approximately 230 feet east of the intersection of Bryant and 17th streets to gain more width for protected bike lanes
- removing parking spaces along the north side of Mariposa Street and restriping as a no parking zone
- installing audible and/or visual warning systems to alert pedestrians and/or bicyclists as buses, non-revenue vehicles, and other SFMTA vehicles exit onto Mariposa and 17th streets

The primary loading areas for the SFMTA and for the proposed residential use would be located in the proposed basement level, accessed via a 20-foot-wide ramp on Mariposa Street east of Bryant Street. A secondary off-street loading area for the SFMTA would be located on the ground floor. In addition, limited curb areas would be restriped for passenger and commercial loading, with two accessible 60-foot-long passenger loading zones proposed along Bryant and Hampshire streets, immediately north of Mariposa Street; and a 40-foot-long commercial loading zone proposed along Bryant Street, immediately north of the proposed passenger loading zone.

ACCESS, SITE CIRCULATION, AND LOADING

Primary vehicular access to and from the site would be from Mariposa Street:

- The four bus entry bays between York and Hampshire streets would be accessed via two separate curb cuts, an approximately 47-foot-wide curb cut near Hampshire Street and an approximately 63-foot-wide curb cut near York Street.
- The three bus exit bays between Bryant and York streets would be exited via an approximately 97-foot-wide curb cut.
- The existing 30-foot-wide curb cut on Mariposa Street (near Bryant Street) would be reduced to an approximately 20-foot-wide curb cut that would accommodate loading and delivery and other joint development and transit facility space needs.

The existing 52-foot-wide curb cut and driveway on 17th Street would be relocated east closer to Hampshire Street and reduced in width to 42 feet. It would function as an emergency exit for buses and non-revenue vehicles.

Work bays on Transit Level 1 would be accessed via drive aisles associated with the two westernmost entry bays from Mariposa Street. Buses and non-revenue vehicles would use the ramps at the north side of the building to access work bays and parking spaces on Transit Levels 2 and 3 as well as parking spaces on Transit Level 1 via an at-grade level bypass ramp. The ramps

and drive aisles would route all buses and non-revenue vehicles south toward the Mariposa Street exits.

The proposed basement level would accommodate building services and battery electric infrastructure for the SFMTA and the joint development components providing tenant storage; dumpsters for refuse, recycling, and compost; parking for bicycles (class 1) and car-share vehicles (12); and two loading docks. Internal circulation on this level would accommodate service delivery vehicles for the proposed transit, residential, and commercial uses and for refuse collection.

SFMTA staff would access the replacement transit facility through a ground-floor lobby on Mariposa Street. The residential component of the proposed project along the southern and western perimeter of the replacement transit facility, as well as the residential development atop the replacement transit facility, would be accessed through ground-floor lobbies, shown on Mariposa and Bryant streets. Shared elevators and stairs would be located at the northwest, southwest, and southeast corners of the proposed building.⁴³

PROPOSED LANDSCAPING AND OPEN SPACE

LANDSCAPING

The proposed project would include a 5-foot-wide planting strip along the length of the 17th Street frontage (up to 2,140 square feet). No additional at-grade landscaping is proposed as part of the project; however, common open space serving the residents (and possibly SFMTA employees) could be developed on top of the replacement transit facility.

Construction of the proposed project would require the removal, retention, and/or replacement of the 27 existing street trees along 17th, Bryant, and Hampshire streets. The project sponsor would plant new street trees on the adjacent sidewalks, including new trees to replace any removed, in compliance with the planning code, the public works code, and the Better Streets Plan.⁴⁴ Specific streetscape changes related to the retention and planting of existing and new street trees would include the following:

- On 17th Street, the existing mature trees would be retained, except for those that would conflict with the proposed location for the emergency bus exit, and new street trees would be planted.
- On Bryant and Hampshire streets, trees located in the middle of the sidewalk may be replaced with new street trees.
- On Mariposa Street, approximately six trees are proposed in locations that would not conflict with bus driveways.

⁴³ HDR, SFMTA Potrero Scenario 2 (3-Level), Sheet A-102 (1st Floor Overall Plan), June 14, 2019.

⁴⁴ See planning code sections 138.1 and 428 and public works code sections 805(a) and 806(d) for specific requirements related to tree planting and allowable waivers due to site constraints.

OPEN SPACE

Common and private open space is proposed for the residential uses in accordance with the requirements set forth in section 135 of the planning code. Up to 91,000 square feet of common open spaces is proposed as part of the project. During review of the proposed project's detailed design, the SFMTA would determine the feasibility of designating onsite open space for SFMTA staff and/or public use. The overall final design and allocation of common open space for the proposed project may be modified throughout the planning entitlement process.

PROPOSED STORMWATER MANAGEMENT

The project site is served by the San Francisco Public Utilities Commission's combined sewer system, and the entire site is covered with impervious surfaces. Implementation of the proposed project would disturb more than 5,000 square feet of impervious ground surface. Thus, the City's Stormwater Management Requirements and Design Guidelines are applicable and Preliminary and Final Stormwater Control Plans will be submitted to the San Francisco Public Utilities Commission for review.⁴⁵ The proposed project would cover the entire lot (except for a 5-foot-wide landscaping strip along 17th Street) and would incorporate best management practices to ensure proper onsite retention and management of stormwater to meet the requirements of the stormwater management ordinance. The project's detailed final design will address these requirements and incorporate measures to reduce the stormwater runoff rate and volume, such as site-wide stormwater retention and rainwater capture and treatment systems, to provide a non-potable water supply for the replacement transit facility's bus wash bays, toilet and urinal flushing, and landscaping.

PROPOSED SUSTAINABILITY PROGRAM

It is anticipated that the proposed building (including the transit facility and joint development components) would be designed to meet United States Green Building Council and Leadership in Energy and Environmental Design (LEED) requirements. The proposed sustainability strategies would comply with state, regional, and local green building requirements as set forth in the California Green Building Standards Code, the San Francisco Green Building Code, and chapter 7 of the environment code to obtain LEED Gold certification. The sustainable design building systems could include, but would not be limited to, development of electrical infrastructure capable of supplying electricity for electric vehicle charging of the fleet, and other strategies or mechanisms, such as

⁴⁵ San Francisco Public Utilities Commission, <https://sfwater.org/index.aspx?page=1006>, accessed July 24, 2020.

daylight harvesting through the use of a network of occupancy and vacancy sensors⁴⁶; the use of solar photovoltaic panels on rooftops to produce on-site power; green roofs to minimize heat island effects⁴⁷; and use of Title 24-compliant components for plumbing and other building systems such as heating, ventilation, and air conditioning.⁴⁸

PROJECT CONSTRUCTION

CONSTRUCTION DURATION

The SFMTA estimates that construction of the proposed project would take three to four years to complete, with construction beginning in 2023 and building occupancy by the end of 2026.⁴⁹

The three- to four-year construction period would include some overlapping phases of demolition, excavation, foundation work, and building construction. Demolition would last approximately two months. Excavation, shoring, grading, and installation of piles for the foundation system would last approximately six months. Completion of the foundation system and basement construction would last approximately two months. Building construction would last approximately 26 months with paving and architectural coating estimated to take a total of two months.

Construction-related activities would typically occur Monday through Saturday, between 7 a.m. and 8 p.m., with most work occurring between Monday through Friday. Nighttime construction is anticipated for certain activities such as major concrete pours; however, construction on Sundays and major legal holidays is not anticipated.

CONSTRUCTION STAGING

Construction staging would occur on site and on the surrounding sidewalks. There would be no pedestrian access to the sidewalks surrounding the site for most or all the construction period. The existing bus stop at the southeast corner of Bryant and 17th streets would be relocated or removed. Hampshire Street between 17th and Mariposa streets would be

⁴⁶ A building control system that reduces demand for artificial light in building interiors when daylight is available thus reducing energy demand.

⁴⁷ The combined effect of heat generated from use of mechanical equipment and heat trapping/reflectivity characteristics of impermeable surfaces on rooftops and other land, such as paved roadways and parking lots, that increases ambient temperatures in urbanized areas and increases energy demand for building cooling.

⁴⁸ HATCH, HDR, Sitelab, VerPlanck, and CHS, Potrero Yard: 3-Level Bus Facility Design Criteria Document, June 2019, Section 4.4 (Sustainability), Section 4.12 (Electrical), Section 5.3 (Exterior Enclosure), Section 5.8 (Plumbing), and Section 5.10 (HVAC), pp. 36-38, 46, 48-50, 71, 84, 88, 95, and 103-104.

