



# AGENDA

## Citizens Advisory Committee Meeting Notice

**Date:** Wednesday, February 24, 2021; 6:00 p.m.

**Location:** Watch <https://bit.ly/3coGv0K>

**PUBLIC COMMENT CALL-IN:** 1 (415) 655-0001; Access Code: 146 403 1681 # #

To make public comment on an item, when the item is called, dial '\*3' to be added to the queue to speak. Do not press \*3 again or you will be removed from the queue. When the system says your line is unmuted, the live 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.

**Members:** John Larson (Chair), David Klein (Vice Chair), Nancy Buffum, Robert Gower, Jerry Levine, Stephanie Liu, Kevin Ortiz, Peter Tannen, Danielle Thoe, and Sophia Tupuola

### **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 Citizen Advisory Committee (CAC) meetings will be convened remotely and allow for remote public comment. Members of the public are welcome to stream the live meeting via the meeting link provided above. If you want to ensure your comment on any item on the agenda is received by the CAC in advance of the meeting, please send an email to [clerk@sfcta.org](mailto:clerk@sfcta.org) by 8 a.m. on Wednesday, February 24, 2021 or call (415) 522-4800.

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1. Call to Order
2. Chair's Report - **INFORMATION**

### **Consent Agenda**

3. Citizen Advisory Committee Vacancy - **INFORMATION**

The Board will consider recommending appointment of one member to the Citizens Advisory Committee (CAC) at an upcoming meeting. The vacancy is the result of the upcoming term expiration of Sophia Tupuola (District 10 representative) at the end of March. Ms. Tupuola has indicated that she is seeking reappointment to the CAC. Neither staff nor CAC members make



recommendations regarding CAC appointments. CAC applications can be submitted through the Transportation Authority's website at [www.sfcta.org/cac](http://www.sfcta.org/cac).

- |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |     |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 4.                                  | Approve the Minutes of the January 27, 2021 Meeting - <b>ACTION*</b>                                                                                                                                                                                                                                                                                                                                                                                    | 5   |
| <b><u>End of Consent Agenda</u></b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |     |
| 5.                                  | Racial Equity Action Plan - Phase 1 Internal Programs & Policies - <b>INFORMATION*</b><br>This item was continued from the January 27, CAC meeting due to time constraints.                                                                                                                                                                                                                                                                             | 15  |
| 6.                                  | Major Capital Update: Downtown Rail Extension - <b>INFORMATION*</b><br>This item was continued from the January 27, CAC meeting due to time constraints.                                                                                                                                                                                                                                                                                                | 63  |
| 7.                                  | Adopt a Motion of Support to Allocate \$945,258 in Prop K Funds, with Conditions, and \$2,020,000 in Prop AA Funds for Four Requests - <b>ACTION*</b><br><br><b>Projects:</b> (Caltrain) Guadalupe River Bridge Replacement and Extension (\$227,500), (SFPW) Buchanan Mall Bulbouts - Golden Gate and Turk [NTIP Capital] (\$676,000), (SFMTA) Bike to Work Day 2021 (\$41,758), (SFPW) Richmond Residential Streets Pavement Renovation (\$2,020,000) | 69  |
| 8.                                  | Adopt a Motion to Support the City and County of San Francisco's Project Nominations for \$6,359,000 in Senate Bill 1 Local Partnership Program Formulaic Program Funds - <b>ACTION*</b>                                                                                                                                                                                                                                                                | 75  |
| 9.                                  | Adopt a Motion of Support to Approve the Transportation Authority's Project Nominations for \$10,444,302 from the Safe and Seamless Mobility Quick-Strike Program - <b>ACTION*</b>                                                                                                                                                                                                                                                                      | 109 |

**Other Items**

- |     |                                                                                                                                                                                                                           |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. | Introduction of New Business - <b>INFORMATION</b><br><br>During this segment of the meeting, CAC members may make comments on items not specifically listed above or introduce or request items for future consideration. |
| 11. | Public Comment                                                                                                                                                                                                            |
| 12. | Adjournment                                                                                                                                                                                                               |

**Next Meeting: March 24, 2021**

\*Additional Materials

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**San Francisco  
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Citizens Advisory Committee Meeting Agenda

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# DRAFT MINUTES

## Citizens Advisory Committee

Wednesday, January 27, 2021

### 1. Call to Order

Chair Larson called the meeting to order at 6:00 p.m.

**Present at Roll:** Nancy Buffum, Robert Gower, David Klein, John Larson, Jerry Levine, Stephanie Liu, Kevin Ortiz, Peter Tannen, Danielle Thoe, and Sophia Tupuola (10)

**Absent at Roll:** (0)

### 2. Chair's Report - INFORMATION

Chair Larson reported that Citizens Advisory Committee (CAC) members were provided the link to the Executive Director's Report that was presented a day prior at the Transportation Authority Board meeting.

He reported that the Transbay Joint Powers Agency (TJPA) is conducting their recruitment for Bay Area members to serve on their CAC. He said it is a unique opportunity not only for residents to become a part of history by bringing rail service to downtown San Francisco, and to also have the opportunity to provide input on the Downtown Rail Extension. He said that applications can be found on TJPA's website at [www.tjpa.org](http://www.tjpa.org).

Chair Larson also reported that the San Francisco Municipal Transportation Agency (SFMTA) resumed a portion of Muni Metro service and initiated new Bayview Express services. He said that the 15 Bayview Hunters Point bus service was a significant, long time priority within the community and called for by Commissioner Walton. He noted that the CAC approved a motion for adoption of the Transportation Authority's 15 Third Bus Study final report in December, which informed the new bus service.

Chair Larson reported that the City of San Francisco is currently updating its climate action plan, which will chart a pathway to achieve net zero greenhouse gas emissions by 2050, while also addressing racial, social equity, public health, economic recovery, resilience, and affordable housing. He said that San Francisco Environment is leading the final round of community engagement which includes an online open house website and workshops through the month of February. He shared that the plan will be finalized in Spring, and more information can be found on their website at [sfenvironment.org/sfclimateaction](http://sfenvironment.org/sfclimateaction).

Lastly, Chair Larson reported that CAC member Rachel Zack has relocated out of San Francisco making her ineligible to serve on the CAC. He thanked Rachel for her inciteful input on many topics presented to the CAC and said she will be missed. He added if anyone has recommendations for the vacant District 3 seat to encourage them to apply.

There was no public comment.



**3. Election of Chair and Vice Chair for 2021 - ACTION**

Chair Larson announced that at the December 2, 2020 CAC meeting the positions of Chair and Vice Chair had been opened for nominations for the 2021 term. He said that the CAC nominated himself as Chair, and David Klein as Vice Chair, and they have provided brief statements laying out their interests and qualifications in the meeting packet.

There was no public comment.

Chair Larson announced that since the CAC made nominations at the last meeting, there is only a motion and no second needed for the election of Chair and Vice Chair.

Jerry Levine motioned to approve the item.

**The item was approved by the following vote:**

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

**Nays: (0)**

**Absent: (0)**

Chair Larson thanked the CAC for re-electing him as Chair and asked David Klein if he would like to say a few words.

David Klein also thanked the CAC for re-electing him as Vice Chair and said he looks forward for the next two years of leadership and the opportunity to come before the Board to back up Chair Larson, as needed.

**Consent Agenda**

**4. Approve the Minutes of the December 2, 2021 Meeting - ACTION**

**5. Adopt a Motion of Support to Adopt Fiscal Year 2021/22 Transportation Fund for Clean Air Local Expenditure Criteria - ACTION**

**6. Adopt a Motion of Support to Accept the Audit Report for the Fiscal Year Ended June 30, 2020 - ACTION**

**7. Internal Accounting Report, Investment Report, and Debt Expenditure Report for the Six Months Ending December 31, 2020 - INFORMATION**

**8. Progress Report for Van Ness Avenue Bus Rapid Transit Project - INFORMATION**

Jerry Levine said he would like more information regarding the funding that was just rewarded to the Van Ness project by the Metropolitan Transportation Commission (MTC). He noted that the amount is approximately \$44 million dollars, and he wanted to be sure that the funds were firmly dedicated.

Maria Lombardo, Chief Deputy Director, asked if he knew what the funds source was.

Jerry Levine replied that it was a part of the COVID 19 relief funds.

Ms. Lombardo responded that he was likely referring to the latest tranche of Federal COVID relief funding. She said she believed that operators could use the funds for capital or operating purposes, but that most were using the funds to backfill their operating budgets, because they've suffered significant revenue losses. She said that the \$44 million is part of a true-up to the SFMTA, because they experience more



revenue losses than was anticipated when they received the earlier tranches of COVID relief funding.

Mr. Levine asked if staff could provide a breakdown of where the funds are going at the next meeting.

Ms. Lombardo said she would follow up with SFMTA.

With respect to item 7 (Internal Accounting Report), page 31 on the last paragraph referencing sales tax revenue signs of recovery, Peter Tannen asked if it is known why the San Francisco was hit hardest in terms of recovery compared to the other counties.

Ms. Lombardo replied that a big part of the reason is that pre-COVID, San Francisco would double its daytime population with visitors, workers, and tourists. She said now that these folks are not coming into the City and spending money, the City is being uniquely hit hard by a decline in sales tax.

Chair Larson said they forget that the decrease in population due to COVID also affects their transportation, and said he hopes transit service and usage will revert back.

During public comment David Pilpel said that he had several minor corrections to the minutes that he would like to communicate to staff offline. He also clarified that the name of the funds mentioned earlier by Mr. Tannen were called the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funds. He said that the transit capital priorities process was updated by MTC and said that it may have some impact on the City. He also added that he did not see a separate audit report itself in the packet just the Comprehensive Annual Financial Report (CAFR).

Cynthia Fong, Deputy Director for Finance and Administration clarified that the Audit Report was considered the CAFR. She said within the CAFR are two audit opinions, one in the beginning relating to the financial statements and another report on the audit of federal funds, which focuses heavily on the Yerba Buena Island project. She said that both reports from the auditors are clean audit reports.

David Klein motioned to approve the consent agenda, seconded by Danielle Thoe.

**The motion was approved by the following vote:**

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

**Nays: (0)**

**Absent: (0)**

**End of Consent Agenda**

**9. Adopt a Motion of Support to Allocate \$7,524,841, with Conditions, and Appropriate \$60,000 in Prop K Sales Tax Funds, for Thirteen Requests - ACTION**

Anna LaForte, Deputy Director for Policy and Programming, presented the item.

Peter Tannen asked why Caltrain was continuing to maintain its passenger cars in a state of good repair given that Caltrain is replacing them with electric trains.

Peter Skinner, Caltrain, said that the Bombardier cars, currently used for Caltrain's Baby Bullet service, will continue to be used in the segment of the Caltrain corridor



south of San Jose, which will not be electrified as part of the Caltrain Electrification project.

David Klein asked how data collected through the Safe Streets Evaluation Program would be used, and whether it would be available to the general public.

Thalia Leng, SFMTA, said SFMTA had been collecting that kind of data for two years, including traffic counts, turning behavior, yielding behavior and many other safety factors. She said the data was currently maintained in Excel files, but said SFMTA was planning to develop a more accessible database for public access via the program's website. She said the raw data was already available for download on the program website.

Nancy Buffum said she was a resident of the Outer Sunset, and thanked staff for its thoughtful work and presentation on the Great Highway Traffic Management project. She expressed approval for consideration of changes that would improve the safety and ease of beach access, particularly for pedestrians.

Danielle Thoe expressed support for the Tenderloin Traffic Safety Improvements project. She commented that left turn signs currently in place in the Tenderloin weren't highly visible and asked if the proposed signs would be electric.

Kimberly Leung, SFMTA, answered that the signs would be static.

Chair Larson expressed concern that a pedestrian promenade on Great Highway would displace traffic onto other streets.

Camille Guiriba, Senior Transportation Planner, said the current plan was to ensure that traffic was not diverted by implementing traffic management measures to complement any capacity reductions.

Chair Larson noted the popularity of slow streets and promenades, and suggested the idea of converting certain traffic lanes into pedestrian promenades, perhaps on a part-time basis.

Tim Doherty, SFMTA, added that planned Outer Sunset improvements would include traffic calming measures to make the Great Highway safe for multimodal use. He said the SFMTA was coordinating with the Recreation and Parks Department on potential traffic calming measures.

Peter Tannen expressed support for the Tenderloin Traffic Safety Improvements project. He said that enforcement was often an issue following capital improvement projects and noted that there would be new traffic restrictions at 54 locations on completion of the project. He asked how SFMTA would address enforcement.

Kimberly Leung answered that the SFMTA had notified the San Francisco Police Department (SFPD) about the pending changes.

During public comment Roland Lebrun advised that the Transportation Authority should ensure that the funds allocated to Caltrain for Bombardier Cars State of Good Repair actually be used for the intended activities, as this was a regular request, but the cars were nevertheless in very poor condition. He also said the Transportation Authority should make sure the Santa Clara Valley Transportation Authority provided its matching share of project funding.

David Pilpel requested that environmental clearance section in the allocation request forms include date and case number. He said he opposed the use of the Muni Metro





East light rail facility as an interim storage area for trolleybuses displaced from the Potrero facility while the latter was redeveloped. He said the Flynn motor coach maintenance facility should be used for that purpose instead. Regarding the Great Highway Traffic Management project, he recommended that outreach efforts include Eileen Boken with SPEAK and Susan Pfeifer of Outer Sunset Residents Association. He asked how the Great Highway study related to the District 4 Mobility Study. He asked whether the Caltrain requests were consistent with the City's Capital Plan and whether they supported the Caltrain Downtown Extension project. He asked if there was an updated Caltrain service plan or vision document that reflected passage of Measure RR.

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

**The motion was approved by the following vote:**

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

**Nays: (0)**

**Absent: (0)**

**10. Adopt a Motion of Support for the Approval of the 2021 State and Federal Legislative Program - ACTION**

Amber Crabbe, Public Policy Manager, presented the item per the staff memorandum.

Chair Larson stated that infrastructure seemed to be a big target of the new Administration, in particular for transportation, and was something that people could come together around. He asked whether a new infrastructure package would use existing programs or whether it could fund something new.

Ms. Crabbe responded that transportation was poised to be a cornerstone of a new infrastructure package. She said that last year's proposed economic recovery bill included within it a reauthorization of the federal transportation bill at higher funding levels. She added that Congress may take a different approach and pass an economic recovery package that includes transportation funding on top of a reauthorization bill. She said that multiple possible economic recovery package could provide additional opportunities.

Jerry Levine said when he was on the Metropolitan Transportation Commission (MTC) Policy Advisory Committee, they worked to advance an oil extraction tax, since California remains one of the few states without one. He added that at that time the revenues were estimated at \$4-5 billion a year for the state, but there was a question about whether it would be considered a tax or a fee. He asked if that effort was still ongoing.

Ms. Crabbe responded that she hadn't seen the idea come up lately. She said she would ask MTC staff and provide him with a response.

Danielle Thoe said she supported automated speed safety cameras which are important as we redesign streets such as the implementation of no turn on red rules in the Tenderloin and lowering speed limits to 20 miles per hour. She noted that cameras to record right turns on red violations were legal, but speed safety cameras were not. She stated she hoped SFMTA and the SFPD would look to combine efforts, so they didn't have to keep going back to communities for approval multiple times to stop those bad behaviors and get compliance.



Ms. Thoe asked that if there aren't additional transportation funds available, whether there was the potential to shift highway and road paving funds into public transit and other initiatives. She noted that transit was running at lower frequencies and reduced capacities due to social distancing measures. She asked if we had heard anyone proposing this, and whether it was something the Transportation Authority would advocate for.

Ms. Crabbe replied that this idea had been discussed over the last year at MTC, including looking at what types of fund sources could be flexed from one use to another. She said that opportunities to shift funding from sources that fund roads to public transit were somewhat limited but MTC had worked to provide flexibility within its transit capital program to allow some of those funds to be used on transit operations. She added that needs were underfunded across all types of transportation modes.

Sophia Tupuola said she hoped the region would be imaginative and identify funding to support communities that are dealing with inequities and facing transportation barriers.

During public comment David Pilpel asked to hear more about the Blue Ribbon Transit Recovery Task Force and various consolidation efforts at a future CAC meeting since there was a lot going on. He said he supported adding to the program a strategy to reform to the Transportation Development Act allocation formulas to benefit San Francisco transit. He said much of it is currently spent on high cost transit in suburban, exurban, and rural areas that would be better spent in urban core areas such as San Francisco, Oakland, and San Jose. He noted he opposed the objective to seek more efficient environmental processes, which he read as weakening California Environmental Quality Act protections. He said the rest of the program was well-reasoned and well-explained.

Edward Mason said that autonomous vehicle regulations should ensure the vehicles not increase congestion or block traffic. He noted that he heard a report that forecast that some autonomous vehicles would roam when not being used since that would cost 25 cents an hour compared to \$3 an hour to park, which was concerning. He said that for any private transit shuttle there should be a franchise fee, similar to what taxi drivers have to pay for their medallions, that would support public transit. He said that for air quality purposes, shuttles typically run between two small distances repeatedly, while these vehicles travel long distances on state highways and city streets creating essentially a taxicab commute. He added that if the occupants were using Caltrain instead, the agency wouldn't have its current deficit.

Robert Gower motioned to approve the item, seconded by Jerry Levine.

**The motion was approved by the following vote:**

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

**Nays: (0)**

**Absent: (0)**

#### **11. Sales Tax Reauthorization – INFORMATION**

Michelle Beaulieu, Principal Transportation Planner, presented the item.



David Klein asked if the only option under consideration was a sales tax or if other revenue options based on income were under consideration.

Ms. Beaulieu responded that the reauthorization effort focuses on continuing the existing sales tax and would not increase the current sales tax. She added that there were also ongoing conversations about potential additional (new) revenue sources, but this item was focused on the existing sales tax and updating the Expenditure Plan.

Mr. Klein commented that those who need transit service the most were already paying a disproportionate amount of their income on transit and this was an opportunity to reconsider the funding. He also commented that the community outreach timeframe would be underway before the community was fully vaccinated and the effort would be trying to reach communities that may have disproportionately impacted by COVID and lack access to the internet.

Ms. Beaulieu acknowledged the additional challenges for conducting robust and equitable public engagement and that the reauthorization team is looking to learn from other projects that have been conducting outreach during the pandemic. She said staff would bring a detailed outreach plan back to the CAC.

Sophia Tupuola encouraged staff to consider how to champion equity for those disproportionately affected and form true partnerships with the community. She commented that community-based organizations were stretched thin and unable to do typical capacity building right now through mechanisms such as one-on-one interactions and story-telling. She asked if it was possible through incentivizing funding to create a partnership with a stakeholder or equity representative.

Ms. Beaulieu responded that staff would be looking into ways to help build capacity at community-based organizations as part of the outreach effort and welcomed Ms. Tupuola's feedback.

Chair Larson asked how open-ended the new expenditure plan would be in terms of how different could it be.

Ms. Beaulieu responded that it is possible for there to be significant changes in structure, but the proposed approach is to build on the success of the existing Prop K program, adding that funding needs for existing Prop K programs (e.g. signals, traffic calming) would continue.

Chair Larson asked if it would be possible, with enough consensus, to have a majority of funding go to one large project.

Ms. Beaulieu said yes, but noted that there are always tradeoffs in the sense that other projects and programs would receive less funding.

Maria Lombardo, Chief Deputy Director, added that those types of tradeoffs are made in the San Francisco Transportation Plan where staff works with agency partners to identify needs, determine available funding, and develop a scenario for existing funding and a second scenario for new funding to determine what can be funded through this process.

Kevin Ortiz asked how much money would be generated by the sales tax.

Ms. Beaulieu responded that the existing half-cent sales tax was bringing in approximately \$110 million annually pre-pandemic, but this year the projected budget was reduced to \$93 million due to the impact of COVID-19.



Mr. Ortiz asked if funding could go toward a program such as Free Muni for All.

Ms. Lombardo answered that the sales tax could fund projects or operations and that the existing Expenditure Plan funds paratransit operations.

Chair Larson acknowledged that the sales tax was regressive and said there was potential for it to benefit those disproportionately impacted by paying the sales tax with a beneficial program such as Free Muni for All.

During public comment Edward Mason commented on the presence of funding for street trees within the Prop B (1989) and Prop K (2003) Expenditure Plans and asked that this funding be identified in the budget and include the cost of street trees. He said there had not been a discussion of priority for Muni compared to street trees and would like the program to focus on transportation.

David Pilpel commented that it would be nice for past EPAC members and past and present CAC members to gather and recognize the 30th anniversary of the Transportation Authority. He also commented on the presentation given, saying he would expand slide 6 to refer to additional plans and programs that don't always seem connected, and pointed out on slide 8 that the capacity to bond fund long term projects was important and almost exhausted at this point. He also said he would like to provide input and serve on next EPAC. Mr. Pilpel also commented that it may be difficult to develop a new expenditure plan in the next few months, given the uncertainties about future transportation needs. He said in terms of timing, a potential regional transportation funding measure should be considered. He also said that he had opposed Free Muni for All for various policy reasons, but collecting fares seemed a low priority right now, so this may be the time to include Free Muni for All and substantial operating support in lieu of fare collection.

Roland Lebrun provided sales tax measure examples from San Jose. He commented that tax measures should identify specific amounts to projects in order to deliver what would be expected by voters.

## 12. Major Capital Update: Better Market Street - INFORMATION

Cristina Calderón Olea, Project Manager at SFPD, presented the item.

Peter Tannen asked about the BART grate replacement.

Ms. Olea responded that the grates will be new similar to 16<sup>th</sup> and Mission Street and will be much of an improvement.

Danielle Thoe asked about taxi restrictions and the turn restrictions and said she understands that they are being added in addition to commercial vehicles. She mentioned that at the SFMTA Board meeting there were strong oppositions, so she wanted to understand what conversations have happened since then.

Britt Tanner, Senior Engineer with SFMTA, responded that they are trying to find the best balance that they can, as there is not enough space on Market Street to design a street that makes everybody happy. She added that there is only 120 ft from curb to curb, but they want wide sidewalks, 4 lanes for Muni, dedicated lanes, etc. She said the best design that they've come after many iterations is the shared lane design. She



said that the required right turns are a compromise, and there are only 2 required right turns in each direction that affect commercial vehicles and taxis, and they will need to work with the taxi companies to ensure they are accommodating them. Ms. Tanner said that they realize there has been a high increase in paratransit riders that are using taxis now during COVID, thus they are considering delaying the required right turn at Geary Boulevard until after COVID goes away. The other changes at Turk, 6<sup>th</sup>, and 8<sup>th</sup> would not be installed until construction after phase 1. She said that gives them time to coordinate and work together to make sure they meet the safety goals of the project but also maintain access their access and address their concerns on the new routes they will need to take.

Ms. Thoe said they are looking for compliance on Market Street and during COVID, enforcement has not kept up. What is the short term enforcement or compliance strategies has SFMTA looked at in the short term. She said the build out will take a while so it would be helpful to get some community buy in to show compliance strategies that are not just punitive, but to eventually get Market Street car free.

Ms. Tanner said that they have commitment from SFMTA to increase their PCO presence once the pandemic starts to calm down. She said a lot of their PCO's are helping out at vaccination sites which is a high priority at this time. She said they do plan to increase their presence and will work with the police to see what they can do to help with Market Street.

Ms. Olea replied it will be difficult to enforce short term, but as they roll out the vaccine and the PCOs have more bandwidth and availability, they will begin to deploy them on Market Street.

Ms. Thoe said that its exciting to hear the commitment with the PCO's and said hopefully the end of COVID will come soon.

Robert Gower asked SFMTA staff to briefly articulate why they think the current design is the "best" design.

Due to technical difficulties Chair Larson recommended a response be given as an update at a future CAC meeting.

During public comment Roland Lebrun shared that prior to the meeting his sent a letter to the CAC highlighting the main issues he found as it relates to the second street alignment. Mr. Lebrun said that nothing came out of the money that was awarded for the PAX project last year. He said that his suggestion to the Board was to use the project to not only study how the PAX was going to connect to the DTX, but potentially resolve the issues that he mentioned in his letter to the CAC. Mr. Lebrun suggested that the Commissioners not only receive briefings on the issues, but also on the potential solutions.

Edward Mason said that they have an issue of need and funding and said he wonders if Mission Street will ever be repaved in his lifetime. He said that he is amazed that the project has gone on for 10 years and they have not accomplished anything.

David Pilpel said that he support a bidirectional F-Loop but now that it is single direction he opposes the project. He said that the EIR was completed pre-COVID but understands there are changed circumstances since that time. He said he agrees with the concerns with transit service impacts and reliability with one lane. He said if the design does not work with taxi and bicycles, then what is the point of implementing. He added that people who disagree are opposed to the project redesign. Mr. Pilpel



said that on slide 12 in the PowerPoint it should read January 19, 2021 versus Jan 21. He said he thinks CAC should have quarterly reports on the important controversial project, and said the meeting was well structured along with an executed agenda.

**13. Major Capital Update: Downtown Rail Extension - INFORMATION**

The item was deferred to the call of the Chair.

**14. Racial Equity Action Plan - Phase 1 Internal Programs & Policies - INFORMATION**

The item was deferred to the call of the Chair.

**Other Items**

**15. Introduction of New Business - INFORMATION**

Member Danielle Thoe asked if the Van Ness updates can be spaced out when presented to the CAC but on a regular cadence so that they have a better gage of when to expect them on the agenda.

Chair Larson commented that there is currently a monthly Van Ness update, and a verbal update every quarter. He said it would be nice to implement a schedule for the other large projects, and work with staff to make sure the updates are incremental.

David Klein said looking ahead, now that there is a vaccine, it would be nice for SFMTA to provide a re-opening plan in terms of the greater amount of ridership and safety considerations. He said it would be nice to know how SFMTA will be monitoring, marketing, and policing itself once fully opened back up. He also requested an update on the Transbay Station in terms of the repairs.

Chair Larson agreed and said he would put it as high priority to bring to the Committee at a future meeting.

Jerry Levine echoed Mr. Klein's comments and said he would like to get an idea of a global standpoint of what the re-opening point from Muni is.

Danielle Thoe said one thing she has been concerned with is how SFMTA is making the decisions to invest and not invest in the things they are doing. She said it would be great to hear how they are looking at the big capital projects and where they are investing their money to make the impacts.

Chair Larson added that they should have Director Jeffrey Tumlin with SFMTA come back to provide a future report as it's been a year since his last report.

**16. Public Comment**

During public comment Roland Lebrun shared his frustration with the meeting platform and suggested staff transition from Microsoft Teams to Zoom.

**17. Adjournment**

The meeting was adjourned at 8:50 p.m.



## Memorandum

### AGENDA ITEM 5

**DATE:** January 22, 2021

**TO:** Transportation Authority Board

**FROM:** Cynthia Fong - Deputy Director for Finance & Administration  
Hugh Louch - Deputy Director for Planning

**SUBJECT:** 1/26/21 Board Meeting: Racial Equity Action Plan - Phase 1 Internal Programs & Policies

**RECOMMENDATION**    Information    Action

None. This is an information item.

#### SUMMARY

The purpose of this memorandum is to present the first phase of the Racial Equity Action Plan. In July 2019, the City and County of San Francisco's (City) Office of Racial Equity (ORE) was created by Supervisors Sandra Lee Fewer and Vallie Brown as a division of the San Francisco Human Rights Commission. ORE was legislated in response to the City's growing racial disparities, and as a mean to address the history of structural and institutional racism in San Francisco's delivery of services to the public and its own internal practices and systems. ORE has directed City departments to develop and implement mandated racial equity action plans, and to analyze the disparate impacts of pending ordinances, as well as various other policy and reporting functions. While the Transportation Authority is not a City department, we have volunteered to participate in ORE's overall efforts and develop and implement a racial equity action plan of our own. This first phase of the Racial Equity Action Plan focuses on internal programs and policies, workforce, and boards/commissions. It also includes a declaration of our agency's key role and commitment to ensuring equitable and inclusive outcomes in San Francisco.

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



## **BACKGROUND**

We joined the second San Francisco cohort of the Local and Regional Government Alliance on Race & Equity program in January 2017. At the annual staff workshop in August 2017, all staff participated in a racial equity training segment that focused on the role of government in advancing racial equity. In fall 2018, we started our internal Racial Equity Working Group (REWG) composed of at least one person from each division within the agency and began to identify opportunities to advance racial equity internally and externally. In 2019, the REWG conducted an agency assessment and employee survey to identify areas for improvement. Using the resulting feedback, REWG led and supported a number of initiatives to evaluate our culture and management, our hiring and contracting practices, and the funding we allocate. This work included reviewing our interview selection process, hosting regular racial equity trainings to normalize conversations on race and equip staff with skills to speak to racial issues. It also involves applying a racial equity tool or similar processes to agency projects and processes, including sales tax reauthorization, the Downtown Congestion Pricing study, and the multi-agency ConnectSF long range planning program. In February 2020, all staff participated in another racial equity training segment that continued to focus on the role of government in advancing racial equity.

## **DISCUSSION**

We began working on the Racial Equity Action Plan in July 2020. The effort assisted us with reviewing current structures, behaviors, and norms that lead to unequal outcomes that fall along racial lines and to catalyze meaningful action towards institutional change. As outlined by ORE, this first phase of the Racial Equity Action Plan focuses on internal programs and policies, workforce and boards/commissions. It also includes a declaration of our agency's key role and commitment to ensuring equitable and inclusive outcomes in San Francisco.

Specifically, development of the first phase of the Racial Equity Action Plan directs us to:

- A) assess current conditions in seven key focus areas for all employees especially for Black, indigenous, and people of color:
  - 1) Hiring and Recruitment
  - 2) Retention, Promotion, and Protection
  - 3) Discipline and Separation
  - 4) Diverse and Equitable Leadership and Management
  - 5) Mobility and Professional Development
  - 6) Organizational Culture of Inclusion and Belonging
  - 7) Boards and Commissions
- B) identify necessary staffing and resources;





- C) hold ourselves accountable by setting timely, measurable goals and commitments; and
- D) intentionally address interpersonal and institutional racism within our agency.

In August 2020, the REWG began drafting a preliminary action plan and coordinated with staff responsible to implement the actions to ensure feasibility of the implementation. Between September and October, the REWG engaged and solicited feedback from executive management and staff. Thirty staff members participated and provided feedback (70% of total staff). In November 2020, we submitted our preliminary action plan to ORE for their first review. Together with their feedback and those from executive management and staff, the REWG developed 88 actions to implement over the next few years. The accompanying slide deck provides a few examples of work we will do in 2021 to advance the Racial Equity Action Plan recommendations. The Racial Equity Action Plan will be a living document that our REWG will track and update over time as we address these actions.

**Next Steps.** The Racial Equity Action Plan provides one mechanism that our agency is using to address equity in our work. Inequitable policies and practices throughout transportation planning history have contributed to racial segregation, systemic discrimination, and the resulting health, education, and income disparities that we find in San Francisco and throughout our country. In coordination with ORE, we will be developing phase 2 of the Racial Equity Action Plan that focuses on external agency functions such as procurements, contracting/grants, and delivery of services and programs to San Franciscans, is expected later in 2021.

## **FINANCIAL IMPACT**

None. This is an information item.

## **CAC POSITION**

None. This is an information item. The CAC will be briefed on this item at its January 27 meeting.

## **SUPPLEMENTAL MATERIALS**

- Enclosure - Racial Equity Action Plan: Phase 1 Internal Programs & Policies

# San Francisco County Transportation Authority: Racial Equity Action Plan Phase 1

**Last Updated** 12/31/2020

A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy that demonstrate how an agency will address Racial Disparities within the department as well as in external programs.

— ORE Legislative Mandate, [Ordinance No. 188-19](#)

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## Racial Equity Lead

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## Racial Equity Working Group (REWG)

Camille Guiriba, Senior Transportation Planner  
David Long, Transportation Planner  
Yvette Lopez-Jessop, Administrative Assistant  
Hugh Louch, Deputy Director for Planning  
Kaley Lyons, Transportation Planner  
Paige Miller, Senior Communications Manager  
Bhargava Sana, Senior Transportation Modeler  
Yana Waldman, Assistant Deputy Director for Capital Projects

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## Racial Equity Action Plan Template Key

**ACTIONS:** specific acts to accomplish to achieve departmental goals  
**RESOURCES COMMITTED:** what is needed to perform actions; financial, human, and/or material  
**INDICATORS:** quantifiable measure of an action’s success; how much, how well, or how anyone is better off  
**TIMELINE:** dates denoting the start and end of the action

## Racial Equity Action Plan Sections

- IMPLEMENTATION:** detailed plan on how the action will be accomplished; month, quarter, and/or year  
**STATUS:** the action’s current status, updated regularly [ongoing | in-progress | completed | not started]  
**LEAD:** staff, committee, or body responsible for the action and/or accountable for its completion
1. Hiring and Recruitment
  2. Retention and Promotion
  3. Discipline and Separation
  4. Diverse and Equitable Leadership and Management
  5. Mobility and Professional Development
  6. Organizational Culture of Inclusion and Belonging
  7. Boards and Commissions

## Process

The established Racial Equity Working Group (REWG) began in Summer 2020 by reviewing the action plan template and developing a schedule to complete the draft by the end of the year. REWG members volunteered to lead and support development of individual sections. Then the subgroups for each section met to develop initial content. Draft sections were presented to the entire REWG for review and feedback. After incorporating feedback from the working group, members of management on the REWG shared the updated sections shared with agency leadership. Once again, the action plan was revised and shared with all staff. The REWG members held office hours for each section that were open to all staff to add, edit, and prioritize elements of the draft action plan.

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## Agency Background

### History

The San Francisco County Transportation Authority (Transportation Authority) was created in 1989 by a vote of the San Francisco electorate. The vote approved Proposition B, which imposed a sales tax of one-half of one percent (0.5%), for a period not to exceed 20 years, to fund essential transportation projects. The types of projects to be funded with the proceeds from the sales tax were set forth in the San Francisco County Transportation Expenditure Plan, which was approved as part of Proposition B. The Transportation Authority was organized pursuant to Sections 131000 et seq. of the California Public Utilities Code. Collection of the voter-approved sales tax began on April 1, 1990. The Transportation Authority has its own governing board, consisting of the eleven members of the Board of Supervisors of the City and County of San Francisco (City), acting as the Commissioners of the Transportation Authority Board. The Transportation Authority is governed by an administrative code separate and distinct from that of the City's, and the agency operates as a special-purpose government agency under state law. The City's Mayor does not have oversight control over the Transportation Authority. The ordinance that created the Transportation Authority empowers it to independently issue debt in order to finance transportation projects in the San Francisco County Transportation Expenditure Plan. The Transportation Authority's financial statements are included in the City's basic financial statements, but the borrowing capacity is separate and distinct from that of the City. There are 43 staff members at the Transportation Authority and the agency's budget for Fiscal Year 2020/21 totals to \$229,607,736. Our mission is to make travel safer, healthier, and easier for all. We plan, fund, and deliver transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco.

Our designated mandates includes administering the Prop K Sales Tax program; functioning as the Congestion Management Agency for San Francisco; acting as the Local Program Manager for the Transportation Fund for Clean Air program; administering the \$10 Prop AA vehicle registration fee program; administering the Prop D Traffic Congestion Mitigation Tax program (TNC Tax); and operating as the Treasure Island Mobility Management Agency for San Francisco. Our work program reflects the multi-disciplinary and collaborative nature of our roles in planning, funding, and delivering transportation projects and programs across the city, while ensuring transparency and accountability in the use of taxpayer funds.

## Transportation Authority and Racial Equity

The Transportation Authority joined the second San Francisco cohort of the Local and Regional Government Alliance on Race & Equity (GARE) program in January 2017. At the Annual Staff workshop in August 2017, all staff participated in a racial equity training segment that focused on the role of government in advancing racial equity. The following year, the Transportation Authority started its Racial Equity Working Group (REWG) in Fall 2018 composed of at least one person from each division within the agency. As an example, of the work this group did, one of the results of our 2018 Agency Assessment and Employee Survey results was in the area of lead to changes in hiring practices: we began blocking out names on resumes received and removed the mandatory graduate school requirement on job descriptions, substituting in work experience. After further assessment in 2019, we began blocking out the applicant's educational institutions and, in 2020, determined to block out addresses on resumes. In 2021, we plan to further our work through the following:

- Re-evaluate how and where we post our positions
- Understand where people learn about job opportunities
- Interview career coaches and local community leaders to understand how to better connect

Inequitable policies and practices throughout transportation planning history have contributed to racial segregation, systemic discrimination, and the resulting health, education, and income disparities that we find in San Francisco and throughout our country. For that reason, the REWG leads a number of initiatives to evaluate our culture and management, our hiring and contracting practices, and the funding we allocate. This work includes hosting regular Racial Equity Trainings to normalize conversations on race and equip staff with skills to speak to racial issues. It also involves applying the Racial Equity Tool to agency projects and processes, like the sales tax reauthorization.

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## Results from Agency Assessment and Employee Survey

In December 2018, the REWG conducted a survey for the staff to assess how well the Transportation Authority is advancing racial equity. We used the GARE assessment continuum matrix for staff to rate the Transportation Authority by eight organizational categories from Destabilizing/Exclusionary on one end of the continuum to Sustaining/Structural Transformation on the other. The organizational categories were:

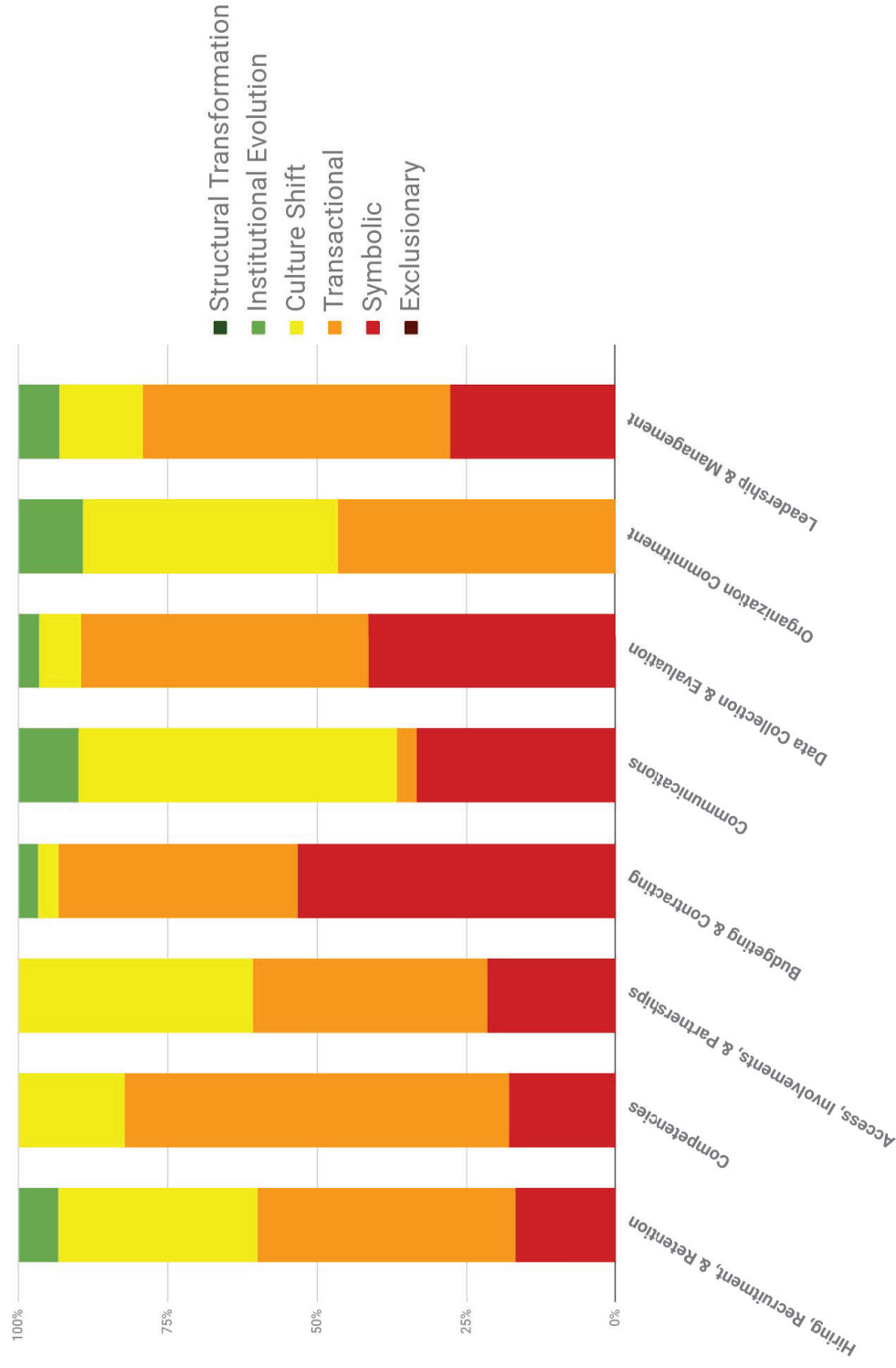
1. Hiring, Recruitment, & Retention
2. Competencies
3. Access, Involvements, & Partnerships
4. Budgeting & Contracting
5. Communications
6. Data Collection & Evaluation
7. Organization Commitment

## 8. Leadership & Management

The results below summarize how the 30 participating staff members (71% of total staff) responded to the survey. Most staff members characterized the Transportation Authority as on the second and third levels of the continuum (Symbolic and Transactional) for the organizational categories. The lowest average ratings were on the Budget & Contracting and Data Collection & Evaluation categories.

Since the assessment, staff has worked on setting up processes for improving outreach and recruitment of vendors for the agency's contracts and better evaluating equity in planning efforts and projects. In looking at the organizational assessment results, we also compared average ratings of the Racial Equity Working Group to that of all staff members and found that working group members gave the organization lower ratings across all categories, primarily at the Symbolic level. This led the working group to see that there were differences in perception and understanding of how the agency is addressing racial equity. This resulted in the working group prioritizing ongoing Racial Equity Trainings for staff. Due to staff departures of members of the working group in 2019, the trainings began in 2020.

# RACIAL EQUITY ASSESSMENT SURVEY RESULTS



# 1. Hiring and Recruitment

**Identify, Attract, Invest in, and Retain a Diverse City Workforce.** Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented, and underserved communities. Rather than passively waiting for diverse candidates and people with non-traditional backgrounds to apply, Departments can and should actively seek these individuals out. This

includes assessing the most basic barriers to access that influence the City’s applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within non-traditional outlets, community-based organizations, acronym spelled out (BIPOC) professional networks, re-entry programs, San Francisco Unified School District (SFUSD), and community college systems will cultivate a rich pool of diverse candidates.

## Agency Goal

The Transportation Authority strives for the workforce in our agency to reflect the diversity of the communities we serve and to source diverse talent by making job opportunities visible and accessible to underserved communities.

### 1.1 Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department’s RE Action Plan.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees	Staff time	Applicant pool is generally more diverse as compared to previous recruitments	Spring 2021	Diversity recruiting efforts: <ul style="list-style-type: none"> <li>• Re-evaluate how and where we place our positions (e.g., at community colleges)</li> <li>• Understand where people learn about job opportunities</li> <li>• Interview career coaches and transportation and trade labor</li> </ul>	In progress	HR Staff

<p>to apply.</p>				<p>unions (as the agency moves into an operational role) and local community leaders to understand how to better connect</p>	<p>Not started</p>	<p>HR Staff +Hiring Managers</p>
<p>1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.<sup>1</sup></p>	<p>Consultants Staff time</p>	<p>Survey is administered annually Survey results are included in the department annual review</p>	<p>Fall 2021 (annually)</p>	<ul style="list-style-type: none"> <li>• Create a working group of staff or hire a consultant to develop survey</li> <li>• Send survey to staff</li> <li>• Conduct analysis of results</li> </ul>	<p>Not started</p>	<p>HR Staff +Hiring Managers</p>
<p>1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.</p>	<p>Staff time</p>	<p>Policy is created, implemented, and reviewed annually to maximize results</p>	<p>Winter 2021 - Spring 2022 (annually)</p>	<ul style="list-style-type: none"> <li>• Continue to work on equitable and inclusive hiring and recruitment policy</li> <li>• Report out results of staff survey in 1.1.2 with related action items</li> <li>• Update policy, as needed</li> </ul>	<p>In progress</p>	<p>HR Staff + REWG</p>

<sup>1</sup> Department management will need to review all responses to see whether any of them qualify as EEO complaints.



**1.2 Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.**

<b>Actions</b>	<b>Resources Committed</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Implementation Plan</b>	<b>Status</b>	<b>Lead</b>
1.2.1. Develop a clear and expansive recruitment process that addresses the most basic barriers to access of employment opportunities and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	Staff time	Candidate pool is increasingly more diverse and referred from a variety of sources	Summer 2021	<ul style="list-style-type: none"> <li>• Compile list of industry groups for underrepresented people (e.g., COMTO, WIC (Women In Construction), and SFUSD's Career Pathways Program</li> </ul>	Not started	HR Staff
1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD, and community college systems that could feed into open positions.	Staff time	Candidate pool is increasingly more diverse and referred from a variety of sources	Summer 2021	<ul style="list-style-type: none"> <li>• Build off of interviews in item 1.1.1 to create longer-lasting relationships and a network for recruitment.</li> <li>• Integrate this work into the Transportation Authority Community Relations Initiative</li> <li>• Reach out to people at Community Based Organizations (CBOs) and nonprofits in Communities of Concern about staff opportunities</li> </ul>	Not started	Communications Team
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers	Staff time	Job descriptions display consistent and inclusive language	Fall 2021	<ul style="list-style-type: none"> <li>• Job descriptions were updated in 2018</li> <li>• Review job descriptions every three years</li> <li>• Accept applications via other</li> </ul>	Partially Done	HR Staff + Hiring Managers

<p>to attracting diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.</p>		<p>Candidate pool is increasingly more diverse</p>		<p>means than email, such as mail</p> <ul style="list-style-type: none"> <li>• Advertise jobs in non-digital formats (e.g., job fair) and accept inquiries in non-digital ways (e.g., phone)</li> </ul>		
<p>1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.</p>	<p>Staff time</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>Fall 2021</p>	<ul style="list-style-type: none"> <li>• Job descriptions were updated in 2018, and MQs were updated to lower barriers for entry for some positions</li> <li>• Review job descriptions every three years and adjust requirements as needed</li> <li>• Explore internal mentorship program and/or expanded training to develop job skills to address current and future organizational needs</li> <li>• Train staff on hiring panels on what qualifications are and are not needed for positions – add these items to a tip sheet that is specific to each position</li> </ul>	<p>In progress</p>	<p>HR Staff + Hiring Managers</p>
<p>1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be</p>	<p>Staff time</p>	<p>An increase in applicant pool with more diverse life, education, and professional experiences</p>	<p>Spring 2021</p>	<ul style="list-style-type: none"> <li>• Regularly review tests/exercises that are given as part of the hiring process to ensure they are not biased and still relevant to the responsibilities of the position since job descriptions may be broad</li> </ul>	<p>Ongoing</p>	<p>HR Staff + Hiring managers</p>

considered. <sup>2</sup>								
1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	Staff time	An increase in applicant pool with more diverse life, education, and professional experiences	Fall 2021	<ul style="list-style-type: none"> <li>Continue practice of redacting schools as part of the resume/cover letter review process</li> <li>Review job descriptions to ensure they are asking for required skills</li> </ul>	Ongoing	HR Staff + Hiring Managers		
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	Staff time Consultants	Candidate pool is increasingly more diverse and referred from a variety of sources	TBD (as needed)	<ul style="list-style-type: none"> <li>When recruiters are used, identify recruiters that bring an equity focus and successful placement rate</li> </ul>	Not started	HR Staff		

**1.3 Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship, and apprenticeship programs, and provide equal opportunity towards permanent employment.**

<b>Actions</b>	<b>Resources Committed</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Implementation Plan</b>	<b>Status</b>	<b>Lead</b>
1.3.1. Create, maintain, and develop internship	Staff time	# of paid interns/fellows,	On-going	All internships are paid positions and receive some of the same benefits	In progress	HR Staff

<sup>2</sup> From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx>.

<p>stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.</p>		<p>increase annually or meets division needs/capacity</p> <p>Salary survey – Caltrans, San Francisco Municipal Transportation Agency, Metropolitan Transportation Commission, Transbay Joint Powers Authority</p>		<p>(sick leave, holidays, and commuter benefits) as permanent positions. An exit conference is conducted after each internship ends.</p> <ul style="list-style-type: none"> <li>Consider building off Community Relations Initiative to partner with CBOs to recruit interns</li> <li>Ensure staff has capacity to manage interns</li> <li>Seek other opportunities for interns including the Mayor’s Youth Employment and Education Program and Youth Works</li> </ul>		
<p>1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s <a href="#">Opportunities for All</a> program.</p>	<p>Staff time</p>	<p># of Opportunities for All placements and mentors</p>	<p>Spring 2021</p>	<ul style="list-style-type: none"> <li>Reach out to Mayor’s Opportunities for All program to get Transportation Authority involved</li> <li>Send a Transportation Authority staff person for orientation for Mayor’s Opportunities for All program to understand requirements for Transportation Authority to participate in program</li> <li>Secure funding as needed</li> </ul>	<p>Not started</p>	<p>HR Staff + REWG</p>
<p>1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry</p>	<p>Staff time</p>	<p>Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources</p>	<p>Spring 2021</p>	<ul style="list-style-type: none"> <li>Continue reaching out to community colleges and trade schools via phone to build relationships with career counselors</li> <li>Begin contacting nonprofits and CBOs</li> </ul>	<p>Not started</p>	<p>HR Staff + Communications Staff+Hiring Managers</p>

programs, public high schools, etc. (e.g., SFUSD's <a href="#">Career Pathways Program</a> )									
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	Staff time	# of opportunities during internship/fellowship	On-going	<ul style="list-style-type: none"> <li>Continue: Racial Equity Training Series, integrate racial equity training into annual retreats</li> <li>Include demonstration of building diversity and inclusion knowledge into work program as part of performance evaluations</li> </ul>	In progress	REWG			
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	Staff time	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	Feb - April 2021	<ul style="list-style-type: none"> <li>Research how to ask for race/ethnicity status of applicants</li> <li>Track outcomes of hiring process – race/ethnicity of new hires</li> </ul>	Not started	HR Staff + REWG			

**1.4 Commit to standardized, transparent, and participatory recruiting and onboarding.**

<b>Actions</b>	<b>Resources Committed</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Implementation Plan</b>	<b>Status</b>	<b>Lead</b>
1.4.1. Maintain a standardized and holistic interview process with	Staff time	Standardized interview process with a set of	Summer 2021	<ul style="list-style-type: none"> <li>Standardize questions so they are centered on diversity + are more inclusive – ensure</li> </ul>	Not started	HR Staff + Hiring Managers +

structured interview questions.			inclusive interview questions		questions reflect Transportation Authority mission and values		Deputy Directors + REWG
1.4.2 Ensure a diverse hiring panel for each interview.	Staff time	Demographic composition of panels Increase in diverse interview panels	N/A	<ul style="list-style-type: none"> <li>Interview panels do not consist of the same gender or racial identity and if possible, one member of the panel is from another state, regional, or local agency</li> </ul>	Done	HR Staff + Hiring Managers	
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows.	Staff time	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Summer 2021	<ul style="list-style-type: none"> <li>Meet with every panel ahead of interview phase to ensure panelists have been trained on conducting interviews with a focus on implicit bias and equity</li> <li>Consider having a neutral party sit on the panel or otherwise be involved in the interview process</li> </ul>	Not started	HR Staff	
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	Staff time	Tool created and implemented # of applicants increased Increased assistance to job seekers	Summer 2021	<ul style="list-style-type: none"> <li>Research and implement a tool</li> </ul>	Not started	HR Staff	
1.4.5. Share and post all job openings internally. Abide by agency's RE Action Plan goals to create and streamline professional mobility.	Staff time	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	Summer 2021	<ul style="list-style-type: none"> <li>Continue to share openings in monthly staff meetings</li> <li>Clarify professional mobility within the agency. See section #2 for details on the implementation plan</li> </ul>	In progress	HR Staff	
1.4.6. Decrease and close lags and long wait	Staff time	Hiring, interviewing, and onboarding	Summer 2021	Typically, recruitments take approximately 2-3 months for	Ongoing	HR Staff + Hiring	

times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.		processes standardized Lag times/wait times		positions to be filled • Create a tracking system to identify lag time		Managers
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	Staff time	All new hires are processed similarly regardless of position	Summer 2021	All new hires received the same virtual orientation and first day schedule from HR staff • Ensure managers, staff, interns, etc., receive same orientation – formalize and incorporate into hiring processes within their division orientations • Expand the scope of standard trainings and offer these periodically	In progress	HR Staff + Hiring Managers
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	N/A	Increase in number of diverse candidate pools Overall faster hiring times	N/A	N/A, the Certification Rule of Three Scores does not apply to the Transportation Authority.	N/A	N/A

## 2. Retention and Promotion

**Our Workforce is Our Largest Asset.** Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits, and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due

to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

### Agency Goal

Ensure employees feel they are a part of a team, they are able to share and contribute, they are acknowledged, have opportunity for growth and promotion and have some flexibility.

### 2.1 Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
2.1.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City,	N/A	Tracking mechanism implemented Demographic data analyzed	N/A	N/A, Transportation Authority employees are not Disaster Service Workers.	N/A	N/A



accommodations/ disability, etc. Compare aforementioned/ demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. <sup>3</sup>									
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	N/A	Budget analysis completed Strategies developed and published	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	N/A	PPE access protocol established  DSW workers have an increased awareness of PPE access protocol	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed	N/A	Compensation, paid sick leave, and flex time benefits assessed and easily accessed	N/A	N/A	N/A	N/A	N/A	N/A	N/A

<sup>3</sup> Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

<p>workers.</p>	<p>2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g., graveyard shifts</p>	<p>N/A</p>	<p>N/A</p>	<p>Increased employee awareness of additional benefits</p>	<p>Caretaking and safe transportation sections included in DSW deployment protocol</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
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**2.2 Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.**

<b>Actions</b>	<b>Resources Committed</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Implementation Plan</b>	<b>Status</b>	<b>Lead</b>
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	Consultants Staff time	Pay inequities are reduced and aligned annually after salary data is reviewed	July - November 2021	Last salary survey was conducted in 2018. Next salary review is planned for Fall 2021. Due to limited staff resources and budget, reviews are conducted every 3 years. <ul style="list-style-type: none"> <li>Continue conducting them every 3 year moving forward or as budget and staff capacity is available</li> </ul>	Not started	HR Staff + Executive Management Team
2.2.2. Conduct annual internal reviews of the parity of agency benefits, reviewing and enhancing existing policies. e.g., parental leave policy, short-term disability, etc.	Consultants Staff time	Benefits provided are annually improved	July - November 2021	<ul style="list-style-type: none"> <li>To be conducted in conjunction with 2.2.1</li> </ul>	Not started	HR Staff + Executive Management Team
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	Consultants Staff time	PTO policy is annually improved # of staff taking and PTO hours Increases	July - November 2021	<ul style="list-style-type: none"> <li>Annually review policy</li> <li>Research PTO policies of different unions to align with City practices. Survey staff on which religious and cultural holidays followed and consider increasing the number of floating holiday staff received each year</li> </ul>	Not started	HR Staff + Executive Management Team
2.2.4. Review pay parity within agency job titles by race & gender.	Consultants Staff time	Pay inequities are reduced and aligned on an annual basis	June- November (annually)	<ul style="list-style-type: none"> <li>As part of each annual review process, management team will review the distribution of pay within each title band by race and gender to identify disparities</li> </ul>	Not started	Executive Management Team

### 2.3 Create paths to promotion that are transparent and work to advance equity.

<b>Actions</b>	<b>Resources Committed</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Implementation Plan</b>	<b>Status</b>	<b>Lead</b>
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	Staff time	Increase in staff knowledge about factors for raises and promotions	Feb - April 2021	<ul style="list-style-type: none"> <li>Identify standard factors for every job series</li> <li>Update and Incorporate into the employee handbook</li> </ul>	Not started	HR Staff + Executive Management Team
2.3.2. Develop a formal and transparent process for raises and promotions.	Staff time	Increase in staff feedback about promotion and raise process	Feb - April 2021	<ul style="list-style-type: none"> <li>Update and incorporate into the employee handbook</li> </ul>	Not started	HR Staff + Executive Management Team
2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.	Staff time	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	Fall 2021	<p>Current practice: Manager consults with staff chosen to perform acting/interim duties before the new roles and compensation begin.</p> <ul style="list-style-type: none"> <li>Update and incorporate into the employee handbook</li> </ul>	Not started	HR Staff + Executive Management Team
2.3.4. Internally investigate key classifications with current "drop-offs" in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and	Staff time	Reversal of diversity drop-offs in 182x classifications	Fall 2021	<ul style="list-style-type: none"> <li>As permanent staff leave the agency, review that position series to understand the change in employee diversity before the job position is posted</li> <li>Investigate during exit conferences whether employee</li> </ul>	Ongoing	HR Staff

<p>training opportunities to support employee development to achieve mobility.</p> <p>2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.</p>	<p>Consultants Staff time</p>	<p>Identify “dead end” classification and revise</p>	<p>Fall 2021</p>	<p>In the 2018 salary survey, job description update, and organization chart review, we ensured each staff position series had a path for upward mobility. Job descriptions were approved by the Board even when the position was not currently needed in that particular fiscal year. As indicated above, we’ll conduct this review again in 2021.</p>	<p>Not started</p>	<p>HR Staff</p>
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### 3. Discipline and Separation

**The Path to Termination is Filled with Bias.** Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.<sup>1</sup> This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped.

Higher rates of corrective action and discipline negatively impacts a department's ability to successfully recruit, retain, and engage employees of color, specifically, Black and Latinx employees.<sup>2</sup> Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

<sup>1</sup> Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

<sup>2</sup>Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

#### Agency Goal

Provide both leaders and employees a disciplinary and separation process that is fair and puts a focus on giving our employees and the workplace a chance for a positive forward direction.

#### 3.1 Create a clear, equitable, and accountable protocol for disciplinary actions.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data	Staff time	Create tracking mechanism Analyze data annually	Winter 2021-22	Current Practice: HR staff are involved in all disciplinary decisions and provide or obtain consultant for unbiased 3rd party perspective and review.	Not started	HR Staff

pointing to biases against staff of color.					<ul style="list-style-type: none"> <li>Develop a tracking mechanism of past and future disciplinary actions. Analysis will help us to update actions accordingly</li> </ul>		
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	Staff time	Create tracking mechanism Analyze data annually	Winter 2021-22	<ul style="list-style-type: none"> <li>Create data form to track information</li> <li>Analyze data during review time</li> <li>Check for biases</li> </ul>	Not started	HR Staff	
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	Staff time Consultants	% of training completed	Winter 2021-22	<ul style="list-style-type: none"> <li>Provide training to all managers</li> </ul>	Not started	HR Staff	
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a "scaled back" discipline process.	Consultants Staff time	Human resources trained on alternative dispute resolution	Winter 2021-22	<ul style="list-style-type: none"> <li>Continue to use a consultant (unbiased party) that could be the go to person to resolve the issue</li> <li>Update mediation/resolution process in employee handbook</li> </ul>	Not started	HR Staff	
3.1.5. Standardize discipline	Staff time	Reduction of racial disparities in	Winter 2021-22	<ul style="list-style-type: none"> <li>Review corrective action procedures in place</li> </ul>	Not started	HR Staff + Executive	

<p>procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.</p>		<p>disciplinary actions</p>		<ul style="list-style-type: none"> <li>• Create a discipline rubric which explains the levels of disciplinary actions and associated consequences and include a mediation plan</li> </ul>		<p>Management Team</p>
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## 4. Diverse and Equitable Leadership

### An Equitable Workplace Starts with Diverse Leadership.

Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.<sup>1</sup> In general, a department's leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit.

Thus, it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.<sup>2</sup> Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

<sup>1</sup> Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>.

<sup>2</sup> Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

### Agency Goal

Continue to hire talent from diverse backgrounds to bring new ideas and insight to our decision-making process and provide a workplace experience where leaders can thrive.

### 4.1 Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	Staff time	% increase in diverse leadership	Winter 2021-22	<ul style="list-style-type: none"> <li>Update policies to be consistent with the citywide racial equity framework, as applicable and agency racial equity plan</li> </ul>	Not Started	HR Staff

4.1.2. Commit to ongoing racial equity training and development for leadership.	Staff time	# of training & development completed by leadership per quarter	July-Sept 2020	<ul style="list-style-type: none"> <li>Implement training program for staff and leadership focused on diversity and inclusion</li> </ul>	Ongoing	REWG
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	Staff time	Senior leadership demographic included in the department annual report	December 2020	<ul style="list-style-type: none"> <li>Since senior leadership consists of less than 10 individuals, we will include all staff demographics in the annual report</li> </ul>	Done	HR Staff
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. <sup>4</sup>	Staff time	% of staff that complete the survey (past 60-70%)	December 2020	<ul style="list-style-type: none"> <li>Review current processes and consider more frequent and shorter survey</li> </ul>	Done	Communications Staff

<sup>4</sup> Department management will need to review all responses to see whether any of them qualify as EEO complaints.

## 5. Mobility and Professional Development

**When an Employee's Needs are Met, so are the Department's Needs.** Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by

their expected potential.<sup>1</sup> By intentionally investing in the specific professional development of each staff, the department can uplift an employee's journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

<sup>1</sup> Evelyn Carter, *Restructure Your Organization to Actually Advance Racial Justice*, Harvard Business Review (Jun. 22, 2020) <https://hbr.org/2020/06/restructure-your-organization-to-actually-advance-racial-justice>.

### Agency Goal

Provide an equity lens on professional development opportunities to discover the challenges that exist and current patterns of inequities.