⁴⁹ BASELINE Environmental Consulting, Air Quality and Health Risk Assessment Methodology, Appendix A, SFMTA and Public Works Construction Schedule and Equipment List, July 2020.

partially closed on a temporary, as-needed basis to provide additional space for laydown and staging.

DEMOLITION, EXCAVATION, AND FOUNDATION

Site preparation would begin with demolition and clearing of the existing building, vehicle service pits, foundations, control booth, and paved areas on the east side of the project site. On the west side the paved areas of the bus storage yard, obsolete utilities, overhead catenary system support poles and cables, bus wash station infrastructure, surround retaining walls and fencing, and any other at-grade elements including the adjacent sidewalks would be demolished. All demolition debris would be removed from the site.

Construction of the proposed building would require excavation to a depth of approximately 35 feet below ground surface across the full site, with slightly greater excavation for vehicle maintenance pits (i.e., lower level work areas) and elevator pits. Assuming full demolition and excavation to a depth of 35 feet across the whole site, approximately 248,900 cubic yards of soils would need to be removed from the site. Dewatering and pre-treatment prior to release to the combined sewer system would be required given anticipated excavation depths beneath the groundwater table.⁵⁰

Below-grade excavation would require the replacement of some or all the retaining walls along the north, east, and west sides of the site, and temporary shoring would be needed to support the planned cuts for the final basement configuration. The proposed foundation system would consist of a shallow foundation of spread footings at column locations or a structural mat slab bearing on bedrock along the northeast portion of the site with a deeper foundation bearing on pile groups to support development in other areas of the site.⁵¹ The project would include a deep foundation system supported by driven steel H-piles; however, non-displacement auger cast in place piles are also identified as an option in the Geotechnical Report.

⁵⁰ ARUP/RYCG, SFMTA Potrero Yard Facility Rebuild Geotechnical Engineering Report, November 11, 2019, p. 22.

⁵¹ ARUP/RYCG, SFMTA Potrero Yard Facility Rebuild Geotechnical Engineering Report, November 11, 2019, pp. 27-39.



Memorandum

AGENDA ITEM 9

DATE: December 11, 2020
TO: Transportation Authority Board
FROM: Anna LaForte - Deputy Director for Policy and Programming
 Eric Cordoba - Deputy Director for Capital Projects
SUBJECT: 12/15/2020 Board Meeting: Allocate up to \$5,773,403 and Appropriate \$150,000 in Prop K Sales Tax Funds, with Conditions, for Potrero Yard Modernization

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> Allocate up to \$5,773,403 in Prop K funds, with conditions, to the San Francisco Municipal Transportation Agency (SFMTA) for the Potrero Yard Modernization project Appropriate \$150,000 in Prop K funds, with conditions, for enhanced oversight for the Potrero Yard Modernization project <p>SUMMARY</p> <p>The Potrero Yard Modernization project involves replacement of the Potrero Facility by 2026 with a modern, efficient bus maintenance facility. The new facility will 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 and active uses at the ground floor. SFMTA proposes a joint development project delivery method for this project where a private development team would design, build, finance, and maintain the bus facility and be responsible for all aspects of the housing and commercial component. SFMTA is requesting Prop K funds for the planning and environmental phases of the project between November 2020 through December 2021, including project management, stakeholder engagement, producing the Draft Environmental Impact Report, and selection of the preferred bidder. We are requesting \$150,000 to perform enhanced oversight for this project, which involves a new delivery method for the SFMTA. Attachment 1 summarizes the request. Attachment 2 provides a brief project description. Attachment 3 contains the staff recommendations. SFMTA staff and consultant will attend the Board meeting to present on the proposed project and project delivery approach.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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DISCUSSION

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 provides a brief project description. Attachment 3 summarizes the staff recommendation for the request, highlighting special conditions and other items of interest. An Allocation Request Form for the project is attached, with more detailed information on scope, schedule, budget, funding, deliverables and special conditions.

Potrero Yard Modernization (SFMTA): The SFMTA's objectives for the Potrero Yard Modernization joint development project objectives are dual - to modernize the bus facility and contribute to the City's housing goals, particularly by delivering affordable housing. This is a once in a lifetime opportunity given the need to replace the 105-year old facility and that SFMTA believes this is the best way to achieve both in the near term.

SFMTA began the planning phase in October 2019, and the following tasks are now substantially complete:

- CEQA Project Application, Notice of Preparation, and Public Scoping Meeting
- Potrero Yard bus facility design criteria document
- Site constraints analysis and site plan/program
- Conceptual project, referred to in joint development procurement documents as the Reference Project or Reference Concept
- Request for Qualifications for a partnering development team
- Considerable public outreach and engagement, including six major public in-person or online events

The new facility would be equipped to serve the projected future capacity and needs of the SFMTA's new electric trolley fleet and future battery-electric fleet. The facility is planned to store 213 buses, which is a nearly 50 percent increase in capacity from the current operation. Together with Planning, the Office of Economic and Workforce Development, Mayor's Office of Housing and Community Development, and Public Works, the project team arrived at a concept to provide housing above Potrero Yard. Extensive Potrero Yard Neighborhood Working Group and community input has resulted in support for 525-575 rental housing units, with a 50% threshold for affordable units and a goal to increase that share, even up to 100%.

As currently conceived, if the SFMTA and a developer successfully negotiate a Project Agreement, the Project Agreement would require the developer to assume full development responsibility for all components and phases of the Potrero Yard Modernization Project, including both the bus facility and the residential and the commercial component. The SFMTA would retain ownership of the land and bus facility, and the private developer would lease the housing and commercial development from the SFMTA. The agreement for the developer's use of the housing and commercial development would specify all project programming details, including the housing unit affordability structure.



There are tremendous benefits to obtaining the new facility and the housing, but also risks. A public-private partnership is a good way to allocate and manage those risks between the City and a development partner, where SFMTA's/City's objective is to have a new yard and housing with budget and schedule certainty and return of the yard in a state of good repair in the future at hand-back.

We believe this approach is innovative and promising, and offer a recommendation that includes the following conditions:

- SFMTA may not expend \$3,518,651 of the recommended allocation prior to Board of Supervisors approval of legislation waiving certain procurement and contracting requirements in Chapters 6, 14B, and 21 of the Administrative Code to authorize the SFMTA to implement the project utilizing a joint development delivery method (anticipated by March 1, 2021).
- The recommended allocation of \$1 million for Professional Services Reimbursement to compensate the two proposers who are not selected for their work product, is an "up to" amount. SFMTA shall de-obligate any funds not required for reimbursement of unsuccessful bidders.¹
- In recognition of the scale and impact of this project, as well as the novelty of the joint development project delivery method for SFMTA, our recommendation is conditioned upon the Transportation Authority performing an enhanced level of oversight on this project. Transportation Authority Project Management and Oversight staff shall be invited to all critical meetings, including monthly project development meetings, SFMTA Board meetings, etc. and be provided project management activity reports.

Fully reviewing project financial and risk management plans up front and confirming the legal authority to undertake the delivery method can help mitigate the project risks and lower the cost of delivery for all parties.

The attached Allocation Request Form contains a considerable amount of detail of the proposed joint development approach. Staff from the SFMTA will attend the Board meeting to provide a presentation on the project and answer any questions the commissioners may have.

The proposed appropriation of \$150,000 for our enhanced oversight will cover staff and consultant time and encompass our participation in all stages of project development and

¹ Providing compensation for unsuccessful bidders is an industry practice to help offset the cost of bidders' proposals, which will require designs to be advanced to the 8-12% level. This has two benefits: proposers' cost estimates will be more reliable and SFMTA will own all proposals and related work products to inform the ultimate project design. SFMTA will ensure payment to LBE design firms which are required in the RFQ.



procurement of the Lead Master Developer (LMD) through Financial Close (scheduled for Quarter 1 Fiscal Year 2023). Our focus will be on helping SFMTA to identify and manage risks, including local approvals, securing all necessary funding for both components (yard infrastructure and housing) and ensuring that, at a minimum, the bus yard is delivered by 2026.

FINANCIAL IMPACT

The recommended action would allocate up to \$5,773,403 and appropriate \$150,000 in Prop K funds. The allocation and appropriation would be subject to the Fiscal Year Cash Flow Distribution Schedules contained in the attached Allocation Request Form.

Attachment 4 shows the approved Prop K 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

At its December 2, 2020 meeting the CAC considered the Potrero Yard Modernization project. The CAC unanimously adopted a motion of support for the request, with conditions amended to require regular presentations to the CAC providing project progress updates. The staff recommendation for this item incorporates the CAC's amended recommendation.