#### 5.1 Offer professional and skill development opportunities that center individual goals first, then organizational needs.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Staff time	# of available professional development opportunity # of hours and completed training by employee	Spring 2021	<ul style="list-style-type: none"> <li>Continue annual staff professional development survey for staff selection of group trainings</li> <li>Re-evaluate formal training plan and continue annual off-site training program</li> </ul>	Ongoing	HR Staff + Managers
5.1.2. Formalize a process for	Staff time	# of staff and identify who is/not	Spring 2021	<ul style="list-style-type: none"> <li>Managers continue to offer conferences to staff and clarify</li> </ul>	Ongoing	Managers + Finance &

<p>staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.</p>		<p>attending conferences # of training hours complete/not complete by which staff</p>		<p>the 'how to attend conferences' doc with a list of suggested conferences for staff to attend</p>		<p>Administrative Staff</p>
<p>5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.</p>	<p>Staff time Budget for extended learning.</p>	<p># of staff enrolling and completing extended learning \$ dedicated to extended learning annually</p>	<p>Spring 2021</p>	<ul style="list-style-type: none"> <li>Continue to offer conferences and personal professional development to all permanent staff</li> <li>Revisit and clarify what qualifies as eligible for extended learning</li> </ul>	<p>Ongoing</p>	<p>Executive Management Team</p>
<p>5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.</p>	<p>Staff time</p>	<p># of staff participating in outside events or opportunities</p>	<p>Spring 2021</p>	<ul style="list-style-type: none"> <li>Have remaining divisions create conference tracker</li> <li>Create and disseminate lists of relevant opportunities automatically eligible for reimbursement</li> </ul>	<p>Ongoing</p>	<p>Managers + Administrative Staff</p>
<p>5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.</p>	<p>Staff time</p>	<p>Adopt a tracking system, analyze annually # of staff of color utilizing professional development</p>		<ul style="list-style-type: none"> <li>Continue to provide managers with # of hours of completed staff trainings</li> <li>Review who is using their professional development \$</li> <li>Create policy to follow up with staff who are not</li> </ul>	<p>Not started</p>	<p>Managers + Payroll Staff</p>

**5.2 Encourage collaboration between staff and supervisors that are consistent and thoughtful.**

<b>Actions</b>	<b>Resources Committed</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Implementation Plan</b>	<b>Status</b>	<b>Lead</b>
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	Staff time	Bi-annual performance evaluation program to all staff	Spring 2021	<ul style="list-style-type: none"> <li>Continue quarterly manager/staff check-ins focused on non-project updates (i.e., non-work related needs, staff well-being accommodations, advancement opportunities, professional development, etc.)</li> <li>Continue to evaluate staff performance and incorporate equity element to the performance evaluation</li> <li>Add intentional discussion of advancement opportunities as standard part of reviews</li> </ul>	Ongoing	HR Staff + Managers
5.2.2. Create a mentorship program between senior and junior level staff.	Staff time	# of mentorship programs per year	Spring 2021	<ul style="list-style-type: none"> <li>Survey staff on the desire for an internal mentorship program and create implementation plan based on results</li> </ul>	Not started	HR Staff + Executive Management Team

**5.3 Ensure staff needs are centered and timely met in order to perform and excel at their jobs.**

<b>Actions</b>	<b>Resources Committed</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Implementation Plan</b>	<b>Status</b>	<b>Lead</b>
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5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	Staff time	Process developed % of staff aware of accommodation process	January 2021	<ul style="list-style-type: none"> <li>Continue to have quarterly manager/staff check-in as indicated in 5.2.1.</li> <li>Review and update written guidance for accommodation requests</li> <li>HR staff continue to bi-annual check-in with staff</li> </ul>	Ongoing	HR Staff + Administration Staff
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	Staff time	Accommodations discussed and recorded during bi-annual performance evaluation process	April 2021	<ul style="list-style-type: none"> <li>Continue distributing annual staff -reflection form to provide opportunity for staff and managers to assess needs</li> </ul>	Ongoing	HR Staff + Managers
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Staff time Budget for celebrations	Improvement in overall staff mental health, increase in staff feedback	Summer 2021	<p>Current Practice: There are at a minimum 3 and up to 6 indoor break locations for 43 staff at one time: a private room with the couch that is often used for rest or lactation; the kitchen with several tables, and a recreation room, and empty conference rooms).</p> <ul style="list-style-type: none"> <li>Survey staff whether more room is needed to take breaks and how to encourage culture of taking breaks</li> </ul>	Ongoing	Administration Staff
5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall	Staff time Budget for non-work-related needs	\$ set aside for accommodations Increase in staff awareness of accommodations	On-going	<ul style="list-style-type: none"> <li>Continue quarterly manager/staff check-in on staff needs outside of the workplace</li> </ul>	Ongoing	HR Staff + Managers

<p>work quality. Center the most vulnerable individuals. e.g., transportation stipends, exercise stipends, childcare, etc.</p>						
<p>5.3.5. Respect religious and cultural practices of employees.</p>	<p>Staff time</p>	<p>Improvement in overall staff mental health</p>	<p>July - November 2021</p>	<p>Current Practice: Permanent employees receive three floating holidays in addition to minimum of 3 weeks of annual vacation  See 2.2.3</p>	<p>Not started</p>	<p>HR Staff</p>

## 6. Organizational Culture of Inclusion and Belonging

**Growing a Diverse Workforce is Just the First Step.** Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.<sup>1</sup> This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must actively work to create a culture

of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

<sup>1</sup>Aysa Gray, *The Bias of ‘Professionalism’ Standards*, Stanford Social Innovation Review (Jun. 4, 2019) [https://ssir.org/articles/entry/the\\_bias\\_of\\_professionalism\\_standards](https://ssir.org/articles/entry/the_bias_of_professionalism_standards).

### Agency Goal

We want to intentionally create a culture that promotes a sense of belonging for all employees. One of the agency’s values is “Respect” which says, “We value the diversity of views, identities, and experiences within our agency...”.

#### 6.1 Foster an intentional organizational culture that is committed to inclusion and belonging.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Staff time	Department mission, policies, and procedures are updated and available	Spring 2021	Current Practice: Our agency values statement reflect inclusion through the respect and equity statements in addition to our agency-wide racial equity statement. <ul style="list-style-type: none"> <li>Review the agency’s policies and procedures with a racial equity</li> </ul>	Ongoing	REWG + Executive Management Team + Fun Committee



					lens to reflect an organizational culture of inclusion and belonging	In progress Done	
					<ul style="list-style-type: none"> <li>Issue guidance on use of preferred pronouns in email signature blocks/on zoom, etc.</li> <li>Pass/enforce ban on doing business with states that have anti-LGBT policies or anti-abortion laws</li> </ul>		
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	Staff time	Regular, scheduled meetings with RE Team to implement RE Action Plan	On-going		<ul style="list-style-type: none"> <li>Continue the racial equity working group and maintain a representative from each division of the agency</li> </ul>	In progress	REWG
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Staff time	Regularly blog updates to the public Presentations to the Citizen Advisory Committee and Board Public statement on website committed to updates to the public	Spring 2021		<ul style="list-style-type: none"> <li>Complete REAP phase 1</li> <li>Begin phases of the implementation</li> </ul>	In progress	REWG + Communications Team
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Staff time	Ongoing reporting	Spring 2021		<ul style="list-style-type: none"> <li>Report on a regular basis in the Executive Director's Report</li> <li>Provide update in the Annual Report published every January</li> </ul>	In progress	REWG
6.1.5. Support and provide spaces for	Staff time	# of attendance to meetings	Spring 2021		<ul style="list-style-type: none"> <li>Form affinity groups based on ethnicity, religion, etc. We have</li> </ul>	Ongoing	REWG + Fun Committee

affinity groups, prioritizing historically marginalized peoples.					some groups already (bike-riding folks, senior-level staff, interns) <ul style="list-style-type: none"> <li>Encourage formation of more such groups and survey for type of groups to create</li> <li>Highlight that spaces are available for such groups to meet</li> </ul>		
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Staff time	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	On-going	Ongoing	<ul style="list-style-type: none"> <li>Continue monthly training and discussion sessions and aim to increase participation (current average participation around 50%)</li> <li>Increase participation rate (currently around 50%) and involvement of staff as lead/presenters</li> </ul>	REWG	
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Staff time	Annual survey with disaggregated data and feedback	Summer 2021	Not started	<ul style="list-style-type: none"> <li>Plan on conducting more focused surveys and use the data to create more affinity groups</li> </ul>	REWG	
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Staff time	Increase in staff engagement	January 2021	Not started	<ul style="list-style-type: none"> <li>Incorporate race and social diversity on all art and decor on our wall</li> </ul>	Graphic Designer	

## 6.2 Develop internal communication processes and procedures that promote equity.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
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6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Staff time	Increase in staff feedback, participation, and response to communications	On-going	<ul style="list-style-type: none"> <li>Continue to confirm that email lists are current twice a year</li> </ul>	Ongoing	Administrative Staff
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Staff time	Ongoing staff participation and feedback	On-going	<ul style="list-style-type: none"> <li>Continue to rotate staff to speak about their projects and work program during the monthly staff meeting and if, possible implement in the intra-divisional staff meetings too</li> </ul>	Ongoing	Executive Management Team
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Staff time	Ongoing staff participation and feedback	On-going	<ul style="list-style-type: none"> <li>Continue monthly staff meetings where 1/2 meeting is dedicated to project spotlights for staff to share information.</li> <li>Revive schedule and conduct regular info sharing sessions from conferences staff attended</li> <li>Continue racial equity trainings and discussions (e.g. recognizing microaggressions)</li> <li>Revive intranet site</li> </ul>	Ongoing	Executive Management Team + Administrative Staff

**6.3 Improve both physical and digital spaces to meet or exceed accessibility standards.**

<b>Actions</b>	<b>Resources Committed</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Implementation Plan</b>	<b>Status</b>	<b>Lead</b>
6.3.1. Create an	Staff time	Protocol distributed	Spring	<ul style="list-style-type: none"> <li>Formalize and document as part</li> </ul>	In	Communications

accessibility protocol that is utilized across all events, communications, and departmental functions.		internally and with any outward-facing interactions	2021	of outreach guidelines (currently in draft) an accessibility protocol across all public meetings, community outreach events, and other events hosted by the Transportation Authority (e.g., checklist)	progress	Team
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards, taking into account staff and visitors with disabilities, seniors, and families.  e.g., elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	Staff time	A plan for physical space improvement \$ funding secured Successful implementation	Spring 2021	<ul style="list-style-type: none"> <li>Survey staff to create more different types of spaces for work (shared workspaces in addition to just meeting rooms)</li> <li>Engage discussion with building management on how to improve accessibility of space</li> </ul>	Not started	Administrative Staff
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards, taking into account staff and visitors with disabilities.  e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for	Staff time	A plan for digital improvement Successful implementation	Spring 2021	<ul style="list-style-type: none"> <li>Continue to assess digital functions and communication to ensure accessibility standards are met</li> <li>Continue to make improvements on the agency website</li> <li>Explore how/whether to provide options for emails to be sent via plain text as well as HTML</li> </ul>	In progress	Communications Team

deaf people, etc.									
6.3.4. Invest in translation services	Staff time Consultants Budget for translation	# Increase in translated materials	Spring 2021	<ul style="list-style-type: none"> <li>• Add language accessibility guidance as part of the outreach guidelines currently in draft</li> <li>• Continue to utilize staff for and/or hire translators to attend outreach events and in development in project collateral</li> </ul>	In progress	Communications Team			
6.3.5. Encourage individual forms of inclusive identity expression e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	Staff time	Increase in staff using inclusive identity expressions, second nature	Spring 2021	<p>Current Practice: Agency practices a "dress for your day" approach + casual Fridays</p> <ul style="list-style-type: none"> <li>• Update and inform staff of the various forms of identity expression and encourage participation</li> </ul>	In progress	REWG + Communications Team			
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	Staff time	Accommodations information infused throughout department touchpoints (e.g., website, event announcements)  Provide closed-captioning by default.  Increased digital equity (e.g., access) for all employees	Spring 2021	<ul style="list-style-type: none"> <li>• Review locations of this information and evaluate the its accessibility</li> </ul>	Not started	Communications Team			

## 6.4 Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
6.4.1. Incorporate a process to gather community feedback on projects, events, and communities that involve or will impact the community.	Staff time	Community will have an impact on all department projects	Spring 2021	<ul style="list-style-type: none"> <li>• Complete and implement outreach guidelines</li> </ul>	Not started	Communications Team
6.4.2. Find opportunities to invest into and support the communities the department serves.	Staff time	# of attendees to events # of CBOs participating	Spring 2021	<ul style="list-style-type: none"> <li>• Expand DBE events in underserved communities</li> <li>• Continue community outreach including in non-digital ways</li> <li>• Create digital outreach tools</li> <li>• Compensate community members from CoCs for their participation in outreach workshops</li> <li>• Grow engagement with and compensate CBOs for their collaboration on outreach</li> </ul>	Not started	Communication Team

## 7. Boards and Commissions

### An Equitable Workforce Starts with Equitable Decision Making

For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves.

Bi-laws that contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens.

### Agency Goal

Our goal is to ensure diverse representation on the Transportation Authority's Citizens Advisory Committee. *Note that the Transportation Authority's Board is the elected Board of Supervisors. The Board appoints 11 San Francisco residents to serve on the CAC.*

Currently the Transportation Authority's Administrative Code sets the following requirements for the Citizens Advisory Committee:

- Include various segments of the community, such as public policy organizations, labor, business, senior citizens, the disabled, environmentalists, and the neighborhoods,
- Reflect broad transportation interests
- Is an unpaid role
- Requires regular participation

CAC members have 2 year terms, with no term limit. Our longest serving member has been on the committee since 2008 and the 2nd longest since 2014. The remaining 9 members were appointed between 2018 to 2020.

### 7.1 Ensure diverse and equitable board and commission members that match the community being served.

Actions	Resources Committed	Indicators	Timeline	Implementation Plan	Status	Lead
7.1.1.1. Review and revise bi-laws and rules of order or create other	Staff time	Bylaws, rules of order or other procedures	Spring 2021	<ul style="list-style-type: none"> <li>• Update admin code to include commitment to diversity in CAC membership and have adopted</li> </ul>	Not started	REWG + Clerk of the Board + Chief Deputy

<p>commission procedures to include inclusive language and align with the department's RE Action Plan.</p>		<p>successfully amended</p>		<p>by board</p> <ul style="list-style-type: none"> <li>Continue reporting demographics of CAC members, as self-reported</li> <li>Review recruitment bulletin/CAC job description to ensure use of inclusive language</li> <li>Explore expanding locations of advertising for CAC applicants</li> <li>Explore renaming CAC to Community Advisory Committee</li> </ul>		<p>Director</p>
<p>7.1.2. Collect current board and/or commission demographic data and include in the department annual report.</p>	<p>Staff time</p>	<p>Annually collect board/commission demographic data</p> <p>Include data in annual report</p> <p>Use data to guide recruitment efforts</p> <p>Greater racial and gender equity in board and/or commission members</p>	<p>January 2021</p>	<ul style="list-style-type: none"> <li>Add statistics on demographics in annual report</li> </ul>	<p>In progress</p>	<p>Clerk of the Board + Chief Deputy Director</p>
<p>7.1.3. Have board/commission adopt a resolution around racial equity.</p>	<p>N/A</p>	<p>Resolution adopted</p>	<p>Winter 2021-22</p>	<ul style="list-style-type: none"> <li>Explore adoption of a specific racial equity policy that would apply to how the Transportation Authority leads various work items, including any requirements for adoption by CAC and Board</li> </ul>	<p>Not started</p>	<p>REWG</p>
<p>7.1.4. Racial equity-</p>	<p>Staff</p>	<p># of projects and</p>	<p>On-going</p>	<ul style="list-style-type: none"> <li>Continue agendizing programs</li> </ul>	<p>Ongoing</p>	<p>Clerk of the</p>



related items are regularly agendized.		issues related to racial equity that are presented to the Board/CAC		and projects for CAC and Board approvals	Board + Chief Deputy Director
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Staff time	Community advisory working groups # of public comments received, before, during and after board meetings	On-going	<ul style="list-style-type: none"> <li>Continue informing CoCs and other interested groups on upcoming programs and projects</li> <li>Continue to share public feedback and results from outreach events</li> </ul>	Project Managers +Communications Staff + Clerk of the Board + Chief Deputy Director
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement. <sup>5</sup>	Staff time	Resolution adopted	N/A	N/A to SFCTA. This is a city requirement passed in early December 2020.	N/A
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.		Greater racial and gender equity in board and/or commission members	N/A	N/A to SFCTA. Prop C allows SF residents who are not citizens to sit on governmental advisory boards.	N/A
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	Staff Time	# of policies passed with RE lens	On-going	<ul style="list-style-type: none"> <li>Continue applying the racial equity tool to 1st round of selected program and projects.</li> <li>Evaluate findings and brainstorm ideas to modify selected programs and projects</li> </ul>	REWG+Project Managers

<sup>5</sup> <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>

		Budget equity completed				
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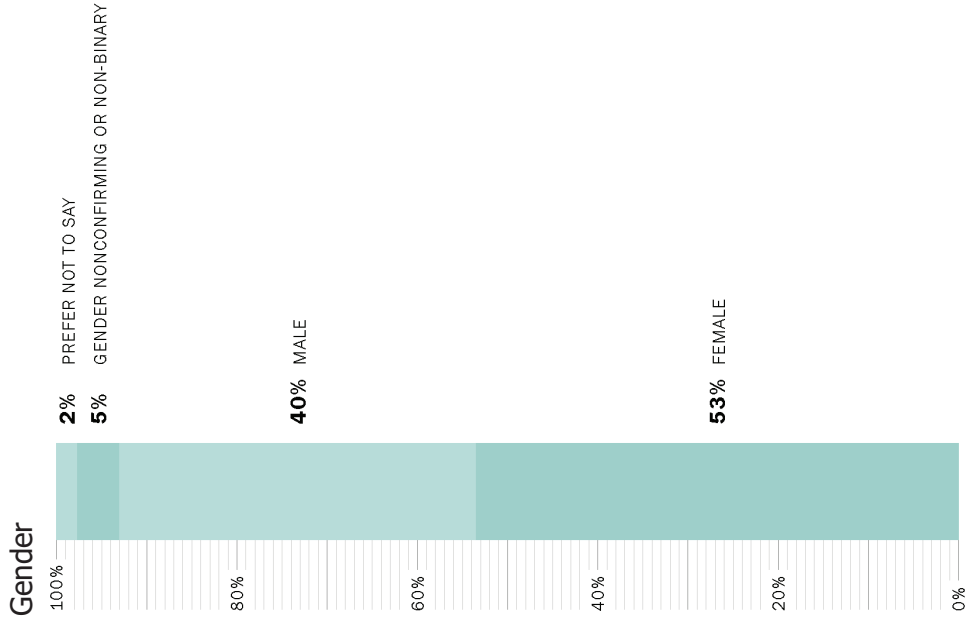
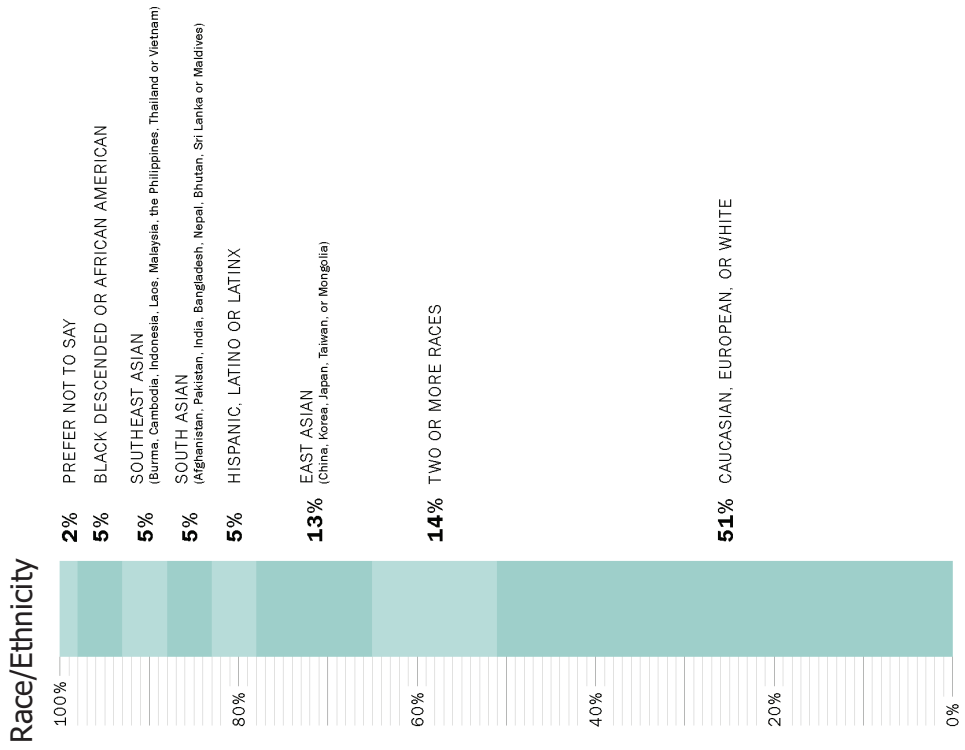
7.2 Safeguard members so they naturally feel welcomed and valued, not tokenized.

<b>Actions</b>	<b>Resources Committed</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Implementation Plan</b>	<b>Status</b>	<b>Lead</b>
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.  e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.	Staff Time	# of diverse commission members  % of board/commission retention  Implementation of inclusive protocols	Spring 2021	<ul style="list-style-type: none"> <li>Accommodation policy exists but needs evaluation.</li> <li>Evaluate accommodation protocol (food provided in-person; translation/ interpretation must be requested in advance, shown on agenda).</li> <li>Explore feasibility of providing childcare for CAC meetings, upon request, or continuing remote participation in meetings by members and the public (if allowed by state Executive Order or legislation)</li> <li>Explore potential compensation or other benefits for CAC members for their service to increase ability of lower income individuals to participate</li> </ul>	In progress	Administrative Staff + Clerk of the Board + Chief Deputy Director
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	Staff Time Consultants	# of completed trainings per quarter	Summer 2021	<ul style="list-style-type: none"> <li>Explore incorporation of racial equity training into CAC work plan every other year, including potentially providing opportunities for CAC to engage in external training opportunities</li> </ul>	Not started	Clerk of the Board + Chief Deputy Director
7.2.3 Develop a	Limited	Member experience	Spring	<ul style="list-style-type: none"> <li>Explore expanding existing</li> </ul>	Ongoing	Clerk of the

mentorship program between newer and more experienced commission members.	resources needed	satisfaction survey	2021	mentorship efforts to include partnering new CAC members with existing members		Board + Chief Deputy Director
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# Appendix

## Current Workforce Demographic Data



**Note:** The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring,

*promotions, professional development, terminations, and compensation decisions for all City employees. In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.*

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### Vulnerable Populations Served

Please include your response to the Office of Racial Equity's Vulnerable Populations Engagement Assessment you submitted, with any relevant updates.

**The SFCTA does not serve any group directly. Our work with vulnerable populations is integrated with all of our projects.**

### Vulnerable Populations Engagement Assessment

Please share how you engage with individuals and groups in San Francisco's communities of color. What percentage of your budget supports this effort, what critical issues face these communities and groups, and what departmental accomplishments are in support of the identified population. Please use the table below and add rows as needed.

Population	Stakeholder Engagement	% of Budget	Critical Issues	Accomplishments
The SFCTA does not serve any group directly. Our work with vulnerable populations is integrated with all of our projects.				

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## Memorandum

### AGENDA ITEM 6

**DATE:** January 21, 2021

**TO:** Transportation Authority Board

**FROM:** Eric Cordoba - Deputy Director for Capital Projects

**SUBJECT:** 01/26/21 Board Meeting: Major Capital Project Update - Downtown Rail Extension

**RECOMMENDATION**     Information     Action

- This is an information item.

#### SUMMARY

The Transportation Authority is one of six agencies working together to plan and design the Downtown Rail Extension (DTX), pursuant to a Memorandum of Understanding (MOU) executed last year. In April 2020, the Transportation Authority Board allocated \$11.9 million to the Transbay Joint Powers Authority (TJPA) for DTX project development, with a portion of these funds subject to future Board release upon acceptance of the DTX Phasing Study. Since the allocation of funds, the multi-agency project team has completed the Comprehensive Work Plan and Program Master Schedule and has initiated technical work on the Phasing Study, Operations Analysis, Funding Plan, Ridership Forecasting, and other tasks. The current Program Master Schedule anticipates a funding submission to the Federal Transit Administration (FTA) New Starts program in 2024. We are reviewing an accelerated schedule and work plan prepared by TJPA that would target the funding submission one year earlier, in August 2023. We anticipate seeking Board authorization in February for an amendment to the existing allocation to support this schedule acceleration, pending Board guidance and consultations with project partners, including regarding the funding approach for subsequent phases of project development. Additional funding beyond the existing allocation, including from non-Prop K sources, will be needed to complete project development work, with these additional funds expected to be required by late 2021 to support an accelerated schedule.

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



## **BACKGROUND**

The DTX consists of the construction of an approximately two-mile rail extension from Caltrain's current terminus at Fourth and King streets to the new Salesforce Transit Center. The DTX will fully realize investments in the transit center, including the underground train station box, and will provide connections with multiple transit systems.

The DTX will allow Caltrain and future California High-Speed Rail to travel under busy downtown San Francisco streets to reduce congestion regionally and locally with a reliable and efficient connection for transit passengers. The DTX includes a new underground station at Fourth and Townsend streets. The Salesforce Transit Center and its associated facilities have been completed and are open for bus operations. The DTX has completed preliminary engineering and secured environmental approvals.

The DTX is led by the TJPA. On April 28, 2020, the Transportation Authority Board approved a MOU between the major DTX stakeholders: TJPA, Metropolitan Transportation Commission (MTC), Peninsula Corridor Joint Powers Board (Caltrain), California High Speed Rail Authority (CHSRA), City and County of San Francisco (CCSF), and the Transportation Authority. Under the MOU, these six agencies have agreed to jointly undertake a multi-year effort to develop the DTX to ready-for-procurement status. The MOU codified agreement to pursue most of the recommendations resulting from an Expert Panel review of current and best practices for governance, oversight, management, funding, and project delivery for the DTX. The MOU also established a new organizational structure to support the efforts of the TJPA in the development of the DTX. Specifically, DTX development efforts are guided by an Executive Steering Committee (ESC) composed of senior executives of the partner agencies, supported by an Integrated Project Management Team (IPMT).

On April 28, 2020, the Transportation Authority Board authorized the allocation of \$11,906,558 in Prop K funds to the TJPA to undertake further project development work for DTX. The allocation identified a specific scope of work, broken into two Notices to Proceed (NTPs). The first NTP (NTP #1), with a budget of \$3,052,001, is underway and is focused on completion of a Phasing Study, which will review opportunities for phasing the DTX. The NTP #1 work also includes development of a comprehensive work plan, preliminary real estate acquisition plan, configuration management plan, and contractor outreach. The second NTP of the TJPA work (NTP #2), with a budget of \$8,854,557, will progress the design and cost estimate of the tunnel and the 4th and Townsend Street Station to a draft 15% design level. The NTP #2 work will also include other related project development activity, including preparation of a third-party agreement plan. The allocation specifies that release of NTP #2 funds to TJPA is subject to approval of the Transportation Authority Board following acceptance of the Phasing Strategy.

On April 28, 2020, the Transportation Authority Board also authorized the appropriation of \$2,636,109 in Prop K funds for DTX work to be led by the Transportation Authority under the MOU and for our overall oversight of the project. Key DTX work tasks being led by the





Transportation Authority include the Funding Plan, Planning and Ridership Forecasting, Project Delivery Strategy (co-lead with TJPA), and Project Governance (co-lead with MTC).

## **DISCUSSION**

**Work to Date.** Since the allocation of funds, the IPMT has completed the Comprehensive Work Plan and Program Master Schedule, which were recommended by the ESC and approved by the TJPA Board in November 2020 and December 2020, respectively. The Work Plan details all the activities needed for the DTX to achieve ready-for-procurement status and assigns responsibilities for their execution.

The Phasing Study is underway, and various concepts have been proposed for consideration. The preliminary evaluation criteria have been developed and cost estimates are under development for various phasing concepts. These concepts include deferral or phased build-out of certain project elements, to reduce the cost of the first phase of the DTX. Completion of the Phasing Study is planned for Summer 2021. Work is also underway on the Operations Analysis Study, which is a critical piece of work associated with completing the Phasing Study. The Operations Study is jointly led by Caltrain and CHSRA. The Operations Study will identify the infrastructure required for a range of service levels, including at both Fourth and Townsend Station and STC. In addition to these studies, TJPA is advancing the preliminary Real Estate Management Plan, Configuration Management Plan, Risk Management, and a project re-branding effort.

The Transportation Authority has initiated work on a number of tasks in the DTX Work Plan, including development of the Funding Plan. This work will review the previous funding plan and also identify other potential sources of funding for project development, construction, and operations. In addition, we are leading planning work for the project, including the preparation of updated ridership demand forecasts, which will inform the Phasing Study, Operations Analysis, and other tasks. We are coordinating planning tasks with related projects, including planning for the New Transbay Rail Crossing (Link21) and High-Speed Rail planning.

**Challenges and Risks.** Project development activity for DTX over the next approximately two years will require continued progression through technical tasks as well as timely decision-making by the involved agencies. Major decisions will include the scope of the first phase project, the delivery method for design and construction, the composition of the full funding plan, and the governance of the project for the delivery phase.

A capital investment grant from the FTA New Starts program is the largest single source of planned funding for the DTX. The Program Master Schedule shows the DTX submitting a funding application to the FTA New Starts program in August 2024. FTA receives New Starts applications once per year in August. Some members of the ESC, including our Executive Director who serves as ESC Chair, expressed interest in targeting an advancement by one year of the DTX funding submission to August 2023. Other ESC members cautioned that this



may be challenging given the need to assess other regional priorities, gather necessary local funds, and consider the effects of the pandemic. As a result, the DTX Work Plan recommended by the ESC and approved by the TJPA Board in December 2020 sets the FTA funding request in 2024, with a note that the ESC would further explore ways to advance this schedule to 2023.

TJPA staff have prepared an accelerated schedule that would provide the potential to advance the submission to 2023. Achievement of this schedule would require initiating certain activities originally planned to occur within NTP #2 prior to completion of the Phasing Study. Those activities to be initiated earlier than planned would be limited to tasks not dependent on the outcomes of the Phasing Study, such as designing utilities and other foundational infrastructure, conducting geotechnical analysis, and developing management plans required by FTA.

**Next Steps.** We are reviewing the revised schedule and work plan information prepared by TJPA staff. A release of some portion of NTP #2 funds to support this schedule acceleration would be subject to Board action at a future meeting. We anticipate bringing a request to the Board in February.

The existing allocation does not provide for all the activities that will be necessary to bring the DTX to ready-for-procurement status. The Transportation Authority, TJPA, and the other MOU signatory agencies will need to work together to develop a funding approach for the subsequent phase of design and procurement preparation. It is expected that additional development funds will be required as soon as fall of 2021. TJPA was planning to use a portion of the Regional Measure 3 funds programmed for DTX; however, these funds are currently held up by litigation. DTX is well-positioned to seek funding from the federal government through an infrastructure stimulus initiative that is anticipated early in the Biden administration. Staff and TJPA are in discussions with respect to defining a federal funding ask to support ongoing advancement of the project.

The project's next major technical milestone is the completion of the Phasing Study, which is planned for Summer 2021.

## **FINANCIAL IMPACT**

None. This is an information item.

## **CAC POSITION**

None. This is an information item. It will be presented to the CAC at its January 27, 2021, meeting.



## **SUPPLEMENTAL MATERIALS**

DTX Comprehensive Work Plan. As approved by the TJPA Board of Directors, December 10, 2020. Accessible at [https://tjpa.org/uploads/2020/12/Item13\\_Comp-Work-Plan.pdf](https://tjpa.org/uploads/2020/12/Item13_Comp-Work-Plan.pdf)

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## Memorandum

### AGENDA ITEM 7

**DATE:** February 18, 2021  
**TO:** Transportation Authority Board  
**FROM:** Anna LaForte - Deputy Director for Policy and Programming  
**SUBJECT:** 03/09/2021 Board Meeting: Allocate \$945,258 in Prop K Funds, with Conditions, and \$2,020,000 in Prop AA Funds for Four Requests

<p>RECOMMENDATION      <input type="checkbox"/> Information    <input checked="" type="checkbox"/> Action</p> <p>Allocate \$227,500 in Prop K funds to Caltrain for:</p> <p>1. Guadalupe River Bridge Replacement and Extension</p> <p>Allocate \$676,000 in Prop K funds, with conditions, to San Francisco Public Works (SFPW) for:</p> <p>2. Buchanan Mall Bulbouts - Golden Gate and Turk [NTIP Capital]</p> <p>Allocate \$41,758 in Prop K funds to San Francisco Municipal Transportation Agency (SFMTA) for:</p> <p>3. Bike to Work Day 2021</p> <p>Allocate \$2,020,000 in Prop AA funds to SFPW for:</p> <p>4. Richmond Residential Streets Pavement Renovation</p> <p><b>SUMMARY</b></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. Project sponsors will attend the meeting to answer any questions the Board may have.</p>	<p><input checked="" type="checkbox"/> Fund Allocation</p> <p><input checked="" type="checkbox"/> Fund Programming</p> <p><input type="checkbox"/> Policy/Legislation</p> <p><input type="checkbox"/> Plan/Study</p> <p><input type="checkbox"/> Capital Project Oversight/Delivery</p> <p><input type="checkbox"/> Budget/Finance</p> <p><input type="checkbox"/> Contract/Agreement</p> <p><input type="checkbox"/> Other: _____</p>
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### DISCUSSION

Attachment 1 summarizes the subject allocation requests, including information on proposed leveraging (i.e. stretching Prop K sales tax dollars further by matching them with other fund sources) compared with the leveraging assumptions in the Prop K Expenditure Plan. Attachment 2 includes 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 \$945,258 in Prop K funds and \$2,020,000 in 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 will consider this item at its February 24, 2021 meeting.

## **SUPPLEMENTAL MATERIALS**

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

Attachment 1: Summary of Requests Received

Source	EP Line No./Category <sup>1</sup>	Project Sponsor <sup>2</sup>	Project Name	Current Prop K Request	Current Prop AA Request	Total Cost for Requested Phase(s)	Leveraging			
							Expected Leveraging by EP Line <sup>3</sup>	Actual Leveraging by Project Phase(s) <sup>4</sup>	Phase(s) Requested	District(s)
Prop K	22P	PCJPB	Guadalupe River Bridge Replacement and Extension <sup>5</sup>	\$ 227,500		\$ 11,600,000	78%	84%	Design	6, 10
Prop K	38	SFPW	Buchanan Mall Bulbouts - Golden Gate and Turk [NTP Capital]	\$ 676,000		\$ 676,000	39%	0%	Construction	5
Prop K	39	SFMTA	Bike to Work Day 2021	\$ 41,758		\$ 41,758	28%	0%	Construction	Citywide
Prop AA	Street	SFPW	Richmond Residential Streets Pavement Renovation		\$ 2,020,000	\$ 2,914,336	NA	31%	Construction	1
<b>TOTAL</b>						<b>\$ 15,232,094</b>	<b>61%</b>	<b>70%</b>		

Footnotes

- <sup>1</sup> "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.
- <sup>2</sup> Acronyms: PCJPB (Caltrain); SFMTA (San Francisco Municipal Transportation Agency); SFPW (San Francisco Public Works)
- <sup>3</sup> "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%.
- <sup>4</sup> "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.
- <sup>5</sup> Prop K funds help to offset the City and County of San Francisco's local match contribution to Caltrain's capital budget. In order to comply with Prop K Expenditure Plan category eligibility and maintain consistency with available funds, PCJPB has allowed San Francisco's 1/3 share to be distributed unevenly across individual projects as long as the total contribution is \$6 million for FY 2020/21 for each of the three PCJPB entities. Overall, Prop K funds meet the Expenditure Plan leveraging expectations, but may not do so on an individual allocation request basis.

Attachment 2: Brief Project Descriptions<sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Prop AA Funds Requested	Project Description
22P	PCJPB	Guadalupe River Bridge Replacement and Extension	\$ 227,500	\$ -	Replace the Guadalupe River Bridge in San Jose, California, which has reached the end of its useful life. Bridge replacement is necessary to avoid speed restrictions and weight limits both for Caltrain and freight operations.
38	SFPW	Buchanan Mall Bulbouts - Golden Gate and Turk [NTP Capital]	\$ 676,000	\$ -	Construction of pedestrian safety improvements at the intersections of Buchanan Street and Golden Gate Avenue and Buchanan Street and Turk Street. This project will enhance community connections to recreational spaces as recommended through the NTP-funded District 5 Western Addition Community Based Transportation Plan. Improvements include sidewalk widening, new bulbouts with ADA curb ramps, and utility and drainage relocation. SFPW expects the project to be open for use by March 2022.
39	SFMTA	Bike to Work Day 2021	\$ 41,758	\$ -	Bike to Work Day (BTWD), also called "Bike to Wherever Day" out of respect to the many San Francisco residents currently out-of-work or working from home, is an annual event promoting cycling as a viable commuting option. This year BTWD will be held on May 21, 2021. Prop K funds will cover the sponsorship costs for BTWD through a contract between SFMTA and the San Francisco Bicycle Coalition (SFBC). This request will fund event promotion and event-day services such as energizer stations with educational materials and activities, as well as SFMTA contract management and oversight. If the COVID situation worsens, and energizer stations on May 21 are not deemed safe, SFBC will instead distribute promotional materials at the curbs of bike shops or cafes in each supervisorial district, as was done in September 2020.
Street	SFPW	Richmond Residential Streets Pavement Renovation	\$ -	\$ 2,020,000	Street resurfacing of 18 blocks of residential streets throughout the Richmond. The project scope includes demolition, pavement renovation of 18 blocks, new sidewalk construction, curb ramp construction and retrofit, traffic control, and all related and incidental work within project limits. The average Pavement Condition Index score within the project limits is in the 50's. Streets with a PCI between 50 and 69 are considered "at-risk" and are quickly deteriorating and would require larger scale repair work if left untreated. Please see pages 35 and 42 of the enclosure for project location list and map. SFPW expects all locations to be open for use by September 2022.
<b>TOTAL</b>			<b>\$945,258</b>	<b>\$2,020,000</b>	

<sup>1</sup> See Attachment 1 for footnotes.



Attachment 3: Staff Recommendations<sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Recommended	Prop AA Funds Recommended	Recommendations
22P	PCJPB	Guadalupe River Bridge Replacement and Extension	\$ 227,500	\$ -	
38	SFPW	Buchanan Mall Bulbouts - Golden Gate and Turk [NTIP Capital]	\$ 676,000	\$ -	<b>5-Year Prioritization Program (5YPP) Amendment:</b> SFPW requests an amendment to the Traffic Calming 5YPP to program \$451,000 from the NTIP Placemaker and \$225,000 from the Advancing Equity Through Safer Streets Program placemaker to the subject project. SFMTA concurs with this proposed amendment.
39	SFMTA	Bike to Work Day 2021	\$ 41,758	\$ -	
Street	SFPW	Richmond Residential Streets Pavement Renovation	\$ -	\$ 2,020,000	
<b>TOTAL</b>			<b>\$ 945,258</b>	<b>\$ 2,020,000</b>	

<sup>1</sup> See Attachment 1 for footnotes.

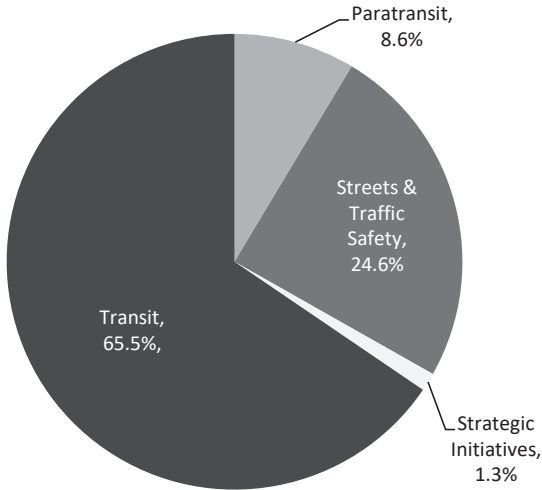
Attachment 4.  
Prop K Allocation Summary - FY2020/21

**PROP K SALES TAX**

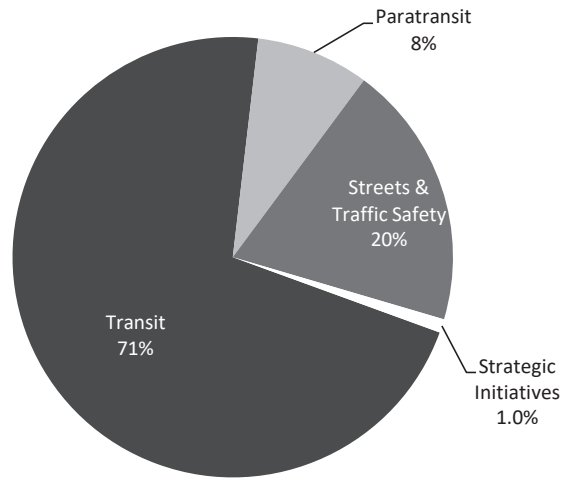
FY2020/21	Total	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
Prior Allocations	\$ 75,224,477	\$ 19,765,002	\$ 28,463,165	\$ 20,219,635	\$ 6,360,718	\$ 415,957	\$ -
Current Request(s)	\$ 945,258	\$ 122,800	\$ 612,458	\$ 210,000	\$ -	\$ -	\$ -
New Total Allocations	\$ 76,169,735	\$ 19,887,802	\$ 29,075,623	\$ 20,429,635	\$ 6,360,718	\$ 415,957	\$ -

the current recommended allocation(s).

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



**Prop K Investments To Date**

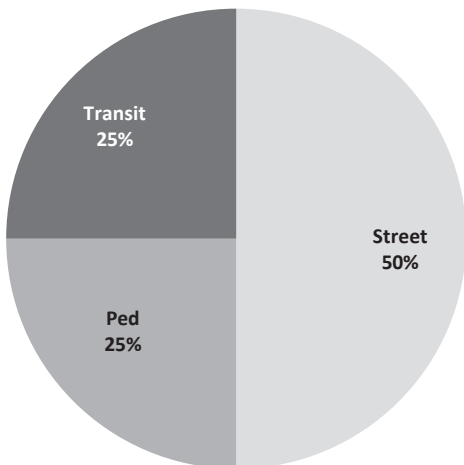


**PROP AA VEHICLE REGISTRATION FEE**

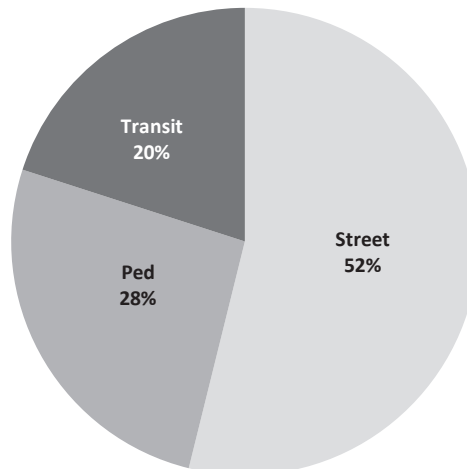
FY2020/21	Total	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Prior Allocations	\$ 5,320,434	\$ 2,799,901	\$ 2,520,534	\$ -	\$ -	\$ -
Current Request(s)	\$ 2,020,000	\$ -	\$ 1,212,000	\$ 808,000	\$ -	\$ -
New Total Allocations	\$ 7,340,434	\$ 2,799,901	\$ 3,732,534	\$ 808,000	\$ -	\$ -

recommended allocation(s).

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



**Prop AA Investments To Date**





## Memorandum

### AGENDA ITEM 8

**DATE:** February 19, 2021

**TO:** Transportation Authority Board

**FROM:** Anna LaForte - Deputy Director for Policy and Programming

**SUBJECT:** 03/09/21 Board Meeting: Support the City and County of San Francisco's Project Nominations for \$6,359,000 in Senate Bill 1 Local Partnership Program Formulaic Program Funds

#### RECOMMENDATION Information Action

Support the City and County of San Francisco's (CCSF's) project nominations for \$6,359,000 in Senate Bill (SB) 1 Local Partnership Program (LPP) Formulaic Program funds:

- 5<sup>th</sup> Street Improvements - 5<sup>th</sup>/Bryant, 5<sup>th</sup>/Harrison (\$850,000)
- 13<sup>th</sup> Street Safety Project (\$550,000)
- Traffic Signal Upgrade Contract 36 (\$1,779,500)
- Western Addition Traffic Signal Upgrades (\$3,179,500)

#### SUMMARY

In March 2020, the California Transportation Commission (CTC) adopted the LPP Formulaic Program funding distribution for Fiscal Years (FYs) 2020/21 - 2022/23. The LPP rewards jurisdictions that have voter-approved measures or imposed fees solely dedicated to transportation. As the taxing authority for the Traffic Congestion Mitigation Tax (TNC Tax), CCSF will receive \$1,359,000 in formula funds this cycle, as well as a one-time \$5 million incentive for passage of the TNC Tax in 2019. Project recommendations for distribution of the LPP formula and one-time incentive funds will be shared among the Transportation Authority and the San Francisco Municipal Transportation Agency (SFMTA), in accordance with the equal split of revenues in the TNC Tax legislation. In partnership with the Mayor's Office and the SFMTA, and consistent with the TNC Tax capital program administered by the Transportation Authority, we recommend supporting CCSF's programming priorities for \$6,359,000 in LPP Formulaic Program funds to four SFMTA Vision Zero safety projects, as described in Attachment 1. Detailed project information is included in Attachment 2.

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



## BACKGROUND

The Road Repair and Accountability Act of 2017, also known as SB 1, is a transportation funding package that provides funding for local streets and roads, multi-modal improvements, and transit operations. Among other things, SB 1 created the LPP and appropriates \$200 million annually to be allocated by the CTC to local or regional agencies that have sought and received voter approval of or imposed fees solely dedicated to transportation. The CTC adopted program guidelines on March 25, 2020 that allocate 60% of the program funds through a Formulaic Program and 40% through a Competitive Program, after \$20 million of incentive funding is taken off the top of the entire program to reward jurisdictions with newly passed measures.

The Transportation Authority is eligible for LPP formula funds as the administrator of the voter-approved Prop K sales tax and the Prop AA vehicle registration fee, and CCSF is eligible for LPP formula funds as administrator of the TNC Tax.

The LPP Formulaic Program has broad project eligibility criteria which include capital projects that improve the state highway system, transit facilities, or expand transit services, local roads, bicycle and pedestrian safety, among others. Funds can be used for any project phase (i.e., planning, environmental, right-of-way, design, construction) and require a dollar-for-dollar local match. The LPP Formulaic Program will only fund projects, or segments of projects, that are fully funded and have independent utility.

For this funding cycle covering FYs 2020/21 - 2022/23, CCSF will receive \$1,358,000 based on TNC Tax revenues as originally anticipated in legislation. In addition, CCSF will receive \$5 million in one-time incentive funds for passing the TNC Tax in 2019. LPP Formulaic Program projects are identified at the local level, but the CTC ultimately allocates the funds, which are subject to strict timely use of funds requirements.

## DISCUSSION

We have been working closely with the Mayor's Office and the SFMTA to program Cycle 3 LPP formula funds to Vision Zero safety projects that are consistent with the TNC Tax program administered by the Transportation Authority.

**Recommended LPP Formulaic Program (TNC Tax) Project Priorities.** After considering LPP guidelines and assessing project status, we recommend supporting the following nominations for programming, which are also summarized in Attachment 1, with additional details on scope, schedule, budget, and funding in Attachment 2:

**Traffic Signal Upgrade Contract 36 - \$1,779,500 LPP request:** SFMTA is requesting LPP funds for construction of traffic signal related safety improvements at 13 locations throughout the City. Three of the locations are recommendations from the Transportation Authority's SoMa Freeway Ramp Intersection Safety Study (9th Street/Bryant Street, 10th Street/Bryant Street, and Essex Street/Harrison Street).



Matching funds will be provided by a future Prop K allocation (\$2.3 million) and Prop B General Funds (\$1.5 million).

**Western Addition Traffic Signal Upgrades - \$3,179,500 LPP request:** SFMTA is requesting LPP funds for construction of traffic signal related safety improvements at 16 locations in the Western Addition area. The signal upgrades were selected in part based on feedback received during the 2017 Western Addition Community-Based Transportation Plan. Six of the locations are on the Vision Zero High Injury Network. Local matching funds will be provided by a future Prop K allocation (\$1.2 million) and General Obligation Bond funds (\$6.6 million).

**5<sup>th</sup> Street Improvements - 5<sup>th</sup>/Bryant and 5<sup>th</sup>/Harrison - \$850,000 LPP request:** SFMTA is requesting LPP funds for the construction phase of bicycle, pedestrian, transit, and loading/parking improvements along 5th Street between Townsend and Market streets in the South of Market (SoMa) neighborhood. This project will implement recommendations identified in the Transportation Authority's SoMa Freeway Ramp Intersection Safety Study. The project is being implemented in two phases: the near-term quick-build improvements and the long-term permanent capital improvements. The requested LPP funds are for the long-term project while Prop AA funds were allocated in October 2020 for the quick-build improvements. Local matching funds will be provided by development impact fees (\$2.25 million).

**13<sup>th</sup> Street Safety Project - \$550,000 LPP request:** This SFMTA project will construct Class IV protected bikeways in both directions on the 13th Street and Duboce Avenue corridor from Folsom to Valencia streets to improve safety for bicyclists. The improvements draw from recommendations in the Transportation Authority's SoMa Freeway Ramp Intersection Safety Study and the City's Market Octavia Plan Amendment Public Realm Plan. The project was recently awarded \$2.1 million as part of Caltrans' State Highway Operation and Protection Program (SHOPP) Complete Streets Reservation, a one-time set aside for complete streets elements on existing SHOPP projects on or in the vicinity of the state highway system. These funds, along with state Affordable Housing Sustainable Communities grant funds (\$1.8 million), provide the local funding for the project.

**Next Steps.** Following Board action demonstrating support for the CCSF project nominations for the TNC Tax-related LPP Formulaic Program funds, CCSF and SFMTA will jointly submit project nominations to the CTC by March 15, 2021 to be programmed by the CTC on May 12, 2021. The CTC action is considered administrative provided that the project nominations comply with the LPP program guidelines.

The Transportation Authority will also receive \$6,015,00 in LPP formula funds based on Prop K and Prop AA revenues. We anticipate presenting the programming recommendations for these funds to the Board in April 2021.



## **FINANCIAL IMPACT**

There are no impacts to the Transportation Authority's adopted FY 2020/21 budget associated with the recommended action.

## **CAC POSITION**

The Citizens Advisory Committee will consider this item at its February 24, 2021 meeting.

## **SUPPLEMENTAL MATERIALS**

- Attachment 1 - Project Nominations for LPP Formulaic Program (TNC Tax)
- Attachment 2 - Project Information Forms (4)

Attachment 1.

Proposed Local Partnership Program Formulaic Program (TNC Tax) Priorities<sup>1</sup>

Fiscal Year	Sponsor <sup>2</sup>	Project Name	Project Description	Phase(s)	District(s)	Cost of Requested Phase	LPP Funds Requested
21/22	SFMTA	Traffic Signal Upgrade Contract 36	This project includes traffic-signal related safety improvements at 13 locations throughout the City. Upgrades will include new pedestrian signals, accessible pedestrian signals, mast arms, higher-visibility 12" traffic signals, updated curb ramps, and replacement of old infrastructure. Of the 13 locations, 11 are on the Vision Zero High Injury Network. Matching funds will be provided by a future Prop K allocation (\$2.3 million) and Prop B General Funds (\$1.5 million). Anticipated open for use by June 2023.	Construction	1, 2, 3, 5, 6, 7, 8, 9, 10	\$ 5,719,611	\$ 1,779,500
21/22	SFMTA	Western Addition Traffic Signal Upgrades	This project includes traffic-signal related safety improvements at 16 locations in the Western Addition area. Upgrades will include new pedestrian signals, accessible pedestrian signals, mast arms, higher-visibility 12" traffic signals, updated curb ramps, and replacement of old infrastructure. Project includes new signals or pedestrian activated beacons at 4 locations. Six of the 16 locations are located on the Vision Zero High Injury Network. Matching funds will be provided by a future Prop K allocation (\$1.2 million) and General Obligation Bond funds (\$6.6 million). Anticipated open for use by September 2023.	Construction	5	\$ 11,000,500	\$ 3,179,500
22/23	SFMTA	5th Street Improvements - 5th/Bryant, 5th/Harrison	This project will install bicycle, pedestrian, transit, and loading/parking improvements along 5th Street between Townsend and Market Streets in the South of Market (SoMa) neighborhood. LPP funds will support installation of capital improvements as recommended by the Transportation Authority's SoMa Freeway Ramp Intersection Safety Study. Improvements include a new bulbout at 5th and Harrison streets, and new bulbouts and a signal upgrade at 5th and Bryant streets. Matching funds will be provided by development impact fees (\$2.25 million). Anticipated open for use by December 2022.	Construction	6	\$ 3,100,000	\$ 850,000
22/23	SFMTA	13th Street Safety Project	This project will deliver transportation safety and comfort improvements for all users on 13th Street, building upon previous studies and planning efforts. It will install new Class IV protected bikeways in both directions of 13th Street and Duboce Avenue between Folsom and Valencia streets to provide increased safety for those traveling by bicycle. Local match will come from a state Affordable Housing Sustainable Communities grant (\$1.8 million) and state funds for complete streets projects on or adjacent to state facilities (\$2.1 million). Anticipated open for use by March 2023.	Construction	6, 9	\$ 4,478,100	\$ 550,000
<b>Total</b>						<b>\$ 24,298,211</b>	<b>\$ 6,359,000</b>

<sup>1</sup> Projects are not listed in priority order. Projects are sorted by Fiscal Year of Programming and then by Project Name.

<sup>2</sup> Sponsor abbreviations include: the San Francisco Municipal Transportation Agency (SFMTA).



<b>Project Name:</b>	Traffic Signal Upgrade - Contract 36
<b>Implementing Agency:</b>	San Francisco Municipal Transportation Agency
<b>Project Location:</b>	1) 4th Street/Howard Street, 2) 17th Street/Folsom Street, 3) 3rd Street/Carroll Street, 4) 9th Street/Bryant Street, 5) 10th Street/Bryant Street, 6) 7th Avenue/Kirkham Street, 7) Essex Street/Harrison Street, 8) Jones Street/Pine Street, 9) Pine Street/Taylor Street, 10) Bush Street/Taylor Street, 11) 20th Street/Dolores Street, 12) Stanyan Street/Turk Boulevard, and 13) California Street/Presidio Avenue.
<b>Supervisory District(s):</b>	Districts 1, 2, 3, 5, 6, 7, 8, 9, 10
<b>Project Manager and Contact Information</b> (phone and email):	Geraldine de Leon, geraldine.deleon@sfmta.com
<b>Brief Project Description</b> (50 words max):	Traffic-signal related safety improvements at 13 locations throughout the City. Upgrades will include new pedestrian signals, accessible pedestrian signals, mast arms, higher-visibility 12" traffic signals, updated curb ramps, and replacement of old infrastructure. Of the 13 locations, 11 are located on the Vision Zero High Injury Network, which encompasses the pedestrian, bicycle, and vehicle high injury corridors.
<b>Detailed Scope</b> (may attach Word document): Describe the project scope, benefits, coordination with other projects in the area.	Construct pedestrian countdown signals (PCS), accessible pedestrian signals (APS) and/or signal visibility improvements at 13 intersections. These locations have been selected primarily to improve traffic safety for all roadway users including pedestrians, bicyclists, and motorists. Signal improvements include installation of PCS, APS, larger 12 inch signals and mast arms to enhance signal visibility, protected left turn signals, and upgraded curb ramps. Signal hardware improvements include new poles, conduits, detection, controller cabinets, and signal interconnect as needed. Some improvements include replacement of damaged signal infrastructure such as poles and pole foundations that have been damaged by traffic collisions.
<b>Community Engagement/Support</b> (may attach Word doc): Please reference any community outreach that has occurred and whether the project is included in any plans (e.g. neighborhood transportation plan, corridor improvement study, etc.).	Improvements at 9th Street/Bryant Street, 10th Street/Bryant Street, and Essex Street/Harrison Street are recommended in the Transportation Authority's SoMa Freeway Ramp Intersection Studies.
<b>Additional Materials:</b> Please attach maps, drawings, photos of current conditions, etc. to support understanding of the project.	See attached list of locations with detailed scope descriptions and map showing project locations
<b>Partner Agencies:</b> Please list partner agencies and identify a staff contact at each agency.	Public Works - Chi Iao, (628) 271-2738
<b>Type of Environmental Clearance Required/Date Received:</b>	Categorically Exempt

Project Delivery Milestones	Status	Work	Start Date		End Date	
	% Complete	In-house, Contracted, or Both	Month	Calendar Year	Month	Calendar Year
Planning/Conceptual Engineering						
Environmental Studies (PA&ED)	0%	In-house	Oct-Dec	2020	Jan-Mar	2021
Design Engineering (PS&E)	5%	In-house	Apr-Jun	2020	Apr-Jun	2021
Right-of-way						
Advertise Construction		N/A	Jan-Mar	2022	N/A	N/A
Start Construction (e.g. Award Contract)		Both	Jul-Sept	2022	N/A	N/A
Open for Use	N/A	N/A	N/A	N/A	Apr-Jun	2023

**Comments**

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**SB1 Local Partnership Program - Formula  
Project Information Form**

<b>Project Name:</b>	Traffic Signal Upgrade - Contract 36
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Phase	Cost	Funding Source by Phase				
		LPP	Prop K	Other	Source of Cost Estimate	
Planning/Conceptual Engineering	\$0					
Environmental Studies (PA&ED)	\$0					
Design Engineering (PS&E)	\$600,000		\$600,000		Prior similar work	
Right-of-way	\$0					
Construction	\$5,719,611	\$1,779,500	\$3,511,000	\$429,111	Recent Bids/prior similar work	
<b>TOTAL PROJECT COST</b>	<b>\$6,319,611</b>	<b>\$1,779,500</b>	<b>\$4,111,000</b>	<b>\$429,111</b>		

Percent of Total                      28%                      65%                      7%

**FUNDING PLAN FOR REQUESTED PHASE - ALL SOURCES**

Funding Source	Planned	Programmed	Allocated	TOTAL	Desired FY of Programming for LPP
<b>LPP Formula</b>	\$1,779,500	N/A	N/A	\$1,779,500	FY2021/22
<i>Prop K</i>		\$2,367,909		\$2,367,909	
<i>General Fund Pop Based</i>		\$1,572,202		\$1,572,202	
<b>TOTAL</b>	<b>\$1,779,500</b>	<b>\$3,940,111</b>	<b>\$0</b>	<b>\$5,719,611</b>	

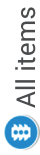
**Comments/Concerns**

Table 1: Traffic Signal Upgrade Contract 36 Locations

#	Intersection	Location	Vision Zero High Injury Network	Pedestrian Countdown Signal Upgrades Planned	Accessible Pedestrian Signal Upgrades Planned	Signal Visibility Upgrades	Other improvement	Muni Lines	Supervisor District
1	4th Street & Howard Street	4th Street & Howard Street, San Francisco, CA	YES	-	-	-	Upgrade damaged signal infrastructure.	8,30,45	6
2	17th Street & Folsom Street	17th Street & Folsom Street, San Francisco, CA	YES	YES	YES	YES	-	12	9
3	3rd Street & Carroll Street	1	YES	-	-	-	Replace and relocate pole damaged by collision	T	10
4	9th Street & Bryant Street	9th Street & Bryant Street, San Francisco, CA	YES	-	YES	YES	Corner sidewalk extensions for pedestrian safety	27,47	6
5	10th Street & Bryant Street	10th Street & Bryant Street, San Francisco, CA	YES	-	YES	YES	Corner sidewalk extensions for pedestrian safety, open closed crosswalk	27,47	6
6	7th Avenue & Kirkham	7th Avenue & Kirkham, San Francisco, CA	YES	YES	YES	YES	-	-	5,7
7	Essex & Harrison	Essex & Harrison, San Francisco, CA	YES	-	-	YES	-	12	6
8	Jones & Pine	Jones & Pine, San Francisco, CA	YES	-	YES	YES	New left turn signals to improve pedestrian safety	-	3
9	Pine & Taylor	Pine & Taylor, San Francisco, CA	YES	-	YES	YES	New left turn signals to improve pedestrian safety	-	3
10	Bush & Taylor	Bush & Taylor, San Francisco, CA	YES	-	YES	YES	-	-	3
11	20th Street & Dolores	20th Street & Dolores, San Francisco, CA	-	YES	YES	YES	-	-	8
12	Stanyan & Turk	Stanyan & Turk, San Francisco, CA	YES	YES	YES	YES	-	31	1
13	California & Presidio	California & Presidio, San Francisco, CA	-	YES	YES	YES	-	1,2,3,43	2

# Traffic Signal Modifications - Contract 36

Traffic Signal Modifications -  
Contract 36



All items

- | #  | Location                    |
|----|-----------------------------|
| 1  | 4th Street & Howard Street  |
| 2  | 17th Street & Folsom Street |
| 3  | 3rd Street & Carroll Street |
| 4  | 9th Street & Bryant Street  |
| 5  | 10th Street & Bryant Street |
| 6  | 7th Avenue & Kirkham        |
| 7  | Essex & Harrison            |
| 8  | Jones & Pine                |
| 9  | Pine & Taylor               |
| 10 | Bush & Taylor               |
| 11 | 20th Street & Dolores       |
| 12 | Stanyan & Turk              |
| 13 | California & Presidio       |