SUPPLEMENTAL MATERIALS

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

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RESOLUTION RATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR FOR 2020 AND
ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES FOR 2021

WHEREAS, The Transportation Authority's Administrative Code establishes that the Personnel Committee (Committee) shall conduct an employee performance evaluation of the Executive Director by December 31 of each year for the Executive Director's work performance for the current year; and

WHEREAS, Board-adopted procedures require that the record of accomplishments be tracked against Board-established objectives for the Executive Director for the annual period being evaluated; and

WHEREAS, The Committee shall evaluate the Executive Director's performance annually based on mutually agreed upon objectives; and

WHEREAS, On December 10, 2020, the Committee conducted the performance evaluation according to the adopted format and procedures; and

WHEREAS, The Board-adopted evaluation worksheet allows for ratings of Outstanding, Exceptionally Good, Very Good, Satisfactory and Needs Improvement; and

WHEREAS, The Committee considered the key accomplishments, contained in Attachment 1, and issues relative to the Executive Director's performance during 2020 and recommended a rating of outstanding, reflecting its perception of the performance of the Executive Director against Board-established objectives for 2020; and

WHEREAS, The proposed Executive Director objectives for 2021, contained in Attachment 2, are consistent with the annual work program adopted by the Transportation Authority Board on September 22, 2020 through Resolution 21-11 as



part of the budget; and

WHEREAS, On December 10, 2020, the Personnel Committee reviewed and unanimously recommended approval of the Executive Director performance objectives for 2021; now, therefore, be it

RESOLVED, That the Transportation Authority hereby rates the performance of the Executive Director during 2020 as outstanding; and be it further

RESOLVED, That the Transportation Authority hereby adopts the attached performance objectives for the Executive Director for 2021.

Attachments (2):

1. 2020 Record of Accomplishments
2. Executive Director Objectives for 2021

Attachment 1

2020 Record of Accomplishments for Tilly Chang, Executive Director

This section presents a narrative of the Executive Director's accomplishments for 2020, in relation to annual program objectives set by the Board in December 2019 through Resolution 20-27.

Performance against Objectives

I. Advance Key Work Program Activities

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

Planning Activities

1. Worked with the Metropolitan Transportation Commission (MTC) and City stakeholders to implement Plan Bay Area 2040. Engaged in the implementation of the regional housing action plan to address affordability, displacement, and access to jobs. Actively participated and coordinated San Francisco input to the Plan Bay Area (PBA) 2050 update. Obtained inclusion of all of San Francisco's priority in PBA 2050 Blueprint and secured placement of the Downtown Extension (DTX) projects in period 1 (2020-2035) of the plan. Supported the work of San Francisco's reps to the Blue Ribbon Transit Recovery Task Force.
2. Continued to support and co-lead development of long-range ConnectSF planning program: develop and analyze project concepts as part of the Streets and Freeway Study and Transit Corridor Study. Conducted inclusive spring outreach round on needs and potential strategies.
3. Participated in BART/Capitol Corridor's upcoming Transbay Rail Crossing Studies ("Link21") and helped coordinate this work with the Downtown Rail Extension (DTX) Program of Projects and Transit Corridors Study. Also coordinated locally and provided input to partners staffing Assm. Bonta's bill calling for dedicated bus lanes on the SF-Oakland Bay Bridge.
4. Provided comments to California High Speed Rail Authority's (CHSRA) 2020 Business Plan and Draft EIR for Northern California's Bay Area blended HSR/Caltrain segment.
5. Developed Treasure Island toll affordability policies for businesses and workers; developed implementation policies for providing the current resident toll exemption conducted outreach on both. Revised travel demand and TIMMA Program financial projections based on COVID and recessionary scenarios. Evaluated and revised transit service plan options for water transit and east bay / on Island shuttle service to identify cost-efficiency and operator coordination strategies. Revised bikeshare concept based on current bike share landscape in the Bay Area.
6. Helped WETA apply for two electric ferry vessels for Mission Bay and Treasure Island services and won grant for the Mission Bay Ferry. Began a high-level feasibility assessment of water shuttle service for the Eastern waterfront, as a potential congestion relief strategy, in coordination with the Port of SF and Treasure Island Development Authority (TIDA).
7. Paused environmental review of U.S. 101/I-280 (101/280) Carpool and Express Lanes/Bus project per direction of the Board. Continued to undertake Equity Studies and conceptual planning activities and to coordinate with and provide input to Caltrans, MTC, SFMTA, and San Mateo and Santa Clara counties on regional system development. Completed the 101 Mobility

Attachment 1

**2020 Record of Accomplishments for
Tilly Chang, Executive Director**

Action Plan with said partner agencies. Coordinated San Francisco's input to MTC's Express Lane Strategic Plan.

8. Successfully advocated for California Public Utilities Commission (CPUC) rulemaking governing Transportation Network Companies (TNCs) reporting of trip data. Advised California Air Resources Board (CARB) on its Clean Miles TNC emissions reduction rulemaking. Developed equity profile of TNC usage in San Francisco and supported related regulatory and pilot development efforts. Completed San Francisco and regional resident TNC travel diary survey and provided updated data and analysis on TNC and other mode split trends.
9. Continued Transportation Sustainability Program (TSP) / TDM Strategy Evaluation Tool development, which seeks to quantify the effectiveness of the TDM strategies included in San Francisco's TSP in reducing vehicle miles traveled and single-occupancy vehicle trips.
10. Released latest San Francisco Chained Activity Modeling Process (known as SF-CHAMP) version, which incorporated information from the regional resident TNC travel diary survey. Conducted modeling for the Transportation Authority and external partners, including the San Francisco Municipal Transportation Authority's (SFMTA) successful state Transit and Intercity Rail Capital Program (TIRCP) and Recovery Plan, and the San Francisco Planning Department's Housing Element work. New: Developed new quick response version of SF-CHAMP model, called CHAMP-Lite, to support scenario planning and began estimating a COVID demand forecast to support planning studies.
11. Advanced District 9 Freeway Vision plan, including conceptual plan of potential active mobility infrastructure modifications to promote safety, livability, and public engagement in Districts 9 and 10.
12. Advanced the Downtown San Francisco Congestion Pricing Study with updated alternatives informed by robust, equity-focused outreach with communities throughout San Francisco and the region; and conducted analysis, applying a strong equity lens. NEW: Significant effort spent to adapt engagement to ensure it remained robust with a strong equity focus during shelter-in-place.
13. Completed District 3's Kearny Street Multimodal Implementation Plan - Traffic Analysis [NTIP Capital].
14. Conducted substantial work on the District 4 Mobility Plan [NTIP Planning], including understanding existing travel patterns, engaging with the community, and identifying potential multimodal investments that improve opportunities for sustainable trips. NEW: Coordinated with SFMTA and the San Francisco Recreation & Parks Department to help identify and evaluate options for the future of the Great Highway between Lincoln and Sloat, including collecting data and conducting traffic analysis to understand the impacts of various configurations.
15. Conducted substantial work on the District 5 Octavia Improvements Study [NTIP Planning], including reviewing existing proposed improvements, engaging with the community, and identifying a set of improvements that address both local travel near Octavia Boulevard and opportunities to address longer distance trips that use Octavia Boulevard and the Central Freeway.

Attachment 1

2020 Record of Accomplishments for Tilly Chang, Executive Director

16. Completed (anticipated December Board approval) the District 10 15 Third Street Bus Study [NTIP Planning], evaluating the benefits, costs, and impacts of re-establishing bus service in the corridor to address speed, operational, and reliability concerns on the T-Third light rail line.
17. Oversaw and advised on 22nd Street Station Location Study and ADA studies led by SF Planning and Caltrain, respectively.
18. Coordinated with City of Brisbane and other Bi-County Transportation Study partners on Geneva-Harney BRT, Geneva Road extension and US101 interchange/underpass plans.
19. NEW: Launched the District 1 Golden Gate Park Sustainable Access Study Part 1 [NTIP Planning], including forming a Stakeholder Working Group and convening their first meeting, to review the current operations of John F Kennedy Drive (JFK) in Golden Gate Park, and to solicit feedback for the City to take into account when recommending next steps for JFK.
20. NEW: Coordinated and jointly submitted comments with SFMTA on CPUC rulemakings governing disability access and Autonomous Vehicles (Driver and Driverless Passenger Services) policies. Held hearing at Transportation Authority Board on first permitted Autonomous Vehicle deployment in San Francisco. Executive Director co-chaired Intelligent Transportation Society of America's (ITSA) Smart Infrastructure Task Force. Paused Emerging Mobility Pilot Framework Study due to COVID.