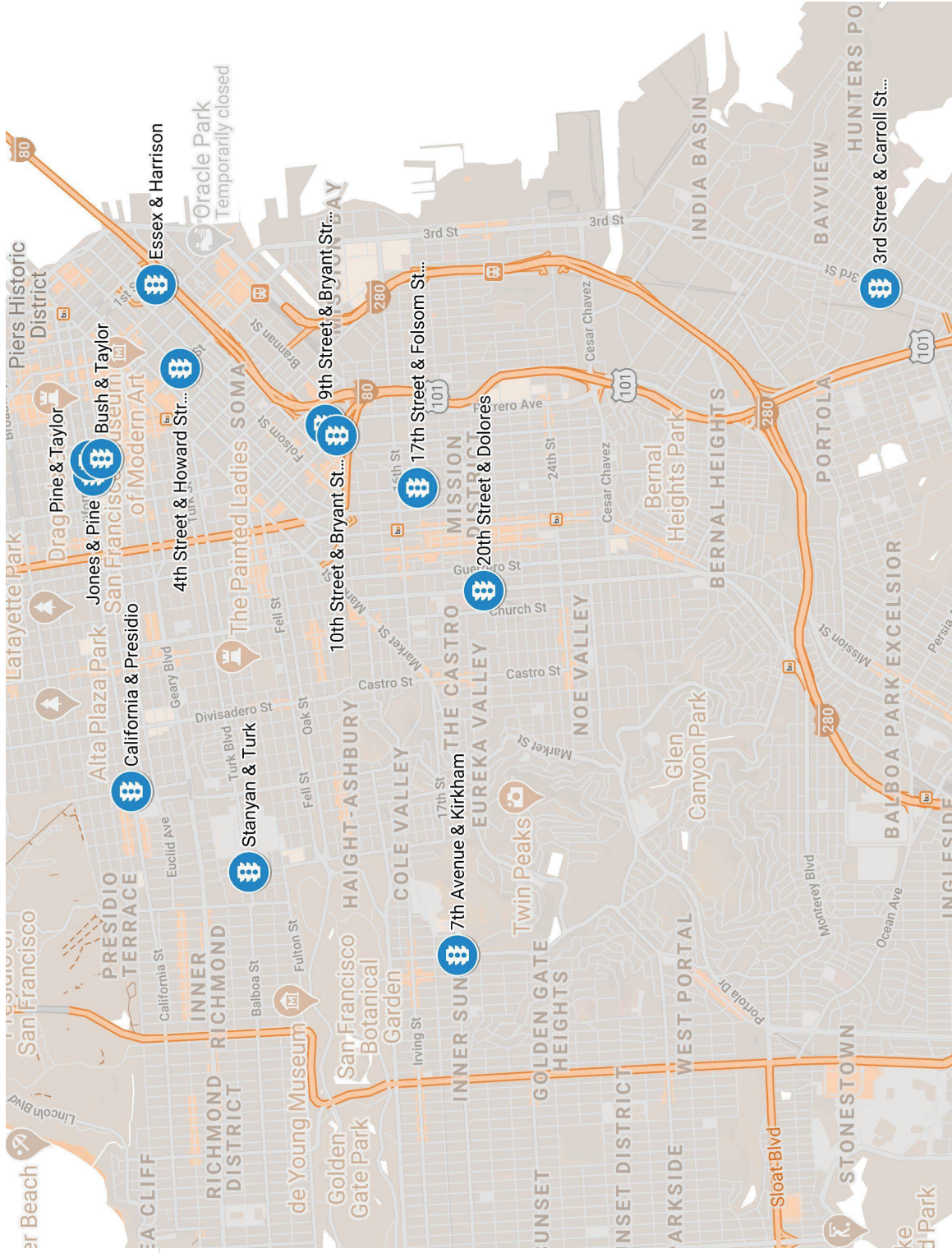


Table 1: Traffic Signal Upgrade Contract 36 Locations (As Designed)

#	Street 1	Street 2	Vision Zero High Injury Network	Pedestrian Countdown Signal Upgrades Planned	Accessible Pedestrian Signal Upgrades Planned	Signal Visibility Upgrades	Other improvement	Muni Lines	Supervisor District
1	4th Street	Howard St	YES	-	-	-	Upgrade damaged signal infrastructure.	8,30,45	6
2	Bayshore	Silver	YES	-	YES	-	Upgrade pole & foundation damaged by collision	9,44	10
3	Kezar	Martin Luther King	-	-	YES	YES	Replace pole foundation and sidewalk damaged by collision	-	5
4	17th Street	Folsom Street	YES	YES	YES	YES	-	12	9
5	3rd Street	Carroll Street	YES	-	-	-	Replace and relocate pole damaged by collision	T	10
6	9th Street	Bryant Street	YES	-	YES	YES	Corner sidewalk extensions for pedestrian safety	27,47	6
7	10th Street	Bryant Street	YES	-	YES	YES	Corner sidewalk extensions for pedestrian safety, open closed crosswalk	27,47	6
8	7th Avenue	Kirkham	YES	YES	YES	YES	-	-	5,7
9	8th Street midblock between	Bryant & Harrison	-	-	-	-	New flashing pedestrian beacon & sidewalk extensions	19	6
10	Essex	Harrison	YES	-	-	YES	-	12	6
11	Jones	Pine	YES	-	YES	YES	New left turn signals to improve pedestrian safety	-	3
12	Pine	Taylor	YES	-	YES	YES	New left turn signals to improve pedestrian safety	-	3
13	Bush	Taylor	YES	-	YES	YES	-	-	3
14	6th Avenue	Fulton	YES	-	YES	YES	-	5	4
15	8th Avenue	Fulton	YES	-	YES	YES	-	5,44	4
16	10th Avenue	Fulton	YES	-	YES	YES	-	5	4
17	20th Street	Dolores	-	YES	YES	YES	-	-	8
18	Stanyan	Turk	YES	YES	YES	YES	-	31	1
19	California	Presidio	-	YES	YES	YES	-	1,2,3,43	2

## Details on the Contract 36 Scope Reduction

Due to budget constraints, we propose to remove the following locations from Contract 36:

- Bayshore & Silver – The Contract 36 scope at this intersection involved replacement of a streetlight pole that had been damaged previously. MTA has asked Caltrans to replace the damaged streetlight pole as part of an APS project that already involved scope at this intersection. The Caltrans project is expected to advertise by this summer.
- Kezar & Martin Luther King – This intersection already has interconnected work as part of New Traffic Signals Contract 65. The pole replacement work from Contract 36 can be moved to Contract 65.
- 8<sup>th</sup> Street midblock between Bryant & Harrison – MTA Livable Streets has agreed to prioritize this location for inclusion as part of a project that will install flashing beacons at various locations in the City.
- 6<sup>th</sup> Avenue & Fulton Street; 8<sup>th</sup> Avenue & Fulton Street; and 10<sup>th</sup> Avenue & Fulton Street – MTA Transit Engineering has proposed to add transit bulbs at these Fulton intersections as part of a Mid Fulton project. It is ideal to coordinate signal work at these intersections with that Mid Fulton project. Due to budget constraints, construction phase funds for the Mid Fulton transit bulb project have been delayed until around FY 24. MTA proposes to remove the Fulton scope from Contract 36 and request construction phase funds at a later time when the Mid Fulton project is ready to proceed.



<b>Project Name:</b>	Western Addition Traffic Signal Upgrades
<b>Implementing Agency:</b>	San Francisco Municipal Transportation Agency
<b>Project Location:</b>	1) Divisadero Street/Golden Gate Avenue, 2) Divisadero Street/Fulton Street, 3) Laguna Street/Turk Street, 4) Golden Gate Avenue/Scott Street, 5) Golden Gate Avenue/Pierce Street, 6) Golden Gate Avenue/Steiner Street, 7) Fillmore Street/Golden Gate Avenue, 8) Golden Gate Avenue/Laguna Street, 9) Fillmore Street/Fulton Street, 10) Laguna Street/Sutter Street, 11) Fulton Street/Laguna Street, 12) Fulton Street/Steiner Street, 13) Buchanan Street/Golden Gate Avenue, 14) Golden Gate Avenue/Octavia Street, 15) Buchanan Street/Turk Street, and 16) Buchanan Street/Fulton Street.
<b>Supervisorial District(s):</b>	5
<b>Project Manager and Contact Information</b> (phone and email):	Geraldine de Leon, geraldine.deleon@sfmta.com
<b>Brief Project Description</b> (50 words max):	Traffic-signal related safety improvements at 16 locations in the Western Addition Area. Upgrades will include new pedestrian signals, accessible pedestrian signals, mast arms, higher-visibility 12" traffic signals, updated curb ramps, and replacement of old infrastructure. There will also be new signals or pedestrian activated beacons at 4 locations. Of the 16 locations, six are located on the Vision Zero High Injury Network, which encompasses the pedestrian, bicycle, and vehicle high injury corridors.
<b>Detailed Scope (may attach Word document):</b> Describe the project scope, benefits, coordination with other projects in the area (e.g. paving, MuniForward), and how the project would meet the Local Partnership Program screening criteria (e.g., 1:1 funding match, demonstrates all other funds for the project/segment are committed). Please describe how this project was prioritized.	Construct pedestrian countdown signals (PCS), accessible pedestrian signals (APS) and/or signal visibility improvements at 12 intersections, new signals at 2 intersections, and pedestrian-activated flashing beacons at 2 intersections in the Western Addition area. These initial locations have been prioritized to coordinate with Public Works paving projects. These locations have been selected primarily to improve traffic safety for all roadway users including pedestrians, bicyclists, and motorists. Signal improvements will install PCS, APS, larger 12 inch signals and mast arms to enhance signal visibility, and upgraded curb ramps. Signal hardware improvements include new poles, conduits, detection, controller cabinets, and signal interconnect as needed. Beacon improvements will include upgraded curb ramps and speed feedback signs at selected locations. New signals will be installed at: Buchanan Street/Golden Gate Avenue and Golden Gate Avenue/Octavia Street. Pedestrian activated flashing beacons and/or speed radar signs will be installed at Buchanan Street/Turk Street and Buchanan Street/Fulton Street.
<b>Community Engagement/Support (may attach Word doc):</b> Please reference any community outreach that has occurred.	Upgrades to be implemented as part of this project were selected in part based on feedback from the 2017 Western Addition Community-Based Transportation Plan, led by SFMTA's Livable Streets group which included a comprehensive outreach to the Western Addition community.
<b>Additional Materials:</b> Please attach maps, drawings, current conditions, to support understanding of the project.	See attachment.
<b>Partner Agencies:</b> Please list partner agencies and identify a staff contact at each agency.	Public Works - Chi Iao, (628) 271-2738
<b>Type of Environmental Clearance Required/Date Received:</b>	Categorically Exempt

Project Delivery Milestones	Status		Work		Start Date		End Date	
	% Complete	In-house, Contracted, or Both	Month	Calendar Year	Month	Calendar Year		
Planning/Conceptual Engineering								
Environmental Studies (PA&ED)	100%	In-house	Apr-Jun	2020	Jul-Sept	2020		
Design Engineering (PS&E)	50%	In-house	Apr-Jun	2018	Apr-Jun	2021		
Right-of-way								
Advertise Construction		N/A	Oct-Dec	2021	N/A	N/A		
Start Construction (e.g. Award Contract)		Both	Apr-Jun	2022	N/A	N/A		
Open for Use	N/A	N/A	N/A	N/A	Jul-Sept	2023		

**SB1 Local Partnership Program - Formula  
Project Information Form**

<b>Project Name:</b>	Western Addition Traffic Signal Upgrades
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**COST ESTIMATE AND FUNDING PLAN**

Phase	Cost	Funding Source by Phase					Source of Cost Estimate
		LPP	Prop K	Other			
Planning/Conceptual Engineering	\$0						
Environmental Studies (PA&ED)	\$0						
Design Engineering (PS&E)	\$600,000			\$600,000			Prior similar work
Right-of-way	\$0						
Construction	\$11,000,500	\$3,179,500	\$1,195,859	\$6,625,141			Prior similar work
<b>TOTAL PROJECT COST</b>	<b>\$11,600,500</b>	<b>\$3,179,500</b>	<b>\$1,195,859</b>	<b>\$7,225,141</b>			

Percent of Total

27%

10%

62%

**FUNDING PLAN FOR REQUESTED PHASE - ALL SOURCES**

Funding Source	Planned	Programmed	Allocated	TOTAL	FY of Programming for LPP
<b>LPP Formula</b>	\$3,179,500	N/A	N/A	\$3,179,500	FY2021/22
<i>Prop K</i>		\$1,195,859		\$1,195,859	
<i>GO Bond FY 18, 20, &amp; 21</i>		\$6,625,141		\$6,625,141	
<b>TOTAL</b>	<b>\$3,179,500</b>	<b>\$7,821,000</b>	<b>\$0</b>	<b>\$11,000,500</b>	

Comments/Concerns

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## Western Addition Area Traffic Signal Upgrades

#	Intersection	Pedestrian Countdown Signal Upgrades Planned	Accessible Pedestrian Signal Upgrades Planned	Signal Visibility Upgrades	Other improvements	Supervisor District	
1	Divisadero & Golden Gate	Yes	Yes	Yes		5	
2	Divisadero & Fulton	Yes	Yes	Yes		5	
3	Laguna & Turk	Existing	Yes	Yes		5	
4	Golden Gate & Scott	Existing	Yes	Yes		5	
5	Golden Gate & Pierce	Existing	Yes	Yes		5	
6	Golden Gate & Steiner	Yes	Yes	Yes		5	
7	Fillmore & Golden Gate	Yes	Yes	Yes		5	
8	Golden Gate & Laguna	Existing	Yes	Yes		5	
9	Fillmore & Fulton	Yes	Yes	Yes		5	
10	Laguna & Sutter	Yes	Yes	Yes		5	
11	Fulton & Laguna	Yes	Yes	Yes		5	
12	Fulton & Steiner	Yes	Yes	Yes		5	
13	Buchanan & Turk	Yes	Yes	Yes	Flashing Beacons & Radar Speed Sign	5	
14	Buchanan & Golden Gate	New Signals					5
15	Buchanan & Fulton	Yes	Yes	Yes	Flashing Beacons & Radar Speed Sign	5	
16	Golden Gate & Octavia	New Signals					5

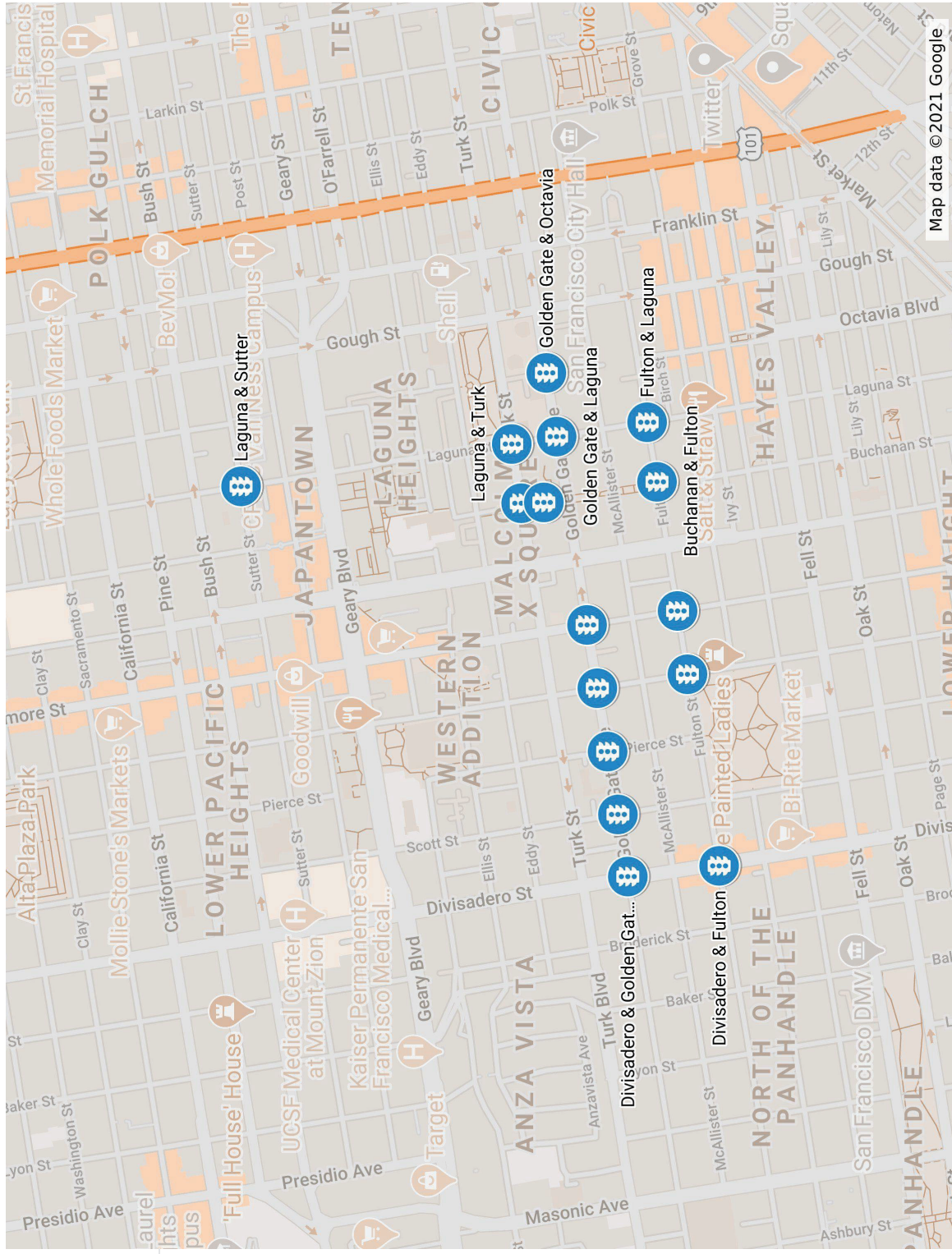


# Western Addition Traffic Signal Upgrades - Locations



All items

- # Location
- 1 Divisadero & Golden Gate
- 2 Divisadero & Fulton
- 3 Laguna & Turk
- 4 Golden Gate & Scott
- 5 Golden Gate & Pierce
- 6 Golden Gate & Steiner
- 7 Fillmore & Golden Gate
- 8 Golden Gate & Laguna
- 9 Fillmore & Fulton
- 10 Laguna & Sutter
- 11 Fulton & Laguna
- 12 Fulton & Steiner
- 13 Buchanan & Turk
- 14 Buchanan & Golden Gate
- 15 Buchanan & Fulton
- 16 Golden Gate & Octavia



Map data © 2021 Google



<b>Project Name:</b>	5th Street Improvement Project
<b>Implementing Agency:</b>	San Francisco Municipal Transportation Agency
<b>Project Location:</b>	5th Street & Bryant Street, 5th Street & Harrison Street
<b>Supervisory District(s):</b>	District 6
<b>Project Manager and Contact Information (phone and email):</b>	Thalia Leng; thalia.leng@sfmta.com; 415.701.4762
<b>Brief Project Description (50 words max):</b>	This project will install bicycle, pedestrian, transit, and loading/parking improvements along 5th Street between Townsend and Market Streets in the South of Market (SoMa) neighborhood. LPP formula funds will support installation of capital improvements as recommended by the Transportation Authority's SoMa Freeway Ramp Intersection Safety Study. Improvements include a new bulbout at 5th Street & Harrison Street, and new bulbouts and a signal upgrade at 5th Street & Bryant Street.
<b>Detailed Scope (may attach Word document):</b> Describe the project scope, benefits, coordination with other projects in the area (e.g. paving, MuniForward), and how the project would meet the Local Partnership Program screening criteria (e.g., 1:1 funding match, demonstrates all other funds for the project/segment are committed). Please describe how this project was prioritized.	See Attachment.
<b>Community Engagement/Support (may attach Word doc):</b> Please reference any community outreach that has occurred and whether the project is included in any plans (e.g. neighborhood transportation plan, corridor improvement study, etc.).	See Attachment.
<b>Additional Materials:</b> Please attach maps, drawings, photos of current conditions, etc. to support understanding of the project.	See Attachment.
<b>Partner Agencies:</b> Please list partner agencies and identify a staff contact at each agency.	Public Works- Marcia Camacho: Marcia.Camacho@sfdpw.org
<b>Type of Environmental Clearance Required/Date Received:</b>	On July 17, 2019, the Planning Department issued an Addendum (Case Number 2007.0347ENV-15) to the 2009 Bicycle Plan Final Environmental Impact Report (FEIR) for the 5th Street Improvement Project (Project 2-2 Modified Project), concluded that the proposed changes would not cause new significant impacts not identified in the FEIR or result in a substantial increase in the severity of previously identified significant impacts, and no new mitigation measures would be necessary to reduce significant impacts.

Project Delivery Milestones Phase*	Status	Work	Start Date		End Date	
	% Complete	In-house, Contracted, or Both	Month	Calendar Year	Month	Calendar Year
Planning/Conceptual Engineering	10%	In-house	Oct-Dec	2020	Apr-Jun	2021
Environmental Studies (PA&ED)	100%	In house	Jul-Sept	2019		
Design Engineering (PS&E)	0%	In-house	Apr-Jun	2021	Apr-Jun	2022
Right-of-way						
Advertise Construction		N/A			N/A	N/A
Start Construction (e.g. Award Contract)	0%		Jul-Sept	2022	N/A	N/A
Open for Use	N/A	N/A	N/A	N/A	Jul-Sept	2023

**SB1 Local Partnership Program - Formula  
Project Information Form**

<b>Project Name:</b>	5th Street Improvement Project
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<b>COST ESTIMATE AND FUNDING PLAN</b>		<b>Funding Source by Phase</b>	
<b>Phase</b>	<b>Cost</b>	<b>LPP</b>	<b>Other (IPIC/AHSC)</b>
Planning/Conceptual Engineering	\$50,000		\$50,000
Environmental Studies (PA&ED)	\$0		
Design Engineering (PS&E)	\$550,000		\$550,000
Right-of-way	\$0		
Construction	\$3,100,000	\$850,000	\$2,250,000
<b>TOTAL PROJECT COST</b>	<b>\$3,700,000</b>	<b>\$850,000</b>	<b>\$2,850,000</b>

Percent of Total 23% 77%

**FUNDING PLAN FOR REQUESTED PHASE - ALL SOURCES**

<b>Funding Source</b>	<b>Planned</b>	<b>Programmed</b>	<b>TOTAL</b>	<b>FY of Programming</b>
<b>LPP Formula Funds</b>	\$850,000	N/A	\$850,000	FY2022/23
<i>Local - IPIC</i>		\$2,250,000	\$2,250,000	FY21/22, FY22/23
<b>TOTAL</b>	<b>\$850,000</b>	<b>\$2,250,000</b>	<b>\$3,100,000</b>	

**Comments/Concerns**

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## 5<sup>th</sup> Street Improvement Project - Project Information Form (PIF)

### Detailed Scope

The 5th Street Improvement Project improves safety along the corridor for those who walk, bike, and drive in the neighborhood. The project includes bicycle, pedestrian, transit, and loading/parking improvements along 5th Street between Townsend and Market Streets in the South of Market (SoMa) neighborhood. Specifically, funding from the SB1 Local Partnership Program will supplement the 5th Street Long-Term Project by installing capital improvements as recommended by the Transportation Authority's SoMa Freeway Ramp Intersection Safety Study. Improvements include a new bulb out at 5<sup>th</sup> Street at Harrison Street, and new bulbs and a signal upgrade at 5<sup>th</sup> Street at Bryant Street.

5th Street is on the City's High-Injury Network, which are the 13 percent of City streets that account for 75 percent of San Francisco's severe and fatal traffic injuries. From 2011 to 2016, there were a total of 351 reported collisions on 5th Street, including 320 injury collisions. This translates to an average of one person per week injured while traveling on 5th Street. From 2016-17, the intersection of 5th and Market Street had the highest number of pedestrian collisions in the city and one of the top ten highest number of bicycle collisions in the city. This project supports San Francisco's Vision Zero goal of eliminating all traffic deaths by 2024 by constructing quick-build safety improvements along the 5th Street corridor, especially at streets that intersect with others on the High-Injury Network, such as Folsom, Howard, Harrison, and Townsend Streets.

The 5th Street Improvement Project includes two phases of work: Phase One, which includes near term changes, and Phase Two, which includes longer-term permanent capital improvements. The initial near-term phase (Phase One) of this project is largely complete. This phase of work installed dedicated bicycle facilities in both directions on 5th Street between Market and Townsend Streets, upgrading the green-back sharrows with protected bicycle facilities. Curb management changes were installed to prioritize loading at key locations. Lastly, four transit boarding islands and 12 curb ramps have been fully designed and are scheduled to be installed in the summer 2021.

With near-term work nearing completion, the SFMTA has recently initiated Phase Two, known as the 5th Street Long-Term Project, which includes making many of the initial changes more permanent. The painted buffers protecting the bikeway in many locations will become concrete, key intersections will be upgraded and add bulb-outs where applicable, and a mid-block crossing is planned at Clementina and 5th Street.

## Project Outreach

From October 2017 to April 2019, the 5th Street Improvement project team conducted comprehensive community outreach to gather input. The following major outreach activities took place in support of both Phase One and Phase Two of the project:

- Stakeholder Interviews and Meetings - October 2017 - August 2019
- Review of coordinating projects, including the SOMA Freeway Ramp Intersection Safety Study completed by the San Francisco County Transportation Authority
- Intercept Surveys and Outreach - January 4 through February 6, 2018
- Community Open House #1 - January 23, 2018
- Stakeholder Workshop - November 1, 2018
- Property Owner/Merchant Loading Survey - January 2019 - February 2019
- Community Open House #2 - April 3, 2019
- Office Hours - April 16, 2019 and April 20, 2019

Initial outreach events included a series of over 40 interviews and meetings with key stakeholders in and around the project area followed by the first open house in January 2018. The focus of the open house was to hear from members of the public about the challenges they experience on 5th Street and for project staff to detail possible solutions. Approximately 32 people attended the first open house.

An intercept survey was conducted in January 2018 along the 5th Street corridor at major destinations such as Caltrain, all major intersections, and Muni stops. The goal of this survey was to better understand the needs of people using the 5th Street corridor. Staff also posted the survey on the SFMTA website and shared it with community groups. The survey was released in English, Chinese, Filipino, and Spanish. Staff obtained 305 responses in English, 22 in Chinese, and 1 in Filipino.

Through these events, the SFMTA received feedback on the major issues and opportunities for the 5th Street corridor. Overwhelmingly, staff heard that improving bicycle and pedestrian safety should be the SFMTA's priority, followed by improvements to loading, urban realm improvements, and personal safety/homelessness.

Beyond outreach to the public, the SFMTA also coordinated the design of 5th Street with related projects. These included improvement plans for 6th, Folsom, Howard, Brannan, and Townsend Streets. Additionally, the SFMTA met with Transportation Authority staff and incorporated many of the recommendations in the SOMA Freeway Ramp Intersection Safety Study at 5th Street and Harrison Street as well as 5th Street and Bryant Street.

Utilizing the feedback received from these initial events, baseline changes to 5th Street and preliminary design proposals were shared along with the various impacts and benefits of the different scenarios at a stakeholder workshop in November 2018. Approximately 20 community

stakeholders attended the workshop, representing residents, business interests, and transportation advocates.

Merchant surveys were conducted between January and February 2019 to understand specific loading needs along the corridor. Staff conducted door-to-door business outreach to 30 businesses up to three times, twice in person and once over the phone. A total of eight surveys were collected. In order to reach businesses where door-door outreach was not feasible, staff scheduled 10 in-person meetings with property owners/merchants to discuss loading needs.

Through these activities, a preferred alternative was selected and subsequently presented to the public at the second open house and during office hours in April 2019. The project team then made minor changes to the design prior starting the final approvals process and creating a final proposed design. Approximately 123 people attended the second open house and office hours.

## Environmental Review

On May 7, 2013, the SFMTA Board of Directors in Resolution 13-054, re-adopted the 2009 Bicycle Plan (Case Number 2007.0347E), re-approved the traffic changes approved in Resolution 09-106, and adopted modified findings, including a statement of overriding considerations and a mitigation monitoring and reporting program pursuant to CEQA. On July 17, 2019, the Planning Department issued an Addendum (Case Number 2007.0347ENV-15) to the 2009 Bicycle Plan Final Environmental Impact Report (FEIR) for the 5th Street Improvement Project (Project 2-2 Modified Project), concluded that the proposed changes would not cause new significant impacts not identified in the FEIR or result in a substantial increase in the severity of previously identified significant impacts, and no new mitigation measures would be necessary to reduce significant impacts. A copy of the CEQA determination is on file with the Secretary to the SFMTA Board of Directors, and may be found in the records of the Planning Department at 1650 Mission Street in San Francisco, and is included in this package for reference.

## Schedule

Below is a tentative schedule for major project phases for long term capital components for the 5<sup>th</sup> Street Improvement Project.

Phase	Tentative Schedule	Months
Pre-Planning	Complete	
Planning/Conceptual Design	December --May 2021	6
Environmental Review & Legislation	Complete	
Detailed Design	May 2021- June 2022	11
Caltrans Encroachment Permit	April 2022- July 2022	4
Construction	July 2022- July 2023	12



SB1 Local Partnership Program - Formula  
Project Information Form

<b>Project Name:</b>	13th Street Safety Project
<b>Implementing Agency:</b>	San Francisco Municipal Transportation Agency (SFMTA)
<b>Project Location:</b>	13th Street from Folsom Street to Mission Street and Duboce Avenue from Mission Street to Valencia Street
<b>Supervisorial District(s):</b>	6, 9
<b>Project Manager and Contact Information (phone and email):</b>	Jennifer Wong - jennifer.wong@sfmta.com - 415-701-4551
<b>Brief Project Description (50 words max):</b>	The 13th Street Safety Project aims to deliver transportation safety and comfort improvements on the 13th Street and Duboce Avenue corridor from Folsom Street to Valencia Street for all users, building upon previous studies and planning efforts. The project will install new Class IV protected bikeways in both directions of 13th Street and Duboce Avenue to provide increased safety for those traveling by bicycle.
<b>Detailed Scope (may attach Word document):</b> Describe the project scope, benefits, coordination with other projects in the area (e.g. paving, MuniForward), and how the project would meet the Local Partnership Program screening criteria (e.g., 1:1 funding match, demonstrates all other funds for the project/segment are committed). Please describe how this project was prioritized.	See attachment.
<b>Community Engagement/Support (may attach Word doc):</b> Please reference any community outreach that has occurred and whether the project is included in any plans (e.g. neighborhood transportation plan, corridor improvement study, etc.).	See attachment.
<b>Additional Materials:</b> Please attach maps, drawings, photos of current conditions, etc. to support understanding of the project.	See attachment.
<b>Partner Agencies:</b> Please list partner agencies and identify a staff contact at each agency.	San Francisco Public Works - Marcia Camacho, Marcia.Camacho@sfdpw.org Caltrans - Sergio Ruiz, sergio.ruiz@dot.ca.gov
<b>Type of Environmental Clearance Required/Date Received:</b>	Categorical Exemption, Date Received TBD

Project Delivery Milestones	Status	Work	Start Date		End Date	
	% Complete	In-house, Contracted, or Both	Month	Calendar Year	Month	Calendar Year
Planning/Conceptual Engineering	15%	In-house	Oct-Dec	2020	Oct-Dec	2021
Environmental Studies (PA&ED)	15%	In-house	Jul-Sep	2021	Oct-Dec	2021
Design Engineering (PS&E)	0%	In-house	Jul-Sep	2021	Jul-Sep	2022
Right-of-way						
Advertise Construction		N/A			N/A	N/A
Start Construction (e.g. Award Contract)	0%	In-house	Jul-Sep	2022	N/A	N/A
Open for Use	N/A	N/A	N/A	N/A	Jan-Mar	2023



**SB1 Local Partnership Program  
Formula - Project Information Form**

<b>Project Name:</b>	13th Street Safety Project
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COST ESTIMATE AND FUNDING PLAN		Funding Source by Phase		
Phase	Cost	LPP	Other	Source of Cost Estimate
Planning/Conceptual Engineering	\$144,522		\$144,522	Prior similar work
Environmental Studies (PA&ED)	\$5,000		\$5,000	Prior similar work
Design Engineering (PS&E)	\$337,378		\$337,378	Prior similar work
Right-of-way	\$0			
Construction	\$4,478,100	\$550,000	\$3,928,100	SFPW estimates of prior similar work
<b>TOTAL PROJECT COST</b>	<b>\$4,965,000</b>	<b>\$550,000</b>	<b>\$4,415,000</b>	

Percent of Total 11% 89%

**FUNDING PLAN FOR REQUESTED PHASE - ALL SOURCES**

Funding Source	Planned	Programmed	TOTAL	FY of Programming for LPP
<b>LPP Formula</b>	\$550,000	N/A	\$550,000	Fiscal Year 2022/23
<i>State - AHSC Cycle 3</i>		\$1,813,100	\$1,813,100	
<i>SHOPP Complete Streets Reservation</i>	\$2,115,000		\$2,115,000	
<b>TOTAL</b>	<b>\$2,665,000</b>	<b>\$1,813,100</b>	<b>\$4,478,100</b>	

**Comments / Concerns**

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## **Project Location and Physical Conditions**

In whole, the 13<sup>th</sup> Street Safety Project extents are on 13th Street from Folsom Street to Mission Street and Duboce Avenue from Mission Street to Valencia Street. In total, the project extents include four major intersections. 13th Street becomes Duboce Avenue west of Mission Street. The Central Freeway is an elevated structure above 13<sup>th</sup> Street supported by steel and concrete columns.