Fund Programming and Administrative Activities

1. Administered Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP)), Prop AA vehicle registration fee, Transportation Fund for Clean Air (TFCA), and other fund programs.
2. Established policies and procedures to administer the new Traffic Congestion Mitigation Tax, also known as TNC tax; programmed and allocated initial year funds.
3. Provided oversight and project delivery support for various federal, state, and regional fund programs including, but not limited to One Bay Area Grant program, Regional Transportation Improvement Program, Lifeline Transportation Programs (regional and local), and Senate Bill (SB 1) programs such as the Local Partnership Program. In light of COVID and reduced revenues overall, shifted funding strategy for SB 1 Local Partnership Program (LPP) formula funds to a multi-year approach as part of a bridge strategy until sales tax reauthorization.
4. Helped to secure \$150 million in TIRCP grant funds including \$110 million for BART Core Capacity, \$40 million for SFMTA Muni Forward and Train Control and \$9 million for WETA Mission Bay electric ferry.
5. NEW: Developed draft funding recommendations for \$6 million (three years of programming) in Transportation Authority funds and coordinated with SFMTA on proposals for LPP funds resulting from approval of the TNC Tax, for anticipated Board action in early 2021. Helped win \$8 million state LPP discretionary grant for Mission-Geneva Safety Project.
6. Applied for and won a Caltrans Planning Grant requested by Commissioner Mar to study School Transportation and increase the sustainability of medium and long-distance school trips in the City, particularly for vulnerable youth.

Attachment 1

**2020 Record of Accomplishments for
Tilly Chang, Executive Director**

7. Provided planning support and fund program oversight to SFMTA's District 7 planning study for Access to Lake Merced and District 3's Kearny Street Multimodal Implementation Plan - Traffic Analysis [NTIP Capital], ensuring compliance with MTC Community-Based Transportation Plan grant requirements.
8. Worked with project sponsors and other stakeholders to develop full funding plans and secure funds for high priority projects such as Geary Bus Rapid Transit (BRT), Better Market Street and the Downtown Extension.
9. Strengthened the funding plan for the Treasure Island Mobility Management Program delivery and first five years of operation by seeking approval of an extended schedule for federal Advanced Transportation Congestion Management Technologies Deployment funds; supported an application of Intelligent Transportation Systems for the US (ITS4US) funds, Infill Infrastructure Grant (\$30 million for Hillcrest Road bike/ped path) and \$1 million in regional Priority Conservation Area grants for Treasure Island Road bike/ped path design; submitted \$3.8 million application for Regional Active Transportation Program (ATP) Cycle 5; worked toward securing multi-year operating and funding agreements, and pursued Bay Area Air Quality Management District (BAAQMD), MTC, and cap and trade funds for infrastructure and clean vehicles, in cooperation with TIDA and partner agencies.
10. Continued to closely manage and monitor project cash flows to inform long term debt needs. Coordinated and ensured all bond proceeds from the 2017 Sales Tax Revenue Bonds funds are properly and timely spent within federal tax law requirements. Anticipating expending over 95% of proceeds by end of December.
11. Secured clean audit over the agency's financial statements. Two program specific audits (TFCA and Yerba Buena Island Ramps Project) are in progress.
12. Secured \$880,000 in Transbay community facilities district funds for Downtown Congestion Pricing Study.
13. NEW: Provided some immediate relief during the pandemic, worked with Board members, funding agencies and SFMTA and SF Environment to fund the Essential Worker Ride Home Program using TFCA and Prop K funds, and supporting the SFMTA's Essential Trip Card through its paratransit program with Prop K funds.
14. NEW: Programmed up to \$3,794,000 in State Transit Assistance Block Grant funds to the SFMTA's paratransit program.
15. NEW: Initiated 2020 Prop K Strategic Plan update as a fiscally prudent measure given lower sales tax revenues and continued uncertainties about the duration of economic recovery. Completed true ups of actual revenues and expenditures since 2019 update, revised cash flow reimbursement schedules for projects with large grant balances, and started working with sponsors to update programming and cash flow needs for fiscal years 19/20 and 20/21. Developed and continued to refine various sales tax projections scenarios in concert with transportation and economic recovery planning work and anticipated sales tax program reauthorization in 2022.

Attachment 1

2020 Record of Accomplishments for Tilly Chang, Executive Director

16. NEW: Allocated over \$1.1 million in Prop K funds to the SFMTA's Slow Streets program, which has grown to become an element of the city's infrastructure that can support the COVID emergency response, economic recovery and the buildout of a comfortable and safe citywide bicycle network.
17. NEW: Staffed Director Walton and Chair Peskin on Caltrain governance issues and on local and regional approval processes for putting the Caltrain Sales Tax ballot measure on the November ballot. Helped negotiate and incorporate governance timelines and other provisions into a parallel resolution approved by the Caltrain Joint Powers Board.

Capital Project Delivery and Oversight Activities

1. Attended Presidio Tunnel Tops groundbreaking and continued oversight for the Presidio Parkway project completion and closeout scheduled for June of 2021.
2. Broke ground on Southgate Road interchange project and held commencement event in June with TIDA board members and funding partners Caltrans, MTC and others. Completed closeout of I-80/Yerba Buena Island (YBI) East Side On-Off Ramps Improvement project.
3. Completed final design and prepared YBI West-Side Bridges Retrofit Project for construction utilizing Construction Management/General Contractor delivery approach.
4. Supported Caltrans District 4 and Commissioner Ronen's office in the accelerated delivery of the US 101 Alemany Deck Replacement project. Coordination with local and regional partner agencies and conducted community outreach in Districts 9 and 10.
5. Developed concept of operations (ConOps) and Systems Engineering Management Plan (SEMP) and draft vendor request for information (RFI) documents for the Treasure Island autonomous shuttle pilot program. Obtained federal approval of ConOps SEMP.
6. Led the process to finalize and execute a six-party Memorandum of Understanding (MOU) with Transbay Joint Powers Authority (TJPA), Caltrain, California High Speed Rail Authority, MTC and the City to develop and strengthen the Peninsula Corridor Rail program (Caltrain Downtown Extension or DTX) delivery strategy, designs and funding plan, including review of alternative oversight and governance models for the management and delivery of the project. NEW: Executive Director was elected Chair of the DTX and held 4 meetings of the Executive Steering Committee.
7. Continued to lead the Pennsylvania rail extension (PAX) to the DTX and coordinated with city and regional MOU partners on the 4th/King Railyards transportation and land use plans.
8. Participated in Caltrain Electrification Configuration Management Board proceedings, including monitoring of positive train control project delivery efforts. Held hearing on Peninsula Corridor Electrification and Positive Train Control Projects (CalMod program).
9. Supported the SFMTA in delivering near-term Geary Corridor improvements and reviewing the project's status within the SFMTA capital program and Transit Corridors Study; oversee design and environmental compliance of BRT project.
10. Supported Van Ness BRT construction efforts, including providing environmental compliance monitoring. Staffed hearings on business impact mitigation program.

Attachment 1

**2020 Record of Accomplishments for
Tilly Chang, Executive Director**

11. Oversaw Better Market Street, Central Subway, and Muni LRV4 projects and allocations.
12. Advanced I-280 Interchange modifications at Balboa Park, including completion of final environmental studies and Caltrans final Project Report.
13. Continued to monitor 19th Avenue Bulbout and Lombard projects construction phase efforts.
14. Promoted coordinated traffic management plan efforts on implementing lead agencies construction projects (Great Highway and Lower Great Highway, 19th Avenue and Park Presidio Boulevard Transportation Recovery coordination with Caltrans).
15. Supported Quint Street Connector Road project development efforts, including right of way acquisition and associated legislation.

II. Provide Board Support**THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.**

1. Checked in regularly with Chair and Board members to seek guidance and input, maintaining contact virtually and consistently.
2. Helped staff regional roles (MTC, Association of Bay Area Governments (ABAG), BAAQMD, BART, TJPA, Caltrain, and other bodies as needed). NEW: Provided staffing support for San Francisco representatives on MTC's Blue Ribbon Transit Recovery Task Force.
3. Staffed ongoing Vision Zero Committee meetings.
4. Staffed ongoing Treasure Island Mobility Management Agency (TIMMA) operations and policy board meetings.
5. Executive Director continued to serve as alternate to Commissioner Haney and Director Sesay on the TJPA.
6. Supported Chair Peskin and Vice-Chair Mandelman on Muni Reliability Working Group, including holding a hearing on the Final Report in early 2020.
7. Joined Chair Peskin in hosting new CalSTA Secretary of Transportation David Kim for a briefing session with SFMTA, MTC and our staff. Joined TIDA Director Linda Richardson and Executive Director Bob Beck to host new Caltrans Director Toks Omishakin on Treasure Island.
8. Prepared Seamless Transit resolution at request of Chair Peskin, and supported Assm. Chiu in his Seamless Transit bill as well as SFMTA Director Tumlin's response to these initiatives.
9. Held oversight hearings on LRV4, Better Market Street, Van Ness Avenue BRT and Caltrain Electrification/CalMod projects as well as on special topics requested by Board members including Red Light Enforcement and Autonomous Vehicle testing in San Francisco. Paused work on updating protocols for major capital project delivery to focus on unanticipated/COVID-related efforts. Anticipate resuming this work in 2021.

Attachment 1

2020 Record of Accomplishments for Tilly Chang, Executive Director

10. Continued to support development of Cycle 2 NTIP Planning and Capital priorities across districts including leading planning efforts in Districts 4 and 5; sought Board adoption of NTIP Planning project final reports (Districts 3, 10 (expected) and 11).
11. Continued to support Lombard Crooked Street solutions to manage congestion and improve livability, by developing a no-fee reservation concept and advancing its authorizing legislation, up to the shift in state legislative priorities based on COVID.
12. Initiated the School Transportation Study with partners at SF Unified School District, SFMTA and Department of Children, Youth, and their Families.
13. NEW: Passed and implemented Comm. Ronen's request for 12B compliance and ceasing to do business with anti-abortion law states.
14. NEW: Initiated Golden Gate Park JFK Access Study at request of Commissioners Fewer and Mar.
15. NEW: Supported Commissioner Walton and San Francisco Caltrain Directors on Caltrain's Ad-Hoc Committee on Governance as well as helped develop roadmap for further progress on this issue. Supported Comm. Walton, Chair Peskin and Comm. Haney's work on the San Francisco resolution placing the Caltrain revenue measure on the November ballot.

III. Promote Customer Service and Efficiency

THIS OBJECTIVE HAS BEEN MET.

1. Offered annual sponsor refresher training opportunities regarding Prop K/AA resources, policies, and procedures. Continued to work with sponsors to further streamline grant allocation and administration. Continued to develop and refine grants management dashboards and project management reports through further integration of the enterprise resource planning tool (accounting software), new budget software, and the grants management Portal to increase staff efficiency and effectiveness.
2. Published COVID Congestion Tracker online interactive tool to monitor traffic speeds during the shelter-in-place orders of the pandemic. Also published Transit Ridership Map of regional transit demand by operator to support work of the Blue Ribbon Transit Recovery Task Force.
3. Continued to maintain the MyStreetSF.com tool to support user-friendly features and efficiency of staff maintenance activities.
4. Updated and expanded online "Prospector" data visualization platform to provide easy access to key San Francisco transportation statistics and information on roadway and transit congestion and existing and future travel patterns, and continue to expand the agency's Data Warehouse Vision. NEW: Key additions to the platform include the COVID-era Congestion Tracker (<http://covid-congestion.sfcta.org>), which provides decision-makers and the public with weekly updates on changes to transportation system performance, and Bay Area Transit Ridership Visualizer Map.

2020 Record of Accomplishments for Tilly Chang, Executive Director

5. Enhanced the Portal to increase functionality for sponsors and staff, including refreshing the Portal with a modern interface that improves how the website functions in desktop and mobile environments while simultaneously adding several enhancements and features such as improved user dashboards, improved user summary reports, and the Allocation Request Form lock-out feature.
6. Procured initial outreach and contacts database to support ConnectSF and planning studies, and scoped next phase full-featured customer relationship management (CRM) tool.
7. NEW: Implemented an accounts payable automation system to streamline and automate accounts payable processes, allowed staff to conveniently approve invoices through a mobile app, and reduced payment time and need to physically be in the office to pay vendors and consultants.
8. NEW: Smoothly transitioned to remote Board and committee meetings and virtual operations.

IV. Work Collaboratively with Partner Agencies

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Continued to partner and coordinate on revenue, legislative, and policy advocacy, including efforts to secure new local revenues for transportation (supported Caltrain sales tax and potential regional transportation measure, 1 cent regional sales tax measure (FASTER) proposal, and potential SFCTA and SFMTA new revenue strategies).
2. Advocated for and supported Caltrain/High-Speed Rail compatibility.
3. Advocated for efficient and performance-based state fund program guidelines.
4. Collaborated with city and regional agencies on ConnectSF, including completing substantial work on the Transit Corridor Study and Streets and Freeways Study.
5. Worked with BART and Capitol Corridor to initiate study of long-term alternatives for a potential second rail crossing of the bay.
6. Participated in the regional Express Lanes Executive Steering Committee for 101/280 Carpool and Express Lanes development and supported completion of the 101 Mobility Action Plan.
7. Continued to provide technical assistance on Better Market Street, Caltrain Railyard and grade separation studies, Caltrain and High Speed Rail Business Plans, Ocean Beach Master Plan, Geneva/Harney BRT and Bi County Study plans, Bayview Community-Based Transportation Plan, and SFMTA's Transportation Recovery Plans.
8. Helped SFMTA implement Muni Reliability Working Group recommendations including applying for TIRCP and other train control grant funds.
9. Participated in an interagency working group to advance the SF Environment's update to the Climate Action Plan.

Attachment 1

2020 Record of Accomplishments for Tilly Chang, Executive Director

10. Provided advocacy overall and support to SFMTA for MTC's Cares Act distribution policies and subsequent convening of the Blue Ribbon Task Force, including advocating for Heroes Act funding to address precipitous revenue losses by operators.
11. Collaborated with SFMTA on a wide range of Autonomous Vehicle policy initiatives at the Federal and state level, including monitoring and providing input on the DRIVE Act, ITSA FAST Act Reauthorization platform and State PUC and CARB rulemakings.
12. Coordinated with Self Help Counties Coalition (ED is Vice-Chair) and University of California Institute of Transportation Studies (ED is on Advisory Board) on a variety of CalSTA and OPR long-range plans, policies and executive orders, including SB743 implementation, California State Transportation Agency (CalSTA)'s Climate Action Plan for Transportation Infrastructure plan, and Caltrans' long-range plan.

V. Promote Inclusive Public Engagement

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Continued to participate in the citywide promotion and advancement of racial equity and further incorporate racial equity into agency policies and practices. Completed seven educational racial equity trainings to normalize the conversations about race, racism, and racial justice within our agency, created and published a staff-based racial equity statement, and drafted an agencywide racial equity action plan.
2. Conducted extensive local and regional outreach for the Downtown Congestion Pricing Study, including pioneering multiple new public engagement methods. These included the including use of English and mono-lingual co-creation sessions, non-internet based outreach (text surveys, partnering with food pantries) and online tools (Unclog Fog City trade-off game, project micro-site).
3. Continued Disadvantaged Business Enterprise (DBE) outreach efforts through procurements and all Yerba Buena Island related project workforce supportive programs.
4. Advised Local Agency Formation Commission staff on TNC gig-economy driver research project.
5. Explored providing workforce development and training opportunities for Yerba Buena Island's Southgate Road Realignment Construction Project, including construction administration pathways in partnership with TIDA.
6. Celebrated 30th Anniversary of agency with a new website profiling highlights of voter-approved sales tax program featuring real San Franciscans and their stories.
7. Continued to support SFTP Equity analysis priority programs, including Vision Zero and NTIP.
8. Executive Director and staff actively participated on various national equity panels and webinars (Eno Foundation, World Economic Forum) with a profile of Executive Director featuring equity topic published in ITSA online.