Previous efforts on 13th Street and Division Street improved walking, biking, and driving between Townsend Street and Folsom Street. New protected bikeways on this segment connect bicyclists to other well-used bicycling corridors including Townsend Street, 8th Street, Brannan Street, Potrero Avenue, 11th Street, Bryant Street, Harrison Street, and Folsom Street. The 13th Street Safety Project will further expand San Francisco's Bicycle Network by extending protected bicycle facilities on 13th Street westerly and connect to Valencia Street, another main bicycling corridor within San Francisco. There are currently no bike facilities on the 13<sup>th</sup> Street and Duboce Avenue corridor between Folsom Street and Valencia Street. New protected bikeways in both directions of 13<sup>th</sup> Street and Duboce Avenue will provide increased connectivity, accessibility, and safety for those traveling by bicycle.

Unlike bicycle facilities, pedestrian facilities exist along this corridor, but are lacking in comfort and safety. The overall pedestrian environment is difficult and unwelcoming. Due to the presence of wide freeway columns and the elevated freeway itself, there is poor visibility and lighting along 13<sup>th</sup> Street. Wide intersections make for a daunting challenge to cross on foot and each leg requires multiple crossings. Sidewalks become substantially narrow at certain areas, to the point that people using mobility devices cannot pass each other. Intersection crossings also lack accessibility features such as detectable warning surfaces and audible pedestrian signals (APS). Sidewalks, median, and roadway width vary throughout the segment. Pedestrian safety and accessibility enhancements installed throughout this corridor would improve visibility of pedestrians to other road users and make crossing intersections easier.

There is currently no transit service along this segment, though Muni buses frequently use this corridor as a non-revenue route to travel to and from bus maintenance and storage yards.

## **Local Area Conditions and Connections**

13th Street is an east-west street that borders between the South of Market neighborhood and Mission District in San Francisco. Directly above the street is the elevated US 101 Central Freeway. On the ground level, 13th Street serves motor vehicle traffic traveling on and off the Central Freeway. Locally, this corridor connects travelers to and from the Mission District, Design District, Mission Bay, and South of Market neighborhoods.

The project location is located within the South of Market (SoMa) neighborhood of San Francisco, which is expected to see a growth of 20,000 new residents and 50,000 new jobs by 2040, according to a 2014 San Francisco Planning Department report. More specifically, 13th Street is part of a neighborhood known as "The Hub," which is centered around and radiates out from the intersection of Market Street, Valencia Street, Haight Street, and Gough Street. Since the early 2000s, the Market and Octavia Area Plan has supported the growth of this area as a high-density, transit-oriented, mixed-used neighborhood through its policies and zoning designations. According to the San Francisco Planning Department's more recent Market-Octavia Plan Amendment adopted

by the San Francisco Board of Supervisors in 2020, this area is expected to see an anticipated growth of 8,000 to 9,700 more housing units and 50 percent more people walking.

Land uses along today's 13<sup>th</sup> Street include off-street parking lots, automobile repair and purchasing facilities, and hardware stores. A public skatepark, motorcycle dealership, bars and restaurants, and hardware stores are located on Duboce Avenue. On 13<sup>th</sup> Street between Mission Street and South Van Ness Avenue, public services including A Woman's Place (AWP) Drop In Center and the California Department of Corrections and Rehabilitation are centrally located within the CitiCenter building. In 2019, the new Quinn Division Circle Navigation Center was opened on the same block to provide support and services to people experiencing homelessness.

The project location is located within a Community of Concern, as defined by the San Francisco Metropolitan Transportation Commission (MTC). Communities of Concern are geographic areas that either have a concentration of both minority and low-income, or a concentration of low-income residents and any three or more of the following six disadvantage factors: persons with limited English proficiency, zero-vehicle households, seniors aged 75 years and over, persons with one or more disability, single-parent families, and renters paying more than 50 percent of their household income on housing. 13th Street and Duboce Avenue between South Van Ness Avenue and Valencia Street are considered in the "high" classification of Communities of Concern, though not the "higher" and "highest" classifications.

Located within a Community of Concern, the project location is characterized by a high percentage of minority populations (50 to 70 percent), low income population (more than 35 percent), and single-parent households (20 to 30 percent). Between 5 and 10 percent of the population in this area are elderly and between 10 and 25 percent of the population in this area are disabled. Approximately 10 to 20 percent of the population in the area have low English proficiency. Approximately 15 to 25 percent of the population here are rent-burdened. More than 15 percent of households in this area have zero vehicles.

### **Traffic Safety Issues**

The entire project corridor is part of San Francisco's Vision Zero High Injury Network, which are the 13 percent of streets that disproportionately account for 75 percent of the city's severe and fatal traffic collisions. This project seeks to find safety measures to improve the overall safety for all who travel on the corridor.

In a recent five-year collision history, between January 1, 2015 through December 31, 2019, there were 99 reported injury collisions along 13<sup>th</sup> Street and Duboce Avenue between Folsom Street and Valencia Street. An overwhelming 89 percent of the collisions occurred at intersections and the remaining 11 percent occurred midblock. Of the four major intersections that the project area is comprised of, the most collisions occurred at the intersection of 13<sup>th</sup> Street and Mission Street and the intersection of 13<sup>th</sup> Street and South Van Ness Avenue, which are also the sites of US 101 freeway on and off ramps. Many collisions occurred at night. The most common collision that occurred were broadside collisions between two or more parties of drivers. Approximately 17 percent of the total collisions involved a pedestrian and 18 percent of the total collisions involved a bicyclist.

The most common reason for the collisions is red light violation, followed by traveling at unsafe speeds for prevailing conditions and left turn violations. At the intersection of 13<sup>th</sup> Street and South Van Ness Avenue, bicyclists and pedestrians were hit by drivers making turning movements, mostly occurring on the east leg of the intersection. At the intersection of 13<sup>th</sup> Street and Mission Street, drivers crashed when making illegal left turns from northbound Mission Street onto westbound 13<sup>th</sup> Street, drivers hit pedestrians while making right turns from northbound Mission Street onto eastbound 13<sup>th</sup> Street, and bicyclists experienced collisions resulting from red light violations.

### 13<sup>th</sup> Street Safety Project Detailed Scope

This project proposes to install new Class IV protected bikeways in both directions of 13<sup>th</sup> Street and Duboce Avenue to provide increased safety for those traveling by bicycle. At midblock locations, the protected bikeway will provide physical separation between bicyclists and vehicle traffic, which may be traveling at high volumes and speeds. Portions of the project bikeway will be separated by a lane of on-street parking, plastic bollards, or median islands, depending on the street width at certain points along the corridor. The removal or narrowing of traffic lanes will contribute to a traffic calming effect by encouraging drivers to travel at slower speeds. Overall, this project will require some on-street parking removal and traffic lane removal in order to create the roadway space to accommodate a Class IV protected bikeway. At intersections, bicycle signals will separate bicyclists and motorists by providing each with their own signal phases to complete their movements. Painted bike boxes will facilitate bicyclist queuing and turning movements at intersections, while increasing their visibility to other road users and providing a visual aid to inform all road users of where bicyclists may be expected.

This project also proposes to add pedestrian safety improvements at intersections to improve the safety and comfort of those who walk in this area. Advanced limit lines will be consistently painted at all intersection approaches to reduce the number of drivers blocking crosswalks. High-visibility continental crosswalk markings will also be added to alley intersections to fortify the cue that pedestrians are expected to walk across the area. Leading pedestrian interval (LPI) signal timing could be installed to provide people walking across the street with a head start, such that their presence is more noticeable to other road users. At certain nearside approaches, on-street parking may be removed to improve visibility. These intersection daylighting treatments would be marked with red paint on the curb to denote their tow-away regulation and could be further bolstered by a painted safety zone design, which is applying additional khaki paint on the roadway surface and outlined with plastic bollards. While pedestrians are not encouraged to wait within a painted safety zone, it outlines the footprint of a bulbout and could be updated into such a concrete feature in the future as budget allows. Both painted safety zones and bulbouts encourage drivers to turn further away from pedestrians and at slower speeds. Bulbouts provide the additional benefit of shortening the crossing for pedestrians. Sidewalk expansions, including bulbouts, and the reconfiguration of pedestrian refuges are within the scope of this project and will be considered for technical feasibility.

Accessibility features at intersections would also enhance the walking experience for people with disabilities. Certain curb ramps and median islands along this corridor are currently not outfitted with detectable warning surfaces and would thereby be upgraded. Accessible pedestrian signals (APS) would also be installed at the intersection of 13<sup>th</sup> Street & Mission Street and 13<sup>th</sup> Street & South Van Ness Avenue to communicate when to cross the street in a non-visual manner, such as audible tones, speech messages, and vibrating surfaces. Community requests for these two locations have already been logged by the SFMTA.

Signal timing and hardware changes will be a critical piece of this project. Lengthening the overall timing cycle along this corridor will enable longer crossing times for people walking, biking, and driving. The relocation of existing traffic signals onto different poles and mast arms and the placement of new traffic signals will improve its visibility of drivers and other road users. Replacing existing signal lenses with larger sized lenses will also contribute to making the intersection traffic controls more noticeable.

Due to the feedback received during the SoMa Freeway Ramps Intersection Safety Study outreach process, this project will not pursue a design to change Otis Street into two-way operations. This project assumes that Otis Street will remain one-way southbound as it is today. Due to existing efforts by SFMTA to improve Muni bus service on Mission Street, transit-only lanes as proposed in the Study will also not be within the scope of this project, but will be coordinated accordingly if pursued by other project teams at SFMTA.

Especially within the context of an area that has low automobile ownership, the multimodal improvements constructed by this project will benefit those who walk, bike, and take transit. This project will significantly improve bicycling conditions in terms of safety and accessibility. By creating a new protected bikeway where there was none before, people can now use this segment of city streets to travel by bike. Meanwhile, the high level of quality in bikeway design and construction will create a safer and more comfortable environment for bicycling. This project will also improve walking conditions through increasing the visibility of pedestrians and making intersection crossings better. Pedestrian visibility will be increased through new advanced limit lines at intersections so that stopped vehicles are set further back and do not obscure the sight of people walking. Tow-away zones, painted safety zones, and bulbouts will be installed to further increase visibility at intersections. This project will also shorten crossings with bulbouts and reconfiguring pedestrian refuges. Signal timing changes will provide pedestrians with more time to cross the street. New accessibility features like detectable warning surfaces and accessible pedestrian signals will aid those who are disabled. By repurposing some of the road space to create a dedicated bikeway, sidewalk extensions, and refuges, there will be fewer vehicle travel lanes. Removing travel lanes is a form of traffic calming that could reduce speeds and volumes. The overall enhancements to the public realm are beneficial to those living, working, or visiting the project area.

The 13th Street Safety Project is currently funded through the state Affordable Housing and Sustainable Communities (AHSC) Program and was recently notified of an award from Caltrans' one-time SHOPP Complete Streets Reservation.

## Community Engagement/Support

The 13<sup>th</sup> Street Safety Project is an implementation project directly informed by previous studies and planning efforts. The project will draw on recommendations from the San Francisco County Transportation Authority's (Transportation Authority) SoMa Freeway Ramp Intersection Safety Study and the City of San Francisco's Market Octavia Plan Amendment Public Realm Plan. Both the Study and the Plan provide valuable explorations of design alternatives that could be considered for improving 13<sup>th</sup> Street.

The Market Octavia Plan Amendment has had 5 public workshop events since April 2016 to January 2020 to solicit input on strategies for affording housing, arts and culture, transportation, urban form, and public realm in The Hub neighborhood. The Public Realm Plan in particular, was an effort to develop designs for streets and open spaces in The Hub neighborhood. Of eight target corridors considered in the Plan, the 13<sup>th</sup> Street corridor emerged early on as a top priority street after receiving feedback from public workshops.

The SoMa Freeway Ramp Intersection Safety Study was led by the San Francisco County Transportation Authority in close partnership with the SFMTA and a Technical Advisory Committee that included various agency stakeholders such as the San Francisco Planning Department, San Francisco Public Works, and Caltrans. The study was also performed in consultation with the Mayor's Office of Disability, San Francisco Fire Department, San Francisco Police Department, and California Highway Patrol. Stakeholder and community groups also participated in each round of outreach. Stakeholder groups involved include Walk San Francisco, San Francisco Bicycle Coalition, San Francisco Transit Riders Union, Independent Living Resource Center, Western SoMa Community Benefits District, Pedestrian Safety Advisory Committee, and more. Local businesses including The Crafty Fox and Brick and Mortar also provided pointed feedback on the study.

There were three rounds of outreach to the public in total. Multichannel communication methods were applied across the three rounds of outreach, including online surveying, intercept outreach, stakeholder meetings, open house event, and special event tabling. Information was shared through posting notices, multilingual mailers, online newsletter, webpage, and an educational video. Public outreach was conducted to gather information on the lived experiences of community members and to share the proposed plan, including design drawings, cost estimates, and implementation strategies. A wide range of issues were identified through the outreach process, which corroborated collision history data and helped shape recommendations to be in direct correlation to the challenges that were expressed and observed.

Furthermore, on September 14, 2020, Caltrans and SFMTA held a joint focused stakeholder meeting with representatives from the San Francisco Supervisor District 6 Office, San Francisco Supervisor District 9 Office, San Francisco Bicycle Coalition, and Walk San Francisco. Stakeholders expressed overall support for the funding proposal and the implementation project.

The 13<sup>th</sup> Street Safety Project will combine feedback from both the Market Octavia Plan Amendment Public Realm Plan and the SoMa Freeway Ramp Intersection Safety Study to inform implementation. The project will also leverage existing stakeholder relationships and maintain communications with interested parties as it delves into more detailed design proposals. In order to

collect feedback from a wide range of sources that is representative of the community, this project will employ a number of methods to maximize outreach and engagement:

- Stakeholder meetings and site visits: Staff will conduct door-to-door site visits along the corridor and host stakeholder meetings to gather feedback. Staff will work directly with community and advocate groups to address their questions and concerns. In consultation and in partnership with community-based organizations, the SFMTA will coordinate outreach to unsheltered persons along 13<sup>th</sup> Street, which is where homeless populations are sometimes present.
- Partner meetings: Since the proposed improvements take place on city streets and may impact Caltrans freeway ramps, the proposed improvements will require Caltrans approvals in addition to the typical SFMTA design and legislation process for street design changes. Both agencies are expected to work closely with one another throughout the design process.
- Community events: During the planning phase, staff will hold outreach events, including an open house and public hearing, to provide information on project specifics and collect comments and questions from the public. In order for the event to be more accessible, the open house and public hearing will be held at an on-site location in the community. In light of the COVID-19 pandemic, staff may adapt to engaging members of the community through digital outreach events, including virtual open houses and online office hours.
- Project updates: This project will circulate project updates using an online mailing list as well as making them available on the project website, social media platforms, and on the SFMTA blog. The project website will not only include background information about the project but will also serve as a repository for relevant reports and documents such as design illustrations, presentation boards, informational factsheets, and notices. Before major milestones such as a public hearing or the start of construction, notices will be physically posted along the corridor and mailers will be sent out to all addresses along the project corridor.

Public outreach and engagement activities allow us to learn about challenges that road users face, engage the community on design alternatives, collect feedback on project proposals, learn more about business operations and how the project may effect stakeholders, inform the public of progress and milestones, and more.



# Aerial Imagery

## 13th Street Safety Project

September 2020

Aerial imagery within the vicinity of the 13th Street Safety Project, which spans 13th Street and Duboce Avenue from Folsom Street to Valencia Street.

Project Extents



0.055 miles

Scale 1:3,000

Date Saved: 9/3/2020

For reference contact: [jennifer.wong@sfmta.com](mailto:jennifer.wong@sfmta.com)

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SFMTA







# Bicycle Network

## 13th Street Safety Project


September 2020

San Francisco Bicycle Network within the vicinity of the 13th Street Safety Project, which spans 13th Street and Duboce Avenue from Folsom Street to Valencia Street.

**LEGEND**

-  Bike Path
-  Separated Bikeway
-  Bike Lane
-  Neighborway
-  Bike Route
-  Project Extents



 0.055 miles

Scale 1:3,000

Date Saved: 9/3/2020

For reference contact: [jennifer.wong@sfmta.com](mailto:jennifer.wong@sfmta.com)

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# Vision Zero High-Injury Network

## 13th Street Safety Project

September 2020

Vision Zero High-Injury Network within the vicinity of the 13th Street Safety Project, which spans 13th Street and Duboce Avenue from Folsom Street to Valencia Street.

### LEGEND

- Vision Zero High-Injury Network
- Project Extents



0.055 miles

Scale 1:3,000

Date Saved: 9/3/2020

For reference contact: [jennifer.wong@sfmta.com](mailto:jennifer.wong@sfmta.com)

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## Memorandum

### AGENDA ITEM 9

**DATE:** February 19, 2021

**TO:** Transportation Authority Board

**FROM:** Anna LaForte - Deputy Director for Policy and Programming

**SUBJECT:** 3/09/2021 Board Meeting: Approve the Transportation Authority's Project Nominations for \$10,444,302 from the Safe and Seamless Mobility Quick-Strike Program

**RECOMMENDATION**    Information    Action

Approve the Transportation Authority's project nominations for \$10,444,302 from the Safe and Seamless Mobility Quick-Strike Program:

- San Francisco Municipal Transportation Agency's (SFMTA's) Safe Routes to School Non-Infrastructure Program (\$2,100,000)
- SFMTA's Folsom Streetscape Project (\$5,000,000)
- BART's Embarcadero Station Platform Elevator Capacity and Redundancy Project (\$3,144,302)
- Transportation Authority's Congestion Management Agency Planning and Programming (\$200,000)

### SUMMARY

On February 5, 2021, the Metropolitan Transportation Commission (MTC) released a call for projects to Bay Area County Transportation Agencies (CTAs) for up to \$54.4 million regionwide in federal Safe and Seamless Mobility Quick-Strike Program funds, with nominations due on March 30. This is a one-time, regionally competitive grant program to support projects that can be implemented quickly, with an emphasis on bicycle and pedestrian safety and mobility, connections to transit, and projects that advance equitable mobility. MTC has established a 12.5% (\$6,175,000) funding target for San Francisco based on prior county program distribution formulas; however, the MTC will make the final decision on project awards and will not necessarily adhere to this target. We released a request for projects and received applications for the three projects summarized in Attachment 1. After assessing the program requirements, including ability for projects to start the construction phase by September 30, 2022, we recommend nominating the three projects in the priority order listed above, and requesting \$10,444,302 in Quick-Strike funds, which includes for \$200,000 for CTAs to direct toward countywide implementation of safe and seamless mobility planning and programming efforts.

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



## BACKGROUND

On January 27, 2021, the MTC approved MTC Resolution No. 4202, Revised, which included the policy framework for the Safe and Seamless Mobility Quick-Strike. In early February, MTC officially released a call for projects for \$54.4 million in one-time funds available regionwide for the subject program. The Safe and Seamless Mobility Quick-Strike program is a one-time, competitive grant program within the One Bay Area Grant program (OBAG 2) framework. This federal funding is available to support local and regional projects that can be implemented quickly to benefit communities responding and adapting to the COVID-19 environment. Available funding includes a mix of Surface Transportation Block Grant Program (STP), Congestion Mitigation and Air Quality Improvement (CMAQ) and Federal Highway Infrastructure Program (FHIP) funds. CMAQ funds will be used for eligible projects that demonstrate air quality benefits and implement Plan Bay Area's climate initiative goals and priorities. There is a \$5 million set aside to fund projects to be identified by the MTC's Blue Ribbon Transit Recovery Task Force, which will follow a different process.

Eligible project types include: quick-build bike, pedestrian, and transit improvements; local safe and seamless mobility projects, including projects that advance equitable mobility, invest in bicycle/pedestrian safety, improve connections to transit, or implement seamless strategies within a corridor; programs that support safe and seamless mobility or advance equitable mobility; other near-term implementation of strategies emerging from the Blue-Ribbon Transit Recovery Task Force. In addition, a limited amount of funding, up to \$200,000 per county, may also be directed towards countywide implementation of safe and seamless mobility planning and programming efforts. The detailed program guidelines are included in Attachment 3.

MTC evaluation criteria indicates nominated projects should: align with Connected Mobility Framework Values and Goals; be the direct result or outcome of a community engagement process; be within or directly connected to a Priority Development Area (PDA) or Transportation Priority Area (TPA) and/or serve a Community of Concern (CoC), Community Air Risk Evaluation (CARE) program area, or similar local designation; address transit connectivity gaps, especially in areas significantly impacted from the pandemic; demonstrate partnership among jurisdictions, transit agencies, and counties; and demonstrate ability to quickly deliver, and meet strict federal funding requirements, as funds must be obligated by September 30, 2022.

## DISCUSSION

In anticipation of the release of MTC's call for projects, on January 8, 2021, we released a request for projects from city agencies, regional transit operators and other project sponsors through the Transportation Authority's Technical Working Group.

**Recommended Project Nominations.** We received requests for three projects, as summarized in Attachment 1, with more detail on scope, schedule, budget and funding in Attachment 2. After considering the Safe and Seamless Mobility Quick-Strike Program guidelines and assessing project status and potential to be competitive in the regionwide call for projects, we recommend submitting San Francisco's project nominations in the following priority order, as



required by MTC. Below is some of the key project information upon which our rationale for priority order is based.

**Priority #1 Safe Routes to School (SRTS) Non-Infrastructure Program - \$2,100,000**

**request:** The SFMTA is requesting Quick-Strike funds to continue the SRTS Non-Infrastructure Program for 15 months, from September 2021 through November 2022. This funding would bridge the gap between the current OBAG Cycle 2 grant which runs out in August 2021, and future funding which may include OBAG Cycle 3, anticipated to be available in October 2022. The SRTS non-infrastructure program advances Vision Zero goals through safety education and outreach and supports the city's emission reduction goals by encouraging use of non-auto modes to get to school.

The Transportation Authority has a history of prioritizing Prop K local sales tax and regional funds for the SRTS Non-Infrastructure Program, however we acknowledge there are limited discretionary grant funding sources available to support this ongoing program. The SFMTA has noted that this funding is not sufficient to support programs at every school, and that with additional funding the SFMTA could expand the scope to include pre-schools, new in-classroom curriculum, and a new annual event (Transit Day), as well as reaching additional schools for SRTS programming. With limited funding available and many projects in need, we are recommending holding constant the monthly funding level for the program as under OBAG 2.

**Priority #2 Folsom Streetscape Project - \$5 million request:** This project will improve bicycle and pedestrian safety and transit reliability on Folsom Street between 2<sup>nd</sup> and 11<sup>th</sup> streets. The project has undergone extensive community outreach and involvement since 2016 and aligns well with MTC's eligibility and evaluation criteria established for the Safe and Seamless Mobility Quick-Strike Program. Design is at 95% and the SFMTA will be ready to start construction as soon as January 2022.

In addition to this funding request, SFMTA recently applied for \$12 million from the state and regional Active Transportation Program. While the project did not receive funding in the statewide component, it scored high and is currently under consideration by MTC for funding from the ATP Regional component. We expect MTC to announce notice of award by April 15, 2021. If the project is awarded an ATP grant, it would still require the Quick-Strike funds to fully fund the construction phase. If the project does not receive the ATP grant, SFMTA will need to secure other funds (e.g. development fees) and/or downscale or phase the project in order to have a fully funded project.

**Priority #3 Embarcadero Station Platform Elevator Capacity and Redundancy Project - \$3,144,302 request:**

This project will improve access to transit by constructing a new BART elevator at the Embarcadero Station, refurbishing the existing Muni elevator, and rebuilding wider stairs at the north and south ends of the station. The Transportation Authority previously contributed Lifeline, OBAG and Prop K funds to the project, leveraged well by other funds. BART initially advertised the construction contract in September 2019 and received two bids well over the engineer's estimate. The BART Board rejected both bids and the project team evaluated contract



requirements and entered a redesign phase, anticipated to be complete in March 2021. The current project cost estimate reflects escalated costs due to redesign (informed by the initial bid process), including relocation of stairs to the north end of the station, lighting and security cameras for the stairs, and relocation of the new station elevator machine room.

In addition to escalating costs, approximately \$6.25 million in BART Measure RR funds that were previously anticipated for this project are no longer available as they have been allocated to other high priority projects with funding constraints due to BART's current financial situation. The Embarcadero elevator project continues to be a priority for BART and it is actively seeking additional funding to help close the gap from sources including Regional Measure 2 bridge tolls and Prop K.

In accordance with the program guidelines, we also plan to request \$200,000 through our existing Congestion Management Agency planning agreement with MTC for countywide implementation of safe and seamless mobility planning and programming efforts.

**Next Steps.** Following Board approval of the project recommendations, we will submit project nomination packages to MTC by March 30, 2021. Following evaluation by MTC, we will submit applications by May 21, 2021 for the projects moving forward. The MTC Commission will approve the final list of projects in June 2021.

## FINANCIAL IMPACT

There are no impacts to the Transportation Authority's adopted FY 2020/21 budget associated with the recommended action.

## CAC POSITION

The Citizens Advisory Committee will consider this item at its February 24, 2021 meeting.

## SUPPLEMENTAL MATERIALS

- Attachment 1 - Project Nominations for Safe and Seamless Mobility Quick-Strike Program
- Attachment 2 - Project Information Forms
- Attachment 3 - MTC Resolution No. 4202, Attachment A, Appendix 11: Safe and Seamless Mobility Quick-Strike Program



**Attachment 1.  
Proposed Safe and Seamless Mobility Quick-Strike Program Priorities**

Priority <sup>1</sup>	Sponsor <sup>2</sup>	Project Description	District(s)	Phase	Phase Cost	Funds Requested	Funds Recommended	
1	SFMTA	<b>Safe Routes to School (SRTS) Non-Infrastructure Program</b> - This request would fund the SRTS non-infrastructure program from September 2021 through November 2022, continuing the program after its current federal grant is exhausted. Led by the SFMTA in partnership with the San Francisco Unified School District and the San Francisco Department of Environment, the program will support the safe, easy and convenient transportation of children to San Francisco schools through education and outreach. Quick-Strike funds will fund planning, administration, and evaluation, in addition to implementing specific SRTS programming.	Citywide	Construction	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	
2	SFMTA	<b>Folsom Streetscape Project</b> - This project will improve bicycle and pedestrian safety and transit reliability by constructing a two-way protected bikeway, upgraded bike and vehicle signals, bulb-outs and raised crosswalks, new midblock crosswalks, a transit-only lane, transit boarding islands, and improved curb management on Folsom Street between 2nd and 11th Streets. The project also includes public realm improvements such as landscaped medians, decorative pavement, cultural district signs and plaques, and additional streetlights. Design is at 95% and the project is anticipated open for use by March 2023.	6	Construction	\$ 28,240,000	\$ 5,000,000	\$ 5,000,000	
3	BART	<b>Embarcadero Station Platform Elevator Capacity and Redundancy Project</b> - This project will procure and install a new redundant elevator at the north end of the Embarcadero BART/Muni Station to improve mobility and access for customers with an elevator that is larger capacity and faster than currently available. The new elevator will primarily serve BART's platform, but will be able to stop at the Muni platform. The design vision includes a glass enclosed cab and hoistway to increase visual transparency. The scope of work also includes refurbishing Muni's elevator, which will exclusively provide access to Muni's platform once the project is complete. Both the north and south end of station stairs will be rebuilt wider, improving access to transit. Design is at 95% and the project is anticipated open for use by August 2024. The Transportation Authority previously contributed Lifeline, OBAG and Prop K funds, well leveraged by other funds. BART received bids that came in high and redesigned the project based on feedback from that process, resulting in a cost increase. See memo for more details.	3, 6	Construction	\$ 23,881,934	\$ 3,144,302	\$ 3,144,302	
N/A	SFCTA	<b>Congestion Management Agency Planning and Programming</b> - These funds will be directed towards countywide implementation of safe and seamless mobility planning and programming efforts, as made available to Congestion Management Agencies by the Metropolitan Transportation Commission as part of this fund program.	Citywide	N/A	N/A	\$ 200,000	\$ 200,000	
					<b>Total</b>	<b>\$ 54,221,934</b>	<b>\$ 10,444,302</b>	<b>\$ 10,444,302</b>

Target Funding Amount for Projects<sup>3</sup> \$ 6,175,000  
 Over/(Under) Target \$ 4,269,302

<sup>1</sup> Projects are listed in priority order as required by MTC.

<sup>2</sup> Sponsor abbreviations include: the Bay Area Rapid Transit District (BART), the San Francisco County Transportation Authority (SFCTA), and the San Francisco Municipal Transportation Agency (SFMTA)

<sup>3</sup> MTC has established a target funding amount for each county in line with One Bay Area Grant Cycle 2 (OBAG 2), based on population and housing (Regional Housing Needs Assessment, Production, and Affordability). San Francisco's targeted share is 12.5%, or approximately \$6.1 million of the \$54.4 million available (after \$5 million is set aside for Blue Ribbon Transit Recovery Task Force recommendations). Since this is a competitive call for projects across the region, we are submitting a funding request above the targeted amount.

**Safe and Seamless Mobility Quick-Strike Program - Project Information Forms  
 March 2021 Board Action  
 Table of Contents**

<b>No.</b>	<b>Project Sponsor<sup>1</sup></b>	<b>Project Name</b>	<b>Phase</b>	<b>Funds Requested</b>	<b>Page No.</b>
1	SFMTA	Safe Routes to School Non-Infrastructure Program	Construction	\$ 2,100,000	1
2	SFMTA	Folsom Streetscape Project	Construction	\$ 5,000,000	10
3	BART	Embarcadero Station Platform Elevator Capacity and Redundancy Project	Construction	\$ 3,144,302	42
<b>Total Requested</b>				<b>\$ 10,244,302</b>	

<sup>1</sup> Acronyms: SFMTA (San Francisco Municipal Transportation Agency); BART (Bay Area Rapid Transit District)



<b>Project Name:</b>	Safe Routes to School Non-Infrastructure Program
<b>Implementing Agency:</b>	SFMTA
<b>Project Location:</b>	Citywide
<b>Supervisory District(s):</b>	All
<b>Project Manager and Contact Information (phone and email):</b>	Ana Vasudeo, ana.vasudeo@sfmta.com
<b>Brief Project Description (50 words max):</b>	Fund the SRTS Non-Infrastructure Program from September 2021 through November 2022. Led by the SFMTA in partnership with the San Francisco Unified School District and the San Francisco Department of Environment, the program will support the safe, easy and convenient transportation of children to San Francisco schools through education and outreach. Quick-Strike funds will fund planning, administration, and evaluation, in addition to implementing specific SRTS programming.
<b>Detailed Scope (may attach Word document):</b> Describe the project scope, benefits, coordination with other projects in the area, and how the project would meet the program screening criteria.	See attached detailed scope.
<b>Community Engagement/Support (may attach Word doc):</b> Please reference any community outreach that has occurred and whether the project is included in any plans (e.g. neighborhood transportation plan, corridor improvement study, etc.).	This ongoing program is centered in culturally responsive mobility engagement with the San Francisco school community including ongoing work with the SFUSD, students, parents, teachers, and school administrations. Our programs are developed in direct response to these groups' needs for great travel choices such walking, biking, transit, and carpooling to school. The program has built into it equitable and inclusive mode shift programming and education, particularly for schools with a high percentage of students on free and reduced lunch programs and which are located on the city's high injury network. The program will continue to provide quarterly outreach to non-charter public schools in SFUSD and will continue to support targeted outreach to a subset of schools located in communities of concern. In order to support adults who wish to bike safely with their children, the scope will include bicycle education for adults in partnership with community groups from communities of concern.
<b>Additional Materials:</b> Please attach maps, drawings, photos of current conditions, etc. to support understanding of the project.	
<b>Partner Agencies:</b> Please list partner agencies and identify a staff contact at each agency.	SF Department of the Environment, San Francisco Unified School District
<b>Type of Environmental Clearance Required/Date Received:</b>	This ongoing program has been determined "Not A Project" for previous years. A new finding would be sought if funding is approved to continue the program.

Project Delivery Milestones	Status	Work	Start Date		End Date	
	% Complete	In-house, Contracted, or Both	Month	Calendar Year	Month	Calendar Year
Planning/Conceptual Engineering						
Environmental Studies (PA&ED)						
Design Engineering (PS&E)						
Right-of-way						
Advertise Construction		N/A			N/A	N/A
Start Construction (e.g. Award Contract)			September	2021	N/A	N/A
Open for Use	N/A	N/A	N/A	N/A	November	2022

**Comments**

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**Safe and Seamless Mobility Quick-Strike Program (MTC)  
Project Information Form**

<b>Project Name:</b>	Safe Routes to School Non-Infrastructure Program
----------------------	--------------------------------------------------

COST ESTIMATE AND FUNDING PLAN		Funding Source by Phase			
Phase	Cost	Request Amount	Prop K	Other	Source of Cost Estimate
Planning/Conceptual Engineering	\$0				
Environmental Studies (PA&ED)	\$0				
Design Engineering (PS&E)	\$0				
Right-of-way	\$0				
Construction	\$2,100,000	\$2,100,000	\$0	\$0	Prior similar work
<b>TOTAL PROJECT COST</b>	<b>\$2,100,000</b>	<b>\$2,100,000</b>	<b>\$0</b>	<b>\$0</b>	
Percent of Total		100%	0%	0%	

**FUNDING PLAN FOR REQUESTED PHASE - ALL SOURCES**

Funding Source	Planned	Programmed	Allocated	TOTAL	Desired FY of Programming
Safe and Seamless Mobility Quick-Strike Program	\$2,100,000	N/A	N/A	\$2,100,000	FY2021/22
<b>TOTAL</b>	<b>\$2,100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,100,000</b>	

<b>Comments/Concerns</b>	
--------------------------	--

<b>San Francisco Safe Routes to School (SRTS) Non-Infrastructure Program SF SRTS Budget - September 1, 2021 through November 30, 2022</b>		
	<b>Proposed SRTS Non-Infrastructure Program</b>	
	Annual Position Count (FTE)	Cost (15 months)
<b>SFMTA</b>		
Planning Programs Manager (Mgr IV)	0.10	\$50,041
Transportation Planner III / 5289	1.00	\$428,694
Transportation Planner II / 5288	1.00	\$366,565
Planner I / 5277	0.05	\$15,378
subtotal - SFMTA	2.15	\$860,678
<b>SFUSD</b>		
SRTS Education Lead	1.00	\$156,250
subtotal - SFUSD	1.00	\$156,250
<b>Potential City Agency support</b>		
<b>SFE</b>		
Environment Now Team - Outreach	0.50	\$112,500
subtotal - SFE	0.50	\$112,500
<b>TOTAL PERSONNEL COSTS - PUBLIC AGENCIES</b>	<b>3.65</b>	<b>\$ 1,150,000</b>
<b>Consultants and Contractual Services</b>		
SRTS Contractor (Via RFP) <sup>1</sup>		\$950,000
<b>TOTAL CONSULTANT AND CONTRACTUAL SERVICES</b>		<b>\$950,000</b>
<b>Other Direct Costs</b>		
* Materials, video production, etc are included in the Contractor and SFE line items		
<b>TOTAL COST - 2021-2022</b>		<b>\$2,100,000</b>

<sup>1</sup>SRTS consultant will provide:

- Program Evaluation
- Bicycle programs and outreach
- Walking programs and outreach
- Transit programs and outreach
- In-School class support
- Community outreach
- Community events
- Curriculum development and support
- Material printing

\* Specific efforts will be determined through the competitive RFP process

## General Overview- Quick Strike funding for Safe Routes to School Program (September 2021-November 2022)

The San Francisco Safe Routes to School Program (SF-SRTS) aims to:

- Reduce single family vehicle trips from 46% in 2020 to 30% by 2030.
- Reduce school-related collisions by 50% from an annual average of 2 severe and 32 total injury collisions per year by 2030; aligned with the City's Vision Zero initiative to eliminate all traffic deaths in San Francisco.

Currently, the San Francisco Safe Routes to School program is managed and overseen by SFMTA and provides mode shift education to 103 K-12 non-charter public schools and serves nearly 60,000 students in SFUSD.

SF-SRTS also prioritizes deep engagement at 33 schools (serving approximately 21,237 students) based on:

**Mode shift goals:** Schools where many students are driven to school in a family car despite living nearby.

**Equity goals:** Schools where there is a high percentage of students eligible for free and reduced-price meals in areas with a history of collisions. Schools in communities of concern are generally at higher risk for traffic violence.

In the Fall of 2019, SF-SRTS performed travel tallies at 87 SFUSD school sites to better understand the travel patterns of elementary, middle, and high school students. Similarly, in the Fall of 2020, we surveyed public schools to better understand the transportation related concerns of their school communities. About 50% of the schools which participated in this year's survey expressed an interest in SF-SRTS resources for their schools, including in-person programming. The majority of survey respondents this year expressed a strong preference for online programming.

### Program Background

During the 2019-2020 School year, SF-SRTS was very successful at reaching all 103 noncharter K-12 schools. The SF-SRTS community engagement team conducted tabling events at 95 out of 103 schools and reached over 15,000 students through tabling activities. The program launched a new newsletter for over 2,500 parents and caregivers entitled *Kids on the Go* and hosted successful annual districtwide events, such as International Walk and Roll to School Day, where over 89 schools and 11,000 students participated in pedestrian safety activities. During the summer of 2020, the program presented one of the most comprehensive Evaluation Reports for the program which can be found at: <https://www.sfsaferoutes.org/>.

However, starting in March of 2020, the SF-SRTS program, like many school communities, had to make key programming adjustments in response to the COVID-19 pandemic. SF-SRTS developed virtual and distance learning educational classes, such as *Biking with Children*, and significantly modified in-person programming. Bicycle physical education (P.E.) changed to a

virtual platform and this year alone, 416 middle and high school students have attended the program's bike PE classes (from July-December 2020).

Significant modifications have been made to in-person classes and the program has been working closely with SF Department of Public Health (SFDPH) to implement COVID-19 safety protocols for running in-person bike programming, which normally occurs at school yards, training staff on these protocols, and providing safety equipment and materials to both staff and student participants. From July-December 2020, SF-SRTS hosted four in-person Learn to Ride classes at school yards and five in-person Freedom from Training Wheels classes with new updated COVID-19 protocols. Since the recent rise in COVID-19 cases in December, SFDPH and SFUSD have cancelled in-person SF-SRTS programming.

Despite this setback, SF-SRTS has stepped up to support new citywide childcare programs such as San Francisco's Community Hub Initiative Programs, so that the city's most vulnerable children benefit from the SF-SRTS offerings. Currently, the SF-SRTS team is working with the Betty Ann Ong Center Community Hub to pilot a pedestrian safety curriculum. Moreover, SF-SRTS has also played an important role in the discussions related to reopening our schools safely. The SFMTA Safe Routes to School Coordinator has been working closely with city partners and the SFMTA's school adjacent programs (including transit programs) to address transportation challenges related to reopening the city's schools.

Going into the next year, the program will continue to build on the successful tactics used during the OBAG grant cycle to reach students in the classroom through curriculum. To support this effort, SF-SRTS is working more closely with SFUSD in developing a list of "teacher champions" that the program can support with in-classroom education and has supplied 24 teacher champions with over 600 books about sustainable transportation. In the next iteration of the program, we will leverage this network of teacher champions to build out more focused SF-SRTS curriculum with the Department of the Environment's Environmental Education Program for students in grades 3-5 and 6-8.

Finally, it is worth noting that the OBAG-round of SF-SRTS was known to be ambitious at the time it was accepted, expanding the scope of program from 32 to 103 schools without expanding funding or providing flexibility in how funding was allocated to already identified resources. Over the course of the past 18 months, it has become clear that the program is under-resourced in attempting to meet the goals put in place in 2018, particularly around deep community engagement and in school curriculum development. Furthermore, schools are operating in a new world where the pandemic has fundamentally shifted the way students will receive both in-person and virtual education. Thus, the program will have to adapt to the needs of the Fall which could include a model for the program that would work for both in person and virtual education. This Quick Strike proposal aims reorient parts of the program to address needs that have been identified in the 2019-2021 OBAG grant cycle that will only grow as we return from the pandemic shutdown.

## **SRTS Proposed 2021-2022 Program for 15 months (September 1, 2021-November 30, 2022)**

For September 2021-November 2022, the SFMTA proposes several modifications to the program to help school communities navigate their transportation needs in a more meaningful way based on the impacts of the COVID-19 pandemic. Knowing that SFUSD will have challenges transporting students due to capacity limitations on the yellow school bus, we propose to align the program more closely with new SFMTA programs such as Slow Streets and develop new curriculum with SF Environment's Environmental Education Program. SF-SRTS will build upon the work that is being completed during the OBAG grant cycle from 2019-2021 to support educators with virtual and in-person educational activities. This work includes:

- Continuing broad engagement of the program at K-12 schools, including virtual or in-person site visits. Broad engagement tactics include:
  - Sharing information about the “4 fun ways”
  - Inviting schools to community events, such as Learn to Ride events
  - Encouraging schools to sign up for Annual Events.
  - Inviting schools to virtual districtwide workshops about sustainable transportation
- Promoting annual events such as Bike and Roll to School Week and Walk and Roll to School Day (with both in person and virtual options for celebrating these events).
- Piloting a Transit Day event at one high school and one middle school along the city's High Injury Network
- Virtual or in-person bicycle safety physical education classes for over 500 middle and high school students
- Community-wide activities
  - Shared Schoolyard engagement, including Learn to Ride events for children from K-6<sup>th</sup> grade. These community events will also include bicycle education for adults to support a more holistic family biking classes so both parents and children can learn the rules of the road in a safe environment.
- Host family bike rides along the city's new Slow Streets so that families can take advantage of the city's new car-free spaces and learn how to use these spaces for everyday transportation.
- Continuing to support a prioritized list of 33 “Deep Dive” school communities that meet both our equity and safety goals. The work at these schools includes:
  - More streamlined communication between SFMTA staff and school communities about the program's offerings
  - Empowering each school's parent community and teacher champions to be on-site Safe Routes leaders.
  - Continuing to support on-site culturally responsive engagement
  - Hosting on-site education such as walking school buses for children in communities of concern such as Chinatown, the Tenderloin, and Bayview-Hunters Point.
  - Introducing more comprehensive outreach to both adults and families of children about bicycle safety education. Families are more likely to ride a bike to school when both parents and children feel confident riding. At the select



deep dive schools, we will aim to host bicycle safety programming for both children and adults.

- Host virtual education classes tailored to the school’s mode shift goals such as *Biking with Young Children*.

<b>SRTS September 2021-November 2022</b>
<b>Program Budget:</b> \$2,100,000.00 for 15 months for Quick-Strike funds and programmatic modifications, including bicycle education for both children and their caregivers and new more in-depth curriculum.
Broad engagement at <b>42</b> noncharter K-12 public schools and an additional 33 deep dive schools in SFUSD. The rest of schools will receive regular emails with ways they can encourage students to use the four-fun ways.
Safe Routes to School activity sheets and toolkits for educators and students including a <b><u>new SF-SRTS curriculum</u></b> for grades 3-5 and 6-8 to be developed by the SF Environment School Education team.
Education about SFMTA’s school adjacent programs Free Muni for Youth, MTAP, Engineering, and Crossing Guard programs and introducing new <b><u>Slow Streets related education</u></b> to help families understand the benefits of socially distant travel alternatives on residential streets. As the demand for sustainable transportation increases during the pandemic, it will be imperative that school communities better understand how to use car-free spaces for everyday transportation.
SFUSD’s promotion about the program via new systems such as Drupal and dedicated staff hours at SFUSD to support with promotion of Safe Routes materials districtwide.
Districtwide annual events for grades K-12, including Walk and Roll to School Day and Bike and Roll to School Week. This will also support two pilot “Transit Day” events at one high school and one middle school.
Deep Dive outreach at 33 schools incorporating new tactics and lessons learned
Support existing teacher champions and recruit additional teacher champions to promote annual events and <b><u>implement new in-classroom curriculum</u></b> (referenced above).
In person bicycle safety education (bike P.E.) at selected middle and high schools and at Shared Schoolyards. <b><u>In person bicycle safety education family practice rides on Slow Streets.</u></b>

The program will continue to include program administration by the SFMTA staff and program evaluation and program management support by city partners (SFUSD, SF Environment) and a new TBD Consultant(s). This work includes:

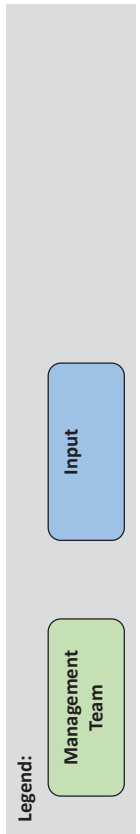
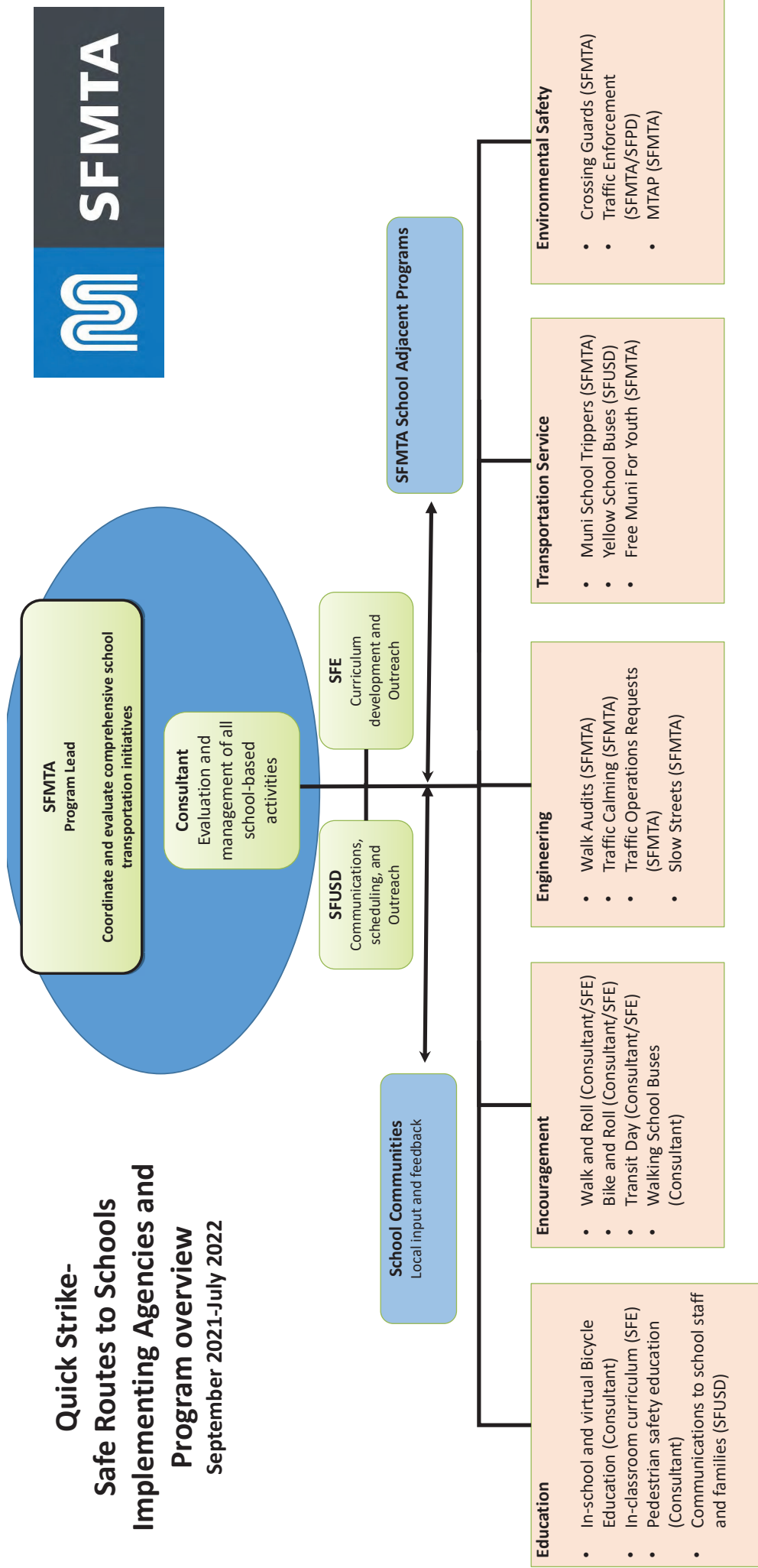
- Administration of the Quick-Strike Grant for Safe Routes to School, including program management for work to be completed by consultant(s) and city partners, such as the Department of the Environment and SFUSD.
- Strong internal coordination between all the SFMTA’s school serving programs, including the SFMTA Crossing Guard Program, Muni Transit Assistance Program, Free Muni for Youth, and new programs such as Slow Streets.
- Coordination with SFMTA’s engineering team on school safety requests.

- Evaluation of the programmatic offerings at K-12<sup>th</sup> grade noncharter public schools, including an annual evaluation report. (Note: current evaluation reporting was funded separately in 2019-2021 through SFDPH but a basic evaluation report will be included as part of this request).
- Increased coordination between the SFMTA, the Department of the Environment's Schools Education team, Environment NOW team, SFUSD's Office of Sustainability, and SFUSD Communications, on mode shift education for schools.

With the proposed enhancements and alignment to SFMTA programs, the Safe Routes to School program will help families better understand how to make sustainable transportation part of their everyday commute to school. Furthermore, with new social distancing rules on the yellow school bus, it will be imperative that families have as many options as possible to get to school sustainably as students prepare to return to school full time this year.

At a high level, through the program's deep dive equity priorities, the program will help the city meet its transit-first goals of supporting a more equitable transportation system for the city's communities of concern. By continuing to partnership with SF Environment and SFUSD, the program will be able to better reach our most vulnerable students who navigate high injury streets on their way to and from school. The SF-SRTS program would like to continue to expand its reach and services to schools but is delivering as much as it can with its current budget. Our Community Conversations and Needs Assessment have identified additional desired programs but have not identified funding; with increased funding, the SF-SRTS program can have broader outreach to more schools, more in-depth programming, and include preschools.

# Quick Strike- Safe Routes to Schools Implementing Agencies and Program overview September 2021-July 2022





<b>Project Name:</b>	Folsom Streetscape Project
<b>Implementing Agency:</b>	San Francisco Municipal Transportation Agency
<b>Project Location:</b>	South of Market Neighborhood, Folsom Street, between 2nd Street and 11th Street
<b>Supervisory District(s):</b>	District 6
<b>Project Manager and Contact Information (phone and email):</b>	Alan Uy 415.646.2469 alan.uy@sfmta.com
<b>Brief Project Description (50 words max):</b>	The Folsom Streetscape Project will construct a two-way protected bikeway, upgraded bike and vehicle signals, bulb-outs and raised crosswalks, new midblock crosswalks, a transit-only lane, transit boarding islands, and improved curb management. It also includes public realm improvements such as landscaped medians, decorative pavement, cultural district signs and plaques, and additional streetlights.
<b>Detailed Scope (may attach Word document):</b> Describe the project scope, benefits, coordination with other projects in the area, and how the project would meet the program screening criteria (e.g., connection to PDA or TPA, serve a COC, address connectivity, demonstrate partnership and ability to quickly deliver. Please describe how this project was prioritized.	See attached.
<b>Community Engagement/Support (may attach Word doc):</b> Please reference any community outreach that has occurred and whether the project is included in any plans (e.g. neighborhood transportation plan, corridor improvement study, etc.).	See attached.
<b>Additional Materials:</b> Please attach maps, drawings, photos of current conditions, etc. to support understanding of the project.	See attached.
<b>Partner Agencies:</b> Please list partner agencies and identify a staff contact at each agency.	See attached.
<b>Type of Environmental Clearance Required/Date Received:</b>	EIR -- Note to File April 12, 2019

Project Delivery Milestones	Status	Work	Start Date		End Date	
			Month	Calendar Year	Month	Calendar Year
Planning/Conceptual Engineering	100%	In-House	October	2015	October	2019
Environmental Studies (PA&ED)	100%	In-House	January	2019	June	2019
Design Engineering (PS&E)	95%	In-House	October	2019	May	2021
Right-of-way	0%	In-House	May	2021	June	2021
Advertise Construction	0%	N/A	June	2021	N/A	N/A
Start Construction (e.g. Award Contract)	0%	Both	January	2022	N/A	N/A
Open for Use	N/A	N/A	N/A	N/A	March	2023

**Safe and Seamless Mobility Quick-Strike Program (MTC)  
Project Information Form**

<b>Project Name:</b>	Folsom Streetscape Project
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**COST ESTIMATE AND FUNDING PLAN**

Phase	Cost	Funding Source by Phase			Source of Cost Estimate
		Request Amount	Prop K	Other	
Planning/Conceptual Engineering	\$203,000			\$203,000	
Environmental Studies (PA&ED)	\$1,097,000			\$1,097,000	
Design Engineering (PS&E)	\$6,800,000			\$6,800,000	SFPW Memo on Design Services
Right-of-way	\$0				
Construction	\$28,240,000	\$5,000,000	\$900,963	\$22,339,037	95% PS&E
<b>TOTAL PROJECT COST</b>	<b>\$36,340,000</b>	<b>\$5,000,000</b>	<b>\$900,963</b>	<b>\$30,439,037</b>	

Percent of Total 14% 2% 84%

**FUNDING PLAN FOR REQUESTED PHASE - ALL SOURCES**

Funding Source	Planned	Programmed	Allocated	TOTAL	Desired FY of Programming
Safe and Seamless Mobility Quick-Strike Program	\$5,000,000	N/A	N/A	\$5,000,000	FY2021/22
Developer Fees		\$4,500,000		\$4,500,000	
Local - Prop B		\$122,824		\$122,824	
State - AHSC		\$5,716,213		\$5,716,213	
State - ATP	\$12,000,000			\$12,000,000	
Local - Prop K		\$900,963		\$900,963	
<b>TOTAL</b>	<b>\$17,000,000</b>	<b>\$11,240,000</b>	<b>\$0</b>	<b>\$28,240,000</b>	

**Comments/Concerns**



## Project Information Form (PIF) Attachments for MTC Safe and Seamless Mobility Quick-Strike Program

### Detailed Scope

#### Background

The Folsom Streetscape Project (the Project) is a transformative complete streets project that will substantially improve traffic safety, livability, and seamless transportation options in San Francisco's South of Market Neighborhood (SoMa) - the densest, most diverse, and continuously growing neighborhood in the city. The Project area includes Folsom Street between 2nd and 11th streets. This segment of Folsom Street is on San Francisco's Vision Zero High Injury Network, the 13% of streets that account for 75% of the total severe and fatal traffic collisions in San Francisco. Almost half (45%) of the total collisions in the project area involved a person walking or biking, making this project a high priority for the San Francisco Municipal Transportation Agency (SFMTA).

Near-term quick-build improvements include:

- Parking-separated bikeway with safe-hit delineators and paint
- Transit boarding islands
- Painted safety zones
- Advanced limit lines and upgraded crosswalks
- Some signal phase separation between turning vehicles and bicycles

Folsom Streetscape Project Scope (subject of this request) includes:

- Removal of one to two eastbound vehicle travel lanes
- New traffic and corridor-wide bike signals
- Protected corners at intersections
- Corner bulb-outs
- Raised crosswalks at alleyways
- Mid-block crosswalks and crosswalks at alleyways and minor streets
- Tree-lined medians
- Transit only lane



### Bicycling, Pedestrian, and Transit Improvements

The Project will include a range of street improvements to address safety issues and enhance the public realm. These include the removal of one to two eastbound vehicle travel lanes, a permanent two-way separated bikeway using a concrete island, new traffic and corridor wide bike signals, protected corners at intersections, corner bulb-outs, raised crosswalks at alleyways, mid-block crosswalks and crosswalks at alleyways and minor streets, and improved curb management. The Project enhances the public realm by providing tree-lined medians and Civic Amenity Zones, which are pedestrian spaces with customized pavers, historic plaques, district street signs, and gateway elements celebrating the diverse communities centered along Folsom Street. The Project will also install a transit only lane and new or enhanced transit boarding islands. These transit improvements will improve efficiency and reliability for the 8-Bayshore, 27-Bryant, and 12-Folsom Muni bus lines, benefiting surrounding communities of concern and low-income residents.

### Serving the Needs of the South of Market Neighborhood

Most of the project area is designated by the San Francisco County Transportation Authority as a Community of Concern, including a census tract with a Median Household Income under \$23,000 per year in the middle of San Francisco which has a very high cost of living. The project area has a high concentration of affordable and senior housing, and Single Room Occupancy (SRO) hotels. SROs are typically aimed at low-income residents with units ranging from about 80 to 140 square feet with shared kitchen and bathroom facilities. As many SRO residents are underhoused, they are more dependent on public spaces near their homes. Many residents in the project area are highly dependent on walking, biking, and transit for mobility, because they are more economically viable options or because of personal physical limitations.

The project area has also been evolving from a manufacturing hub to a commercial, economic, entertainment, and residential center with new and larger developments. It is located close to regional transit and downtown centers. This growth coupled with disadvantaged communities, has increased alternative transportation usage. Walkways and bikeways are currently inadequate because the existing roadway is still designed to support and prioritize high vehicle volumes and has not changed with the neighborhood. The competing transportation use has increased modal conflicts and collisions, disproportionately affecting low-income residents who more heavily rely on alternative



transportation. The Project redesigns Folsom Street into a Complete Street that provides safer and more connected walkways and bikeways, and improves access to key destinations, job centers, and community services, especially for the most vulnerable populations who rely on transit, walking, and bicycling.

### Addressing Connectivity Gaps

Although walkways have no gaps, they are congested with inadequate intersection crossings. Folsom Street has long blocks, wide crossings, and excessive traffic lanes that induce high traffic speeds and vehicle volumes. Pedestrians, including school children and seniors, often cross three or four lanes with high-speed traffic at crosswalks or jaywalk.

Folsom Street is a major link in the bike network intersecting four north-south protected bikeways. In 2018, the SFMTA implemented a Quick-Build project upgrading the Class II bike lane to a Class IV protected bikeway using temporary materials. The Project enhances the Quick-Build project by implementing permanent infrastructure to improve the safety of walkways and reprioritizing roadway space for pedestrians and reducing crossing distances and vehicle speeds. The Project includes a two-way bikeway and improves bikeway comfort addressing issues that could not be resolved by the Quick-Build Project.

The community relies on transit and seeks improvements to it. The Project will install transit improvements to improve efficiency and reliability for the 8-Bayshore, 27-Bryant, and 12-Folsom bus lines improving transit performance in the project area and other San Francisco neighborhoods with high percentages of low-income households and people of color.

The Project redesigns Folsom Street into a Complete Street that provides safer and more connected walkways and bikeways, and improves access to key destinations, job centers, and community services, especially for the most vulnerable populations who rely on transit, walking, and bicycling.





## Community Engagement and Support

This Project is a direct result of comprehensive community outreach, with over 400 people attending open houses, 1,300 survey responses, and individual meetings with more than 100 businesses and 20 community groups. The project held initial stakeholder meetings at the beginning of the planning phase to introduce the Project before staff developed conceptual designs. These initial rounds of meetings allowed SFMTA and stakeholders to build foundations of trust and develop shared project goals. SFMTA also contracted with the South of Market Community Action Network (SOMCAN), a multi-racial, community-based organization serving low-income immigrant youth and families, to conduct outreach within the Filipino community and understand their specific needs. The effort was led by SOMCAN and supported by the SFMTA.

Working with former San Francisco District 6 Supervisor Jane Kim and local community groups including SoMa Pilipinas, SOMCAN, United Playaz, Tenants and Owners Development Corporation (TODCO), and Bessie Carmichael School, the SFMTA developed a proposal for Folsom Street that honors the community's requests. Combined, these groups represent a working-class Filipino community historically displaced by growth, local at-risk youth living and working in the district, the largest elementary and middle school in the area, seniors, and affordable housing tenants.

The resulting input from initial outreach focused on two community requests - improving traffic safety, especially for seniors and children, and improving the built environment. The community also expressed some concerns with displacement due to the Project, and asked to focus on existing community needs/residents over planning for future residents. Specifically, community members requested new and improved mid-block crossings, signal timing changes for safer pedestrian crossings, new landscaping, street furniture, pedestrian-scaled lighting, and cultural features such as decorative crosswalks at alleys and historic plaques. The Project developed final design proposals reflecting this feedback in tandem with larger-scale engineering changes such as vehicle lane removals and curbside management changes to ensure safer vehicle speeds and loading access for existing merchant and light industrial uses. As desired by the community, the Project brings amenities long enjoyed by other neighborhoods to the current residents of SoMa.

The SoMa Pilipinas Cultural District is a key champion of this project. The district encompasses the SF Filipino Cultural Center, many Filipino-owned businesses and



cultural centers, four senior centers, six affordable housing complexes, and Bessie Carmichael School. The district strongly represents not only San Francisco Filipino heritage but also vulnerable populations such as low-income seniors and school-aged children. Since project initiation, the SFMTA worked closely with SoMa Pilipinas through individual meetings and open houses. The group asked the SFMTA to focus on intersections where school children and seniors are often present, such as Folsom and Russ Streets where Victoria Manalo Draves Park, Bessie Carmichael School, and Gene Friend Recreation Center are all located. Final designs for Folsom Street reflect this input with raised, decorative crosswalks across both Folsom and Russ Streets as well as other alleys and intersections, new or upgraded signals with head starts for pedestrians, and Civic Amenity Zones.