2020 Record of Accomplishments for Tilly Chang, Executive Director

VI. Provide Regional and State Leadership

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Actively participated in regional policy discussions at MTC and ABAG to shape the implementation of Plan Bay Area 2040, working effectively on cross-county initiatives, strengthening alliances between Big 3 cities, and collaborating on transit investment, affordable housing, and anti-displacement issues. Continued to lead coordination of San Francisco input to Plan Bay Area 2050 update and serve as a regional leader on technical (model assumptions, project performance evaluation) and policy issues (e.g. BRTF).
2. Provided local and regional leadership in development of a potential regional transportation revenue measure and Caltrain sales tax and served as local resource for information and education on the measures.
3. Coordinated legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies.
4. Advocated for passage of legislative priorities as approved by the Board.
5. Tracked and helped shape implementation of statewide and regional managed lanes policies.
6. Tracked and helped shape statewide and regional policies, pilots, and deployments on emerging mobility services and technologies; mobility as a service; uses of real-time travel information; and payments technology.
7. Advocated for San Francisco and local interests to manage TNCs and autonomous vehicles at state and federal levels, including participating in coordination meetings with SFMTA on AV policy and commenting on proposed CPUC regulation of passenger carrying by AVs. Coordinated with Cruise, LLC on their proposed roll out of driverless testing in San Francisco.
8. Advocated for revisions to SB 1 program guidelines to allow more flexibility, development of strong project pipelines, efficient grant application processes, and support for San Francisco's project priorities.
9. Executive Director organized and hosted California Transportation Foundation's Mobility Symposium, a half-day conference for over 50 aspiring California college and university student leaders (and their mentors) interested in careers in transportation.
10. Executive Director serves as Chair of TJPA's DTX Executive Steering Committee, alternate to the TJPA, Vice-Chair of California Self-Help Counties Coalition, Chair of ITSA Smart Infrastructure Task Force, Vice-Chair of California Self Help Counties Coalition, and as a member of the University of California Advisory Board, ITDP US BRT Program Advisory Council, and SPUR Board.

Attachment 1

**2020 Record of Accomplishments for
Tilly Chang, Executive Director****VII. Facilitate Agency and Staff Development****THIS OBJECTIVE HAS BEEN MET.**

1. Continued back-filling or hiring new positions as funds became available: filled Clerk of the Board, Management Analyst, and Rail Program Manager positions. We held off on hiring other planned positions due to lowered budget estimates.
2. Continued to support staff professional development through training, coaching, promotions, and mentoring. This included a staff off-site workshop to continue our racial equity training program and a site visit to the Chase Center and Warriors organization to learn about their award-winning Transportation Demand Management Program.
3. Continued to develop staff capacity to oversee/manage projects and pilots in the following rapidly-changing areas: transportation demand management; real-time traveler/operator information; mobility payments technology; mobility as a service; and the full range of emerging mobility services and technologies.
4. Paused "Continue to establish and implement guiding project management tools and procedures based on trainings; seek to coordinate these with the SFMTA, as appropriate," due to shelter-in-place orders, shifting our focus to helping staff work remotely.
5. Implemented new budget and new accounts payable automation systems, including further integration with the enterprise resource planning tool (accounting software), and continued updating policies and procedures.
6. NEW: Supported and empowered agency-wide Racial Equity Working Group in developing and producing staff training program, racial justice website statement and racial equity action plan.
7. NEW: Shifted the entire office to a fully functional virtual office at the start of shelter-in-place orders and switched from quarterly to monthly all staff meetings to support morale and facilitate intra office communications. Maintained productivity while staff worked from home. Offered trainings in use of various applications to support telework.

VIII. Improve Internal and External Communications**THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.**

1. Commemorated the agency's 30th anniversary with the release of Sales Tax Stories, a website highlighting how people across San Francisco benefit from the city's half-cent sales tax for transportation.
2. Continued pursuing opportunities to promote agency work through our agency newsletter The Messenger, website and blog, press releases and media outreach; and expanded social media engagement.

Attachment 1

**2020 Record of Accomplishments for
Tilly Chang, Executive Director**

3. Continued to regularly meet with and strengthen relationships with transportation community, civic groups, media, community-based organizations, and neighborhood groups.
4. Developed draft internal public engagement protocol, outlined best practices for project-specific outreach/communications.
5. Scoped and prepared to implement next-generation Customer Relationship Management system (CRM) to improve tracking of interactions with specific organizations and the public.
6. Executive Director spoke at multiple online conferences and events including Transportation Research Board (TRB) Congestion Pricing workshop panel, Contra Costa Transportation Authority Re-Defining Mobility panel, PTV America "Shaping Mobility" panel, Eno Foundation "Equity in Congestion Pricing" webinar, American Society of Civil Engineers East Bay event, International Transport and Development Program BRT Symposium, Waymo "Self-Driven Women" event, World Economic Forum "Equitable and Efficient Mobility Solutions" workshop, Hyundai Cradle Mobility Innovators Forum, California Transportation Foundation Mobility Symposium, and Self-Help Counties Coalition FORUM conference.
7. NEW: Completed agency staff survey to further advance workplace of excellence initiative.

Attachment 2

Proposed Objectives for 2021 for Tilly Chang, Executive Director

The purpose of this section is to establish tangible parameters against which the Board may be able to assess the Executive Director's performance during 2021.

I. Advance Key Work Program Activities

Planning Activities

1. Work with the Metropolitan Transportation Commission (MTC) and City stakeholders to develop the Plan Bay Area 2050 implementation plan and begin to implement the recommendations including participating in updates of the regional Transit Oriented Development policy and transit expansion priorities (Resolution 3434). Support San Francisco ABAG representatives working on the regional housing issues to address Regional Housing Needs Assessment (RHNA) policies, affordability, displacement, and access to jobs. Actively participate and coordinate San Francisco input to the Plan Bay Area 2050 implementation plan.
2. Support and co-lead development of long-range ConnectSF planning program: develop and analyze project concepts as part of the Streets and Freeway Study (lead) and Transit Corridor Study and Streets (support), conduct outreach, prepare draft recommendations and finalize studies.
3. Continue to coordinate Transit Corridor Study with BART Transbay Rail Crossing Study (now known as Link21) to explore options for a future west-side rail alignment. Participate in BART/Capitol Corridor's Link21 Studies and help coordinate this work with the Downtown Rail Extension (DTX) Program of Projects and Transit Corridors Study.
4. As part of the Transit Corridor Study, complete a high-level feasibility assessment of water shuttle service for Northeast waterfront, as a potential congestion relief strategy, in coordination with the Port of SF and Treasure Island Development Authority (TIDA).
5. Develop the Draft San Francisco Transportation Plan (SFTP), including integrating work from the Transit Corridor Study and Streets and Freeway Study and analyzing options for future investments in transportation over the next 30 years, including associated policy recommendations and at least two financially constrained scenarios; anticipating a draft blueprint by year end.
6. Support San Francisco Environment's (SFE) update to the city's Climate Action Plan.
7. Conduct biennial county Congestion Management Program (CMP) and integrate additional streets and communities of concern.
8. Advance the Treasure Island Mobility Management Program by finalizing the TIMMA toll and affordability policies; continue seeking federal, state and local grant funds, propose transit fare levels and sign Memoranda of Agreements addressing operating plans with partner agencies (Bay Area Toll Authority, ferry transit service provider, East Bay bus transit service provider, and San Francisco Municipal Transportation Agency (SFMTA)).

Proposed Objectives for 2021 for Tilly Chang, Executive Director

9. Initiate preliminary engineering and resume environmental study phase efforts on the U.S. 101/I-280 (101/280) Carpool and Express Lanes/Bus project in coordination with Caltrans, SFMTA, and San Mateo and Santa Clara counties. Conduct community engagement and continue Equity Study anticipated to be completed in June of 2021. Continue developing the US 101 Mobility Access Plan (101MAP) with San Mateo and Santa Clara counties, Caltrans and MTC.
10. Complete transportation network company (TNC) research on relationship of TNCs with transit ridership and equity and on TNC travel patterns when "out-of-service" and support related regulatory and pilot development efforts.
11. Continue Transportation Sustainability Program (TSP) / TDM Strategy Evaluation Tool development, which seeks to quantify the effectiveness of the TDM strategies included in San Francisco's TSP in reducing vehicle miles traveled and single-occupancy vehicle trips.
12. Release latest San Francisco Chained Activity Modeling Process (known as SF-CHAMP) version, which will incorporate updated tour and trip mode choice models that reflect travel behavior choices captured in the regional resident TNC travel diary survey, and conduct modeling for the Transportation Authority and external partners. Continue partnering with MTC on multi-year survey plans.
13. Complete the Downtown Congestion Pricing Study, including updated alternatives, analysis (including a strong equity and outreach focus), and recommendations. Pending Board support and decisions, our work program may include: seeking legislative authority, environmental review, applying for grants and system design.
14. Complete the District 4 Mobility Plan [NTIP Planning], including understanding existing travel patterns, engaging with the community, and identifying potential multimodal investments that improve opportunities for sustainable trips.
15. Complete the District 5 Octavia Improvements Study [NTIP Planning], including reviewing existing proposed improvements, engaging with the community, and identify a set of improvements that address both local travel near Octavia Boulevard and opportunities to address longer distance trips that use Octavia Boulevard and the Central Freeway.
16. Complete the District 1 Golden Gate Park Sustainable Access Study Phase 1 [NTIP Planning], including convening three meetings of a Stakeholder Working Group to review the current operations of John F Kennedy Drive in Golden Gate Park and recommend car access policies.
17. Complete pre environmental scoping and design for the Pennsylvania Avenue Extension project through coordination with the Railyards Working Group inclusive of the property owner (Prologis), Caltrain and SF Planning.
18. Continue providing input to High-Speed Rail Business Plan and funding plans, in particular, to support DTX funding plan.
19. Advance Waterfront Ferry Study, including estimating the potential demand for a waterfront ferry and evaluating potential ferry service patterns to support travel from existing and new developments on the eastern waterfront and Treasure Island.

Attachment 2

Proposed Objectives for 2021 for Tilly Chang, Executive Director

20. Advance School Transportation Plan, a study of transportation strategies to increase the sustainability of medium and long distance school trips in the City.
21. Continue to participate in regional Bay Bridge Forward efforts and discussions about a potential bus lane and other congestion management initiatives on the Bay Bridge. Coordinate with MTC and Caltrans on our Streets and Freeways Study, including rationalizing freeway ramp systems in the downtown core for safety and transit/carpool priority.

Fund Programming and Administrative Activities

1. Convene and support ongoing coordination with city agencies, including SFMTA, to maximize effectiveness of advocacy and funding for discretionary capital funding and potential federal or state stimulus funds for transit operations as well as capital needs. Track Congressional actions related to the INVEST Act (Federal transportation reauthorization bill), DRIVE Act (Autonomous Vehicle bill), State funding programs (SB1 gas tax, Cap and Trade programs, CARB programs), and regional initiatives (RM3 bridge toll program, One Bay Area Grant cycle 3 program).
2. Administer Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP)), Prop AA vehicle registration fee, Transportation Fund for Clean Air, Traffic Congestion Mitigation Tax (TNC Tax), and other fund programs.
3. Continue to track and develop sales tax revenue projections evaluating the impacts of different trajectories for recovery from the pandemic-induced recession; use these forecasts to work with project sponsors on further refining the 2020 Prop K Strategic Plan update to reflect a lower revenue forecast while adjusting programming (subject to Board approval) as needed and providing input to agency debt strategy.
4. Finalize the overall scope of work and approach for the sales reauthorization effort, which will include consideration of other potential revenue options (local and regional, in particular) and developing a "bridge strategy" to keep projects moving and a project pipeline under development until new funds are available. Engage in a robust, equity focused engagement effort and ensure the approach is nimble enough to adapt the timeline to a potential ballot measure in June or November 2022. Significantly advance development of a new Expenditure Plan while coordinating with and supporting the SFTP 2050 update. Seek legislative clarification to agency's sales tax authorizing statute.
5. Program an estimated \$6 million in SB 1 Local Partnership Program formula and incentive funds as part of a bridge strategy until sales tax reauthorization.
6. Proactively monitor and provide project delivery support to ensure that project sponsors are following guidelines and meeting timely use of funds requirements for various federal, state, and regional fund programs including, but not limited to One Bay Area Grant program, Regional Transportation Improvement Program, Lifeline Transportation Programs, and Senate Bill (SB 1) programs such as the Local Partnership Program.
7. Provide planning support and fund program oversight to SFMTA's District 7 planning study for Access to Lake Merced, ensuring compliance with MTC Community-Based Transportation Plan grant requirements.

Proposed Objectives for 2021 for Tilly Chang, Executive Director

8. Support SF Directors in managing Caltrain's budget and implementation of the new 1/8-cent sales tax, including addressing governance. Advocate for priority for DTX in Caltrain business plan implementation, working closely with SFMTA and the Mayor's Office.
9. Work with project sponsors and other stakeholders to develop funding plans and secure funds for high priority projects such as Geary Bus Rapid Transit (BRT), Better Market Street, DTX, Muni's Core Capacity Program (e.g. train control) and Subway Renewal Program.
10. Strengthen funding plan for the Treasure Island Mobility Management Program delivery and first five years of operation; seek to secure multi-year operating and funding agreements, and pursue Bay Area Air Quality Management District (BAAQMD), MTC, and cap and trade funds for infrastructure and clean vehicles, in cooperation with Treasure Island Development Authority (TIDA) and partner agencies. Obtain approval from the Federal Highway Administration to extend the fund expiration date for the Advanced Transportation and Congestion Management Technologies Deployment Program (ATCMTD) grant for Treasure Island tolling infrastructure to allow sufficient time for project delivery.
11. Continue to closely manage and monitor project cash flows and monitor Prop K sales tax program revenues to inform short- and long-term debt needs and confirm the need for bonding as part of agency's multi-year debt strategy.
12. Secure continued clean audit(s).

Capital Project Delivery and Oversight Activities

1. Secure remaining \$37 million needed from the Highway Bridge Program funds, finalize procurement and start construction/implementation of YBI West-Side Bridges Retrofit Project. Continue construction activities for the Southgate Road Relocation improvements and YBI I-80 Eastbound off-ramp.
2. Advance environmental and design phases and funding alternatives for YBI bike path along the west side of the island including the segment adjacent to Hillcrest Road.
3. Secure funding for Treasure Island toll system and transit delivery as well as advance financial models.
4. Procure a vendor for the Treasure Island autonomous shuttle pilot program and secure CA DMV and CPUC approvals to initiate a pilot. Advance pilot operational and research plans in coordination with SFMTA and technical advisory committee partners including UC Berkeley.
5. Collaborate with Transbay Joint Powers Authority (TJPA) and other memorandum of understanding partner agencies to develop and strengthen the DTX delivery strategy and funding plan, including identification of the Initial Operating Segment, development of the project's business case, and a review of potential delivery options for the program. Executive Director will continue to serve on the Executive Steering Committee (ESC) and chair the ESC through June 2021.

Attachment 2

Proposed Objectives for 2021 for Tilly Chang, Executive Director

6. Continue to participate in robust oversight of the Caltrain Electrification Project, with emphasis on mitigating cost and schedule risks. Continue chairing Configuration Management Board proceedings.
7. Support the SFMTA in delivering near-term Geary Corridor improvements and strengthen project's funding plan; oversee design and environmental compliance of BRT project. Confirm plans to advance Geary BRT Phase 2 for Federal Small Starts program.
8. Support and oversee Muni Subway Renewal, LRV 4 delivery and Van Ness BRT construction efforts, including environmental compliance monitoring.
9. Oversee Presidio Parkway, Better Market Street, Central Subway, and M-Line planning, design, and project delivery efforts.
10. Advance I-280 Interchange modifications at Balboa Park, including initiating final design on southbound off-ramp and completing scoping studies on north-bound off-ramp, dependent on funding availability.
11. Continue to monitor completion of 19th Avenue combined projects construction phase efforts.
12. Support Quint Street Connector Road project development efforts, including right of way acquisition and legislation, as well as seeking remaining funding needed for the project.

II. Provide Board Support

1. Check in regularly with Chair and Board members to seek guidance and input.
2. Help staff regional roles (MTC, Association of Bay Area Governments (ABAG), BAAQMD, BART, Transbay Joint Powers Authority, Caltrain, and other bodies as needed).
3. Staff ongoing Vision Zero Task Force meetings, and arrange regular updates of key topics and activities to Transportation Authority Board.
4. Staff ongoing Treasure Island Mobility Management Agency (TIMMA) operations and policy board meetings.
5. Revise protocols and develop more user-friendly formats for major capital project delivery reporting to Board and related documentation.
6. Continue to support development of Cycle 2 NTIP Planning and Capital priorities across districts (Districts 1-10 have remaining funds available); seek Board adoption of NTIP Planning project final reports (anticipated in Districts 1, 4, and 5).
7. Continue to support Lombard Crooked Street solutions, if requested by District 2 Commissioner, including reservation system to manage congestion and improve livability, and conferring with the state delegation on the opportunities for advancing a no-fee reservation system authorization legislation.
8. Conduct substantial work on the School Access Plan, a study of transportation strategies to increase the sustainability of medium and long distance school trips in the City.

Proposed Objectives for 2021 for Tilly Chang, Executive Director

9. Continue to support remote Board and committee meetings during shelter-in-place orders and as needed to support the City's economic and transportation recovery plans.
10. Support work of San Francisco's Caltrain Directors on Caltrain Ad-hoc Committee on governance as well as its special counsel and independent auditor as warranted.

III. Promote Customer Service and Efficiency

1. Offer annual sponsor refresher training opportunities regarding Prop K/AA resources, policies and procedures.
2. Continue to maintain and, as needed, refine the MyStreetSF.com tool to support user-friendly features showcasing completed projects and exploring the possibility of two-way communication capabilities, improved search features, and other customer enhancements.
3. Update and expand online "Prospector" data visualization platform to provide easy access to key San Francisco transportation statistics and information on roadway and transit congestion and existing and future travel patterns and continue to expand the agency's Data Warehouse Vision.
4. Enhance the Transportation Authority's grant administration Portal to increase functionality for cash management (e.g. enable amendments of reimbursement schedules).
5. Continue to work with sponsors to further streamline grant allocation and administration.

IV. Work Collaboratively with Partner Agencies

1. Advocate for federal and/or state recovery/stimulus funds, especially for transit operations, and support identification and joint advocacy of City priority for these funds. Support development of potential new local and regional revenues for transportation.
2. Continue to pursue legislative priorities (e.g., Vision Zero 85th percentile, Automated Speed Enforcement authority), and policy advocacy (track and comment on state piloting of Road User Charge).
3. Advocate for efficient and performance-based state fund program guidelines (SB1, CARB, Cap and Trade).
4. Support and help shape San Francisco's participation in regional Blue Ribbon Transit Recovery Task Force (e.g., seamless transit) and associated legislative proposals.
5. Collaborate with city and regional agencies on completing the Climate Action Plan and on ConnectSF, including completing the Transit Corridor Study and Streets and Freeways Study, and significantly advancing/development of the SFTP 2050.

Attachment 2

Proposed Objectives for 2021 for**Tilly Chang, Executive Director**

6. Work with BART and Capitol Corridor to continue study of long-term alternatives for a potential second rail crossing of the bay (Link21), and with MTC and Caltrans to set near term management goals and strategies.
7. Participate in the Express Lanes Executive Steering Committee for 101/280 Carpool and Express Lanes development and delivery of the 101 Mobility Action Plan.
8. Continue to provide technical assistance on Better Market Street, Caltrain Railyards, and grade separation studies, Caltrain and High Business Plan, Ocean Beach Master Plan, 22nd Street Caltrain Station Location Study, Geneva/Harney BRT, and SFMTA's Transportation Recovery Plan.
9. Continue to help SFMTA implement Muni Reliability Working Group recommendations and support subway renewal program.
10. Continue to collaborate with SFMTA on CPUC rulemakings and development of State and Federal AV regulations/laws and overall new mobility policy and advocacy.
11. Partner with TIMMA transit service providers to design an inter-operator transit pass, including MOAs with ferry, bus, and shuttle service providers and MTC/Clipper.

V. Promote Inclusive Public Engagement

1. Continue Disadvantaged Business Enterprise outreach efforts and workforce supportive programs.
2. Pilot a Community Relationships Initiative, intended to strengthen ongoing relationships with organizations that represent low income communities of color and other vulnerable stakeholders and build their capacity to participate in Transportation Authority projects.
3. Continue to explore ways to provide workforce development and training opportunities, including construction administration pathways in partnership with TIDA and opportunities through the Autonomous Vehicle pilot program.
4. Continue to participate in the citywide promotion and advancement of racial equity and further incorporate racial equity in agency policies and practices. Commence implementation of the agency's multi-year racial equity action plan and focus on staff retention and promotion and diverse and equitable leadership and management in the first year.
5. Ensure outreach efforts, especially for the Downtown Congestion Pricing Study, ConnectSF, the SFTP, and sales tax reauthorization efforts; reach a diverse and inclusive cross-section of San Francisco stakeholders. Seek funds to bolster Downtown Congestion Pricing outreach budget.
6. Continue to support SFTP Equity analysis priority programs, including Vision Zero and NTIP.
7. Explore new methods of analyzing system performance for the Congestion Management Program that engages the public.

Proposed Objectives for 2021 for Tilly Chang, Executive Director

VI. Provide Regional and State Leadership

1. Actively participate in regional policy discussions at MTC and ABAG to shape the implementation of Plan Bay Area 2050, working effectively on cross-county initiatives, strengthen alliances between Big 3 cities, and collaborate on transit recovery planning, transit investment, Vision Zero, affordable housing, and anti-displacement issues. Continue to lead coordination of San Francisco input to Plan Bay Area 2050 and its Implementation Plan.
2. Serve as a regional leader on technical data, analysis and (model assumptions, project performance evaluation) and technology policy issues. Develop COVID-era baseline travel demand projections. Establish multi-year travel survey partnership with MTC to support Plan Bay Area implementation and to inform planning initiatives.
3. Provide local and regional leadership in development of a potential regional transportation revenue measure and serve as local resource for information and education on the measures. In collaboration with the Mayor's Office and SFMTA, provide leadership on implementation of the Caltrain sales tax and development and evaluation of governance initiatives.
4. Coordinate legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies/County Transportation Agencies. Chair (Executive Director) the California Self-Help Counties Coalition and host their 2021 Annual FOCUS on the Future Conference.
5. Advocate for passage of legislative priorities as approved by Board.
6. Track and help shape development and implementation of statewide and regional managed lanes policies.
7. Track and help shape statewide and regional policies, pilots, and deployments on emerging mobility services and technologies; Participate in pilots or develop our own pilots in the areas of mobility as a service; uses of real-time travel information; and multi-modal payments technology.
8. Advocate for San Francisco and local interests to manage or influence the regulation of TNCs and autonomous vehicles at state and federal levels.

VII. Facilitate Agency and Staff Development

1. Fill new positions as funds become available.
2. Continue to coach and mentor staff. Provide leadership opportunities through the agency's planned Community Relationships Initiative and staff-based Racial Equity Working Group.
3. Refine and implement policies, procedures, and recommendations from the in progress Project Management handbook, while working to publish a living version for agencywide use.

Attachment 2

**Proposed Objectives for 2021 for
Tilly Chang, Executive Director**

4. Analyze prior year's staff survey results (available early January 2021) and engage with management and staff to identify and work on areas of improvements to promote Workplace Excellence initiatives. This includes using feedback from the survey to inform development of a telecommute policy for post-shelter-in-place orders.
5. Continue operating a virtual office in compliance with shelter-in-place orders and the City's economic and transportation recovery plans.
6. Develop office re-opening plans, policies, and protocols to reduce the likelihood of transmission within the workplace, maintain agency operations, and continue to promote a healthy and safe work environment. Refine and finalize agency telecommute policy.

VIII. Improve Internal and External Communications

1. Grow Messenger and Social Media audiences. Increase social media followings and engagements on Twitter, Instagram, Facebook, and LinkedIn by 5-10%. Increase the agency's monthly newsletter Messenger visibility and expand distribution by 5%.
2. Continue to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, and neighborhood groups. Develop Executive Director's ad hoc Business and Labor Roundtables.
3. Finalize public engagement guidance and protocol, outlining best practices for project-specific outreach/communications with a focus on methods for equitable outreach methods.
4. Develop internal contacts and customer relationship management system to improve tracking of interactions with specific organizations and the general public.
5. Continue to hold monthly all staff meetings rather than quarterly during shelter-in-place to facilitate internal communications and cohesion.

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RESOLUTION SETTING THE ANNUAL COMPENSATION FOR THE EXECUTIVE DIRECTOR
FOR 2021

WHEREAS, On September 24, 2013, through Resolution 14-24, the Board appointed Tilly Chang as Executive Director of the San Francisco County Transportation Authority, effective October 1, 2013; and

WHEREAS, On December 17, 2019, through Resolution 20-28, the Board amended the employment agreement with Tilly Chang to extend the term of the agreement to December 31, 2022; and

WHEREAS, Through Resolution 20-28, the Board also adopted a revised salary structure which changed the salary range for the Executive Director position to \$217,893 - \$304,712, without any pre-set steps; and

WHEREAS, The Transportation Authority's Administrative Code establishes that the Board fixes the compensation level for the Executive Director; and

WHEREAS, Per the Personnel Manual, salary adjustments are not automatic based on cost of living or other indexes but are focused instead on rewarding performance; and

WHEREAS, On December 10, 2020 the Personnel Committee met, and after extensive consideration of the Executive Director's performance and other factors, recommended setting compensation to increase by 4% for 2021; now, therefore, be it further

RESOLVED, That the Transportation Authority hereby increases the Executive Director's compensation by 4% for 2019, effective January 11, 2021.