### **Partner Agencies**

#### San Francisco Public Works

Carol Huang, Project Manager II

[carol.huang@sfdpw.org](mailto:carol.huang@sfdpw.org)

628-271-2153 (office)

628-219-9503 (cell)

### **Additional Materials (Attached)**

- Project Area Map
- Cross Sections
- Existing and Proposed Striping
- Photos

# Project Area

Folsom Street from 2nd to 11th Streets

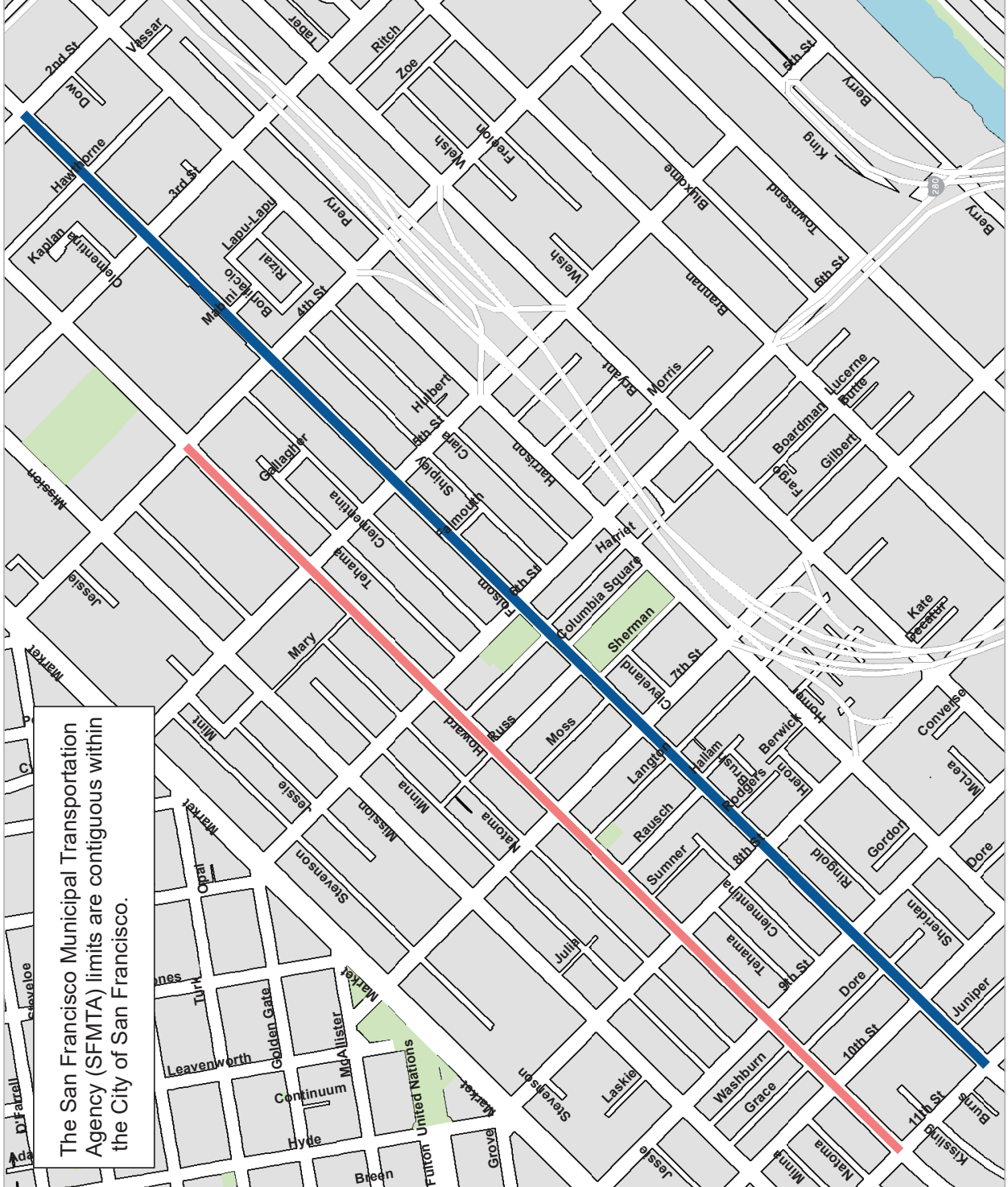
### Legend

### Corridor

- Folsom
- Howard



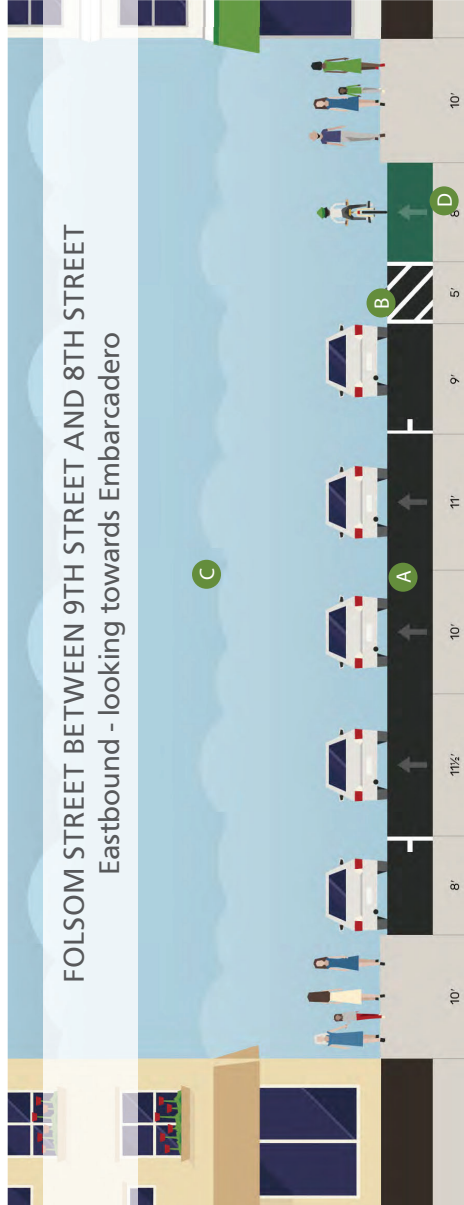
By downloading this map, you are agreeing to the following disclaimer: "The City and County of San Francisco ('City') provides the following data as a public record and no rights of any kind are granted to any person by the City's provision of this data. The City and County of San Francisco ('City') makes no representation regarding and does not guarantee or otherwise warrant the accuracy or completeness of this data. Anyone who uses this data, in whole or in part, does so at their own risk. The City and County of San Francisco shall not be responsible for any loss, harm, claim or action of any kind from any person arising from the use of this data. By accessing this data, the person accessing it acknowledges that she or he has read and does so under the condition that she or he agrees to the contents and terms of this disclaimer."



# Folsom Street - Cross Sections

TYPICAL CROSS SECTION BETWEEN 8TH TO 11TH STREETS

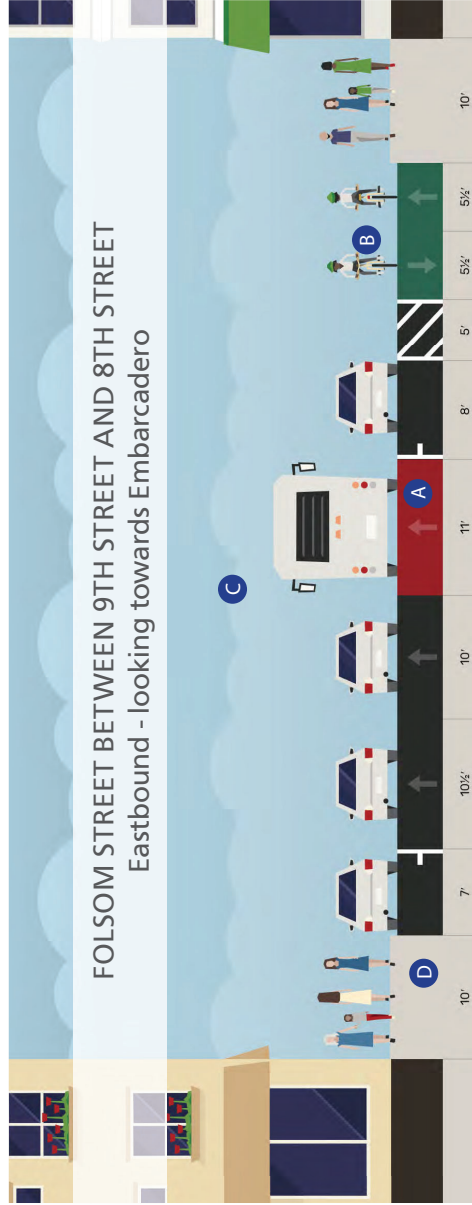
## EXISTING CONDITIONS



## EXISTING CONDITIONS

- A** Four travel lanes create a wide, high-speed street with little pedestrian infrastructure
- B** Intersection conflicts between turning vehicles and through bicycles
- C** Congested and unpredictable travel patterns
- D** Bicycle lane only runs one way along this corridor

## PROPOSED IMPROVEMENTS



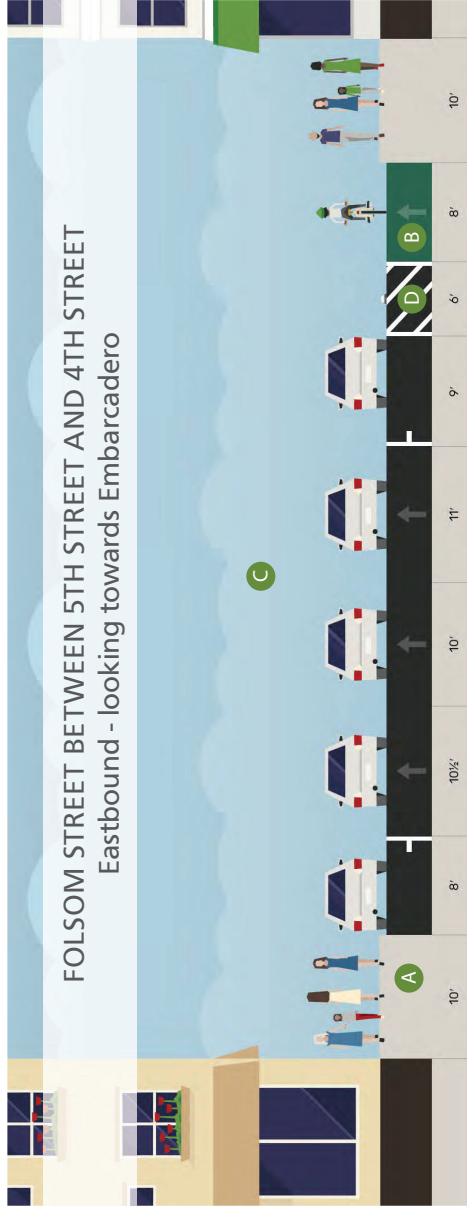
## PROPOSED IMPROVEMENTS

- A** Convert one travel lane to a transit-only lane with transit boarding islands along corridor
- B** Expand bicycle lane to two-way for access to other bike connections
- C** Upgrade traffic signals and improve crossing at alleyways
- D** Install better pedestrian safety features at intersections and crossings

# Folsom Street - Cross Sections

TYPICAL CROSS SECTION BETWEEN 5TH TO 2ND STREETS

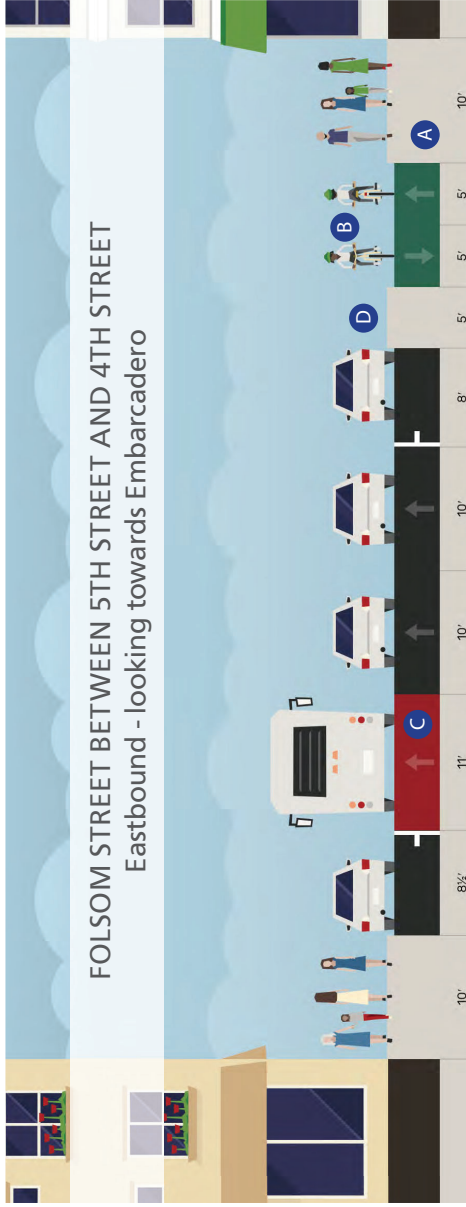
## EXISTING CONDITIONS



## EXISTING CONDITIONS

- A** Long pedestrian crossings and fast-moving vehicle traffic
- B** Lack of westbound bike connection
- C** Infrequent, unreliable Muni service
- D** Bike facilities utilize temporary materials from quick-build

## PROPOSED IMPROVEMENTS

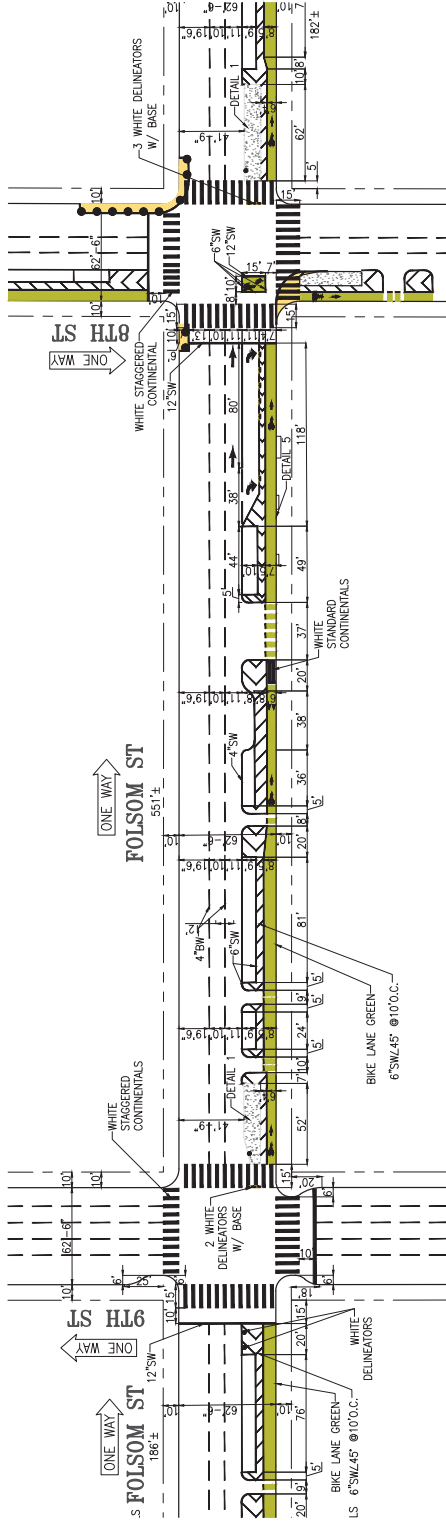


## PROPOSED IMPROVEMENTS

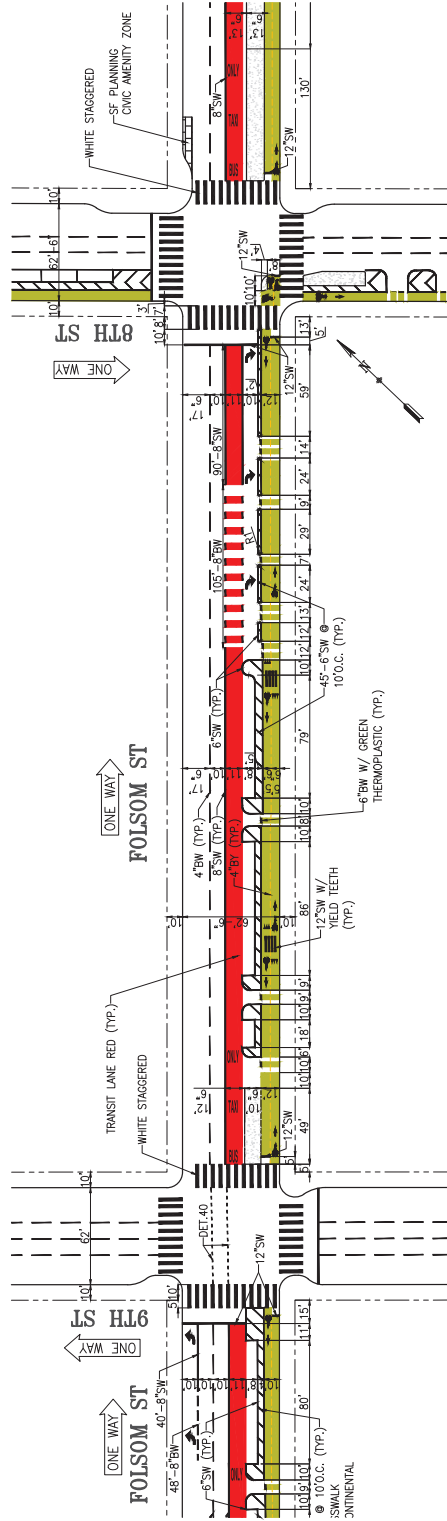
- A** Pedestrian bulb-outs that shorten crossing distances and increase visibility
- B** Two-way protected bikeway to reduce conflicts with vehicles/bikes in the opposite direction
- C** Dedicated transit-only lane with increased service
- D** Permanent, better-protected bike facilities to encourage wider bicycle use



**PLAN - EXISTING**



**PLAN - PROPOSED**



REVISIONS

NO.	DATE	DESCRIPTION	BY
1	11/25/20	REVISED STRIPING FOR SAN FRAZ COMMENTS	APF
2	12/21/19	REVISED STRIPING FOR MEETING WITH SFPA DAC (DR DESIGN)	APF
3	01/29/19	REVISED STRIPING FOR ESCROW REVIEW COMMENTS	APF
4	01/17/18	REVISED STRIPING FOR SFPA COMMENTS	APF
5	01/17/18	REVISED STRIPING FOR SFPA COMMENTS	APF
6	01/17/18	ADDED CIVIC AMENITY ZONES, METAL BOX SIGNAGE	APF
7	01/17/18	ADDED CIVIC AMENITY ZONES, METAL BOX SIGNAGE	APF

TABLE OF REVISIONS

CHECK WITH TRACKING TO SEE IF YOU HAVE LATEST REVISION



CONTRACT NO.	2955J	2955J FOLSOM STREETScape PROJECT
DRAWING NO.	DRAFT	65% PLANS, SPECIFICATIONS, AND ESTIMATE
FILE NO.		EXISTING AND PROPOSED TRAFFIC STRIPING
REV. NO.		FOLSOM STREET
		9TH STREET TO 8TH STREET

APPROVED	SCALE:	1" = 40'
SENIOR ENGINEER	DATE:	2020/06/16
CITY TRAFFIC ENGINEER	DATE:	2020/06/24
DATE:	SHEET/SHEETS:	2 OF 8

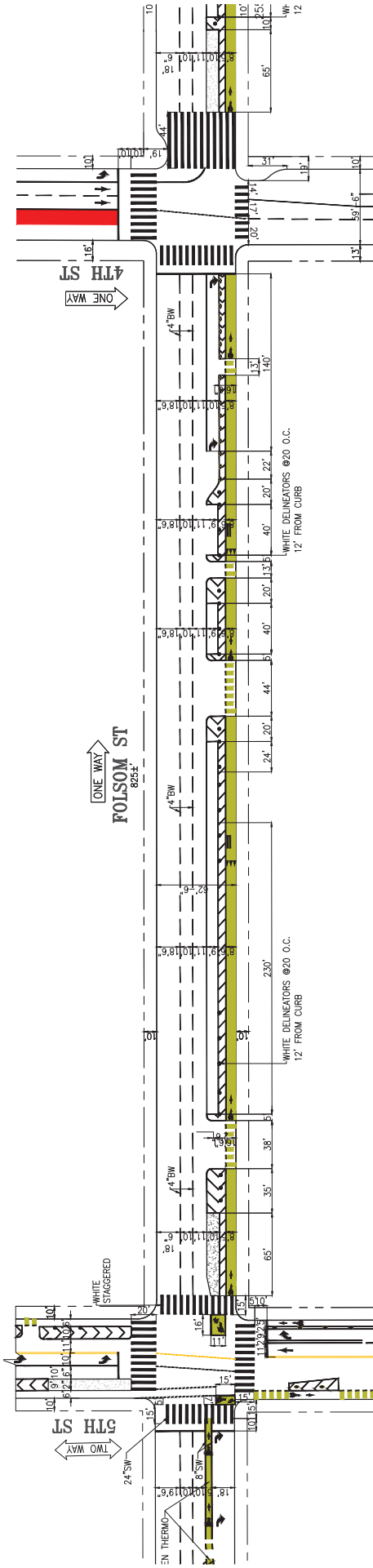




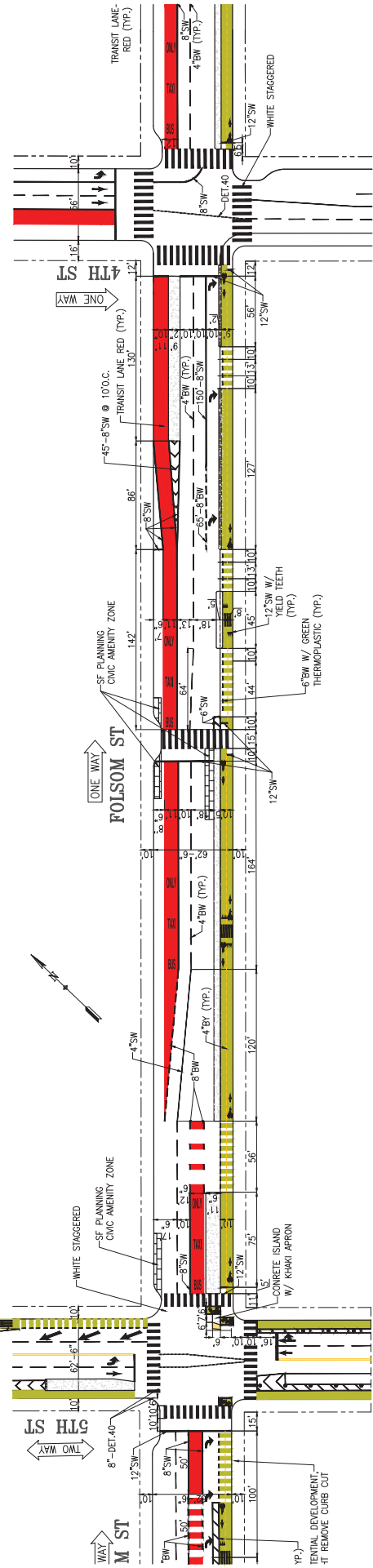




**PLAN - EXISTING**

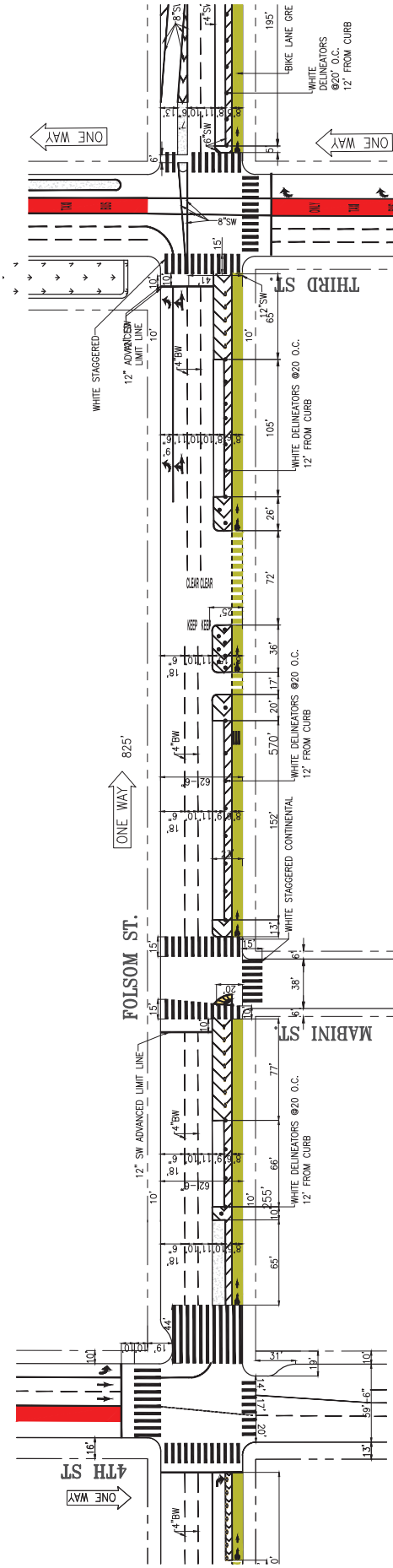


**PLAN - PROPOSED**



 <b>SFMTA</b>		<b>2955J FOLSOM STREETScape PROJECT</b> FOLSOM STREET AND ESTIMATE EXISTING AND PROPOSED TRAFFIC STRIPING FOLSOM STREET 5TH STREET TO 4TH STREET	
CONTRACT NO. 2955J	DRAWING NO. DRAFT	SCALE: 1" = 40'	SHEET/SHEETS: 6 OF 8
DRAWN: AL. UY	DATE: 2/20/16	APPROVED:	SENIOR ENGINEER:
CHECKED: M. SALLABERRY	DATE: 2/20/16	CITY TRAFFIC ENGINEER:	DATE:
TABLE OF REVISIONS			
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CHECK WITH TRACKING TO SEE IF YOU HAVE LATEST REVISION			

PLAN - EXISTING



PLAN - PROPOSED

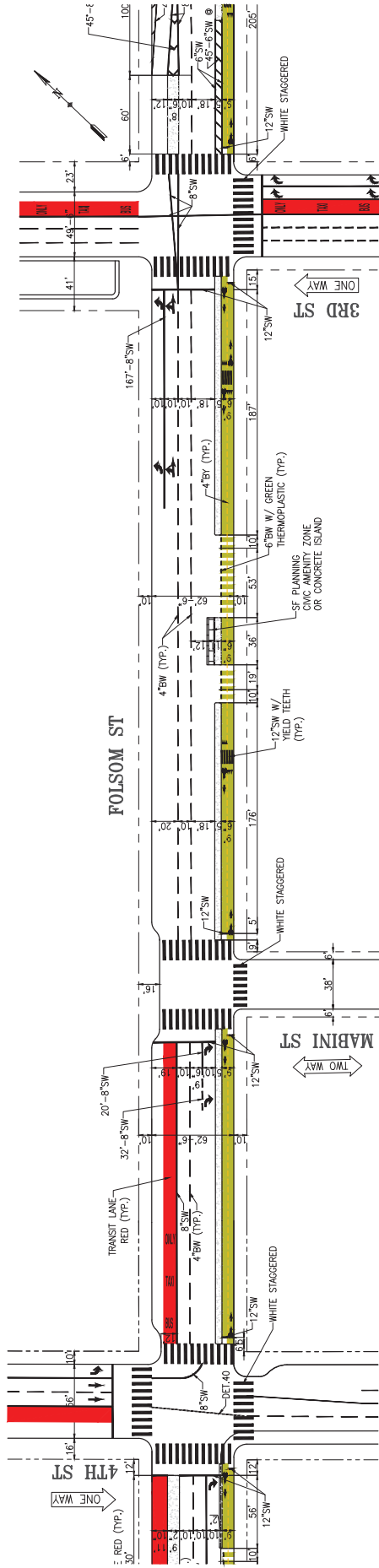
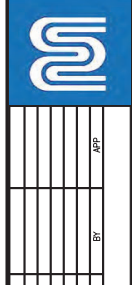


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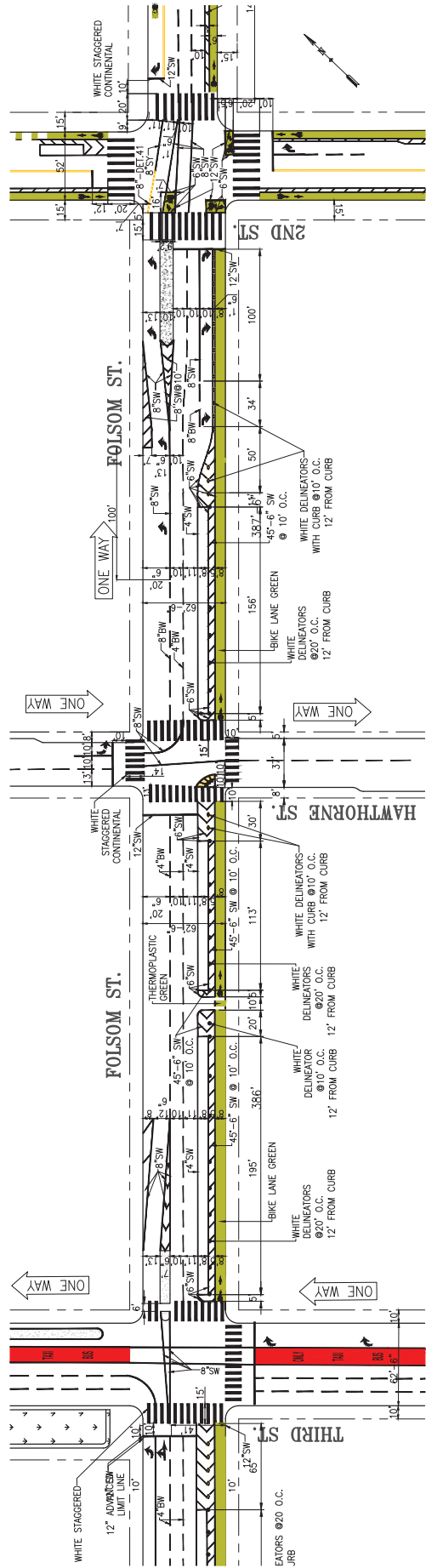
NO.	DATE	DESCRIPTION	BY
1	11/25/20	REVISED DRAWING FOR SAN FRAZ COMMENTS	APF
2	12/21/19	REVISED DRAWING FOR MEETING WITH SFPA DAC (DR DESIGN)	
3	11/29/19	REVISED DRAWING FOR ESCROW REVIEW COMMENTS	
4	11/07/19	REVISED DRAWING FOR SFPA REVIEW COMMENTS	
5	11/07/19	ADDED 12" SW ADVANCED LIMIT LINE, 2ND & 3RD STS.	
6	11/07/19	ADDED CIVIC AMENITY ZONES, MEXICO CROSSWALKS	
7	11/21/18	ADDED CIVIC AMENITY ZONES, MEXICO CROSSWALKS	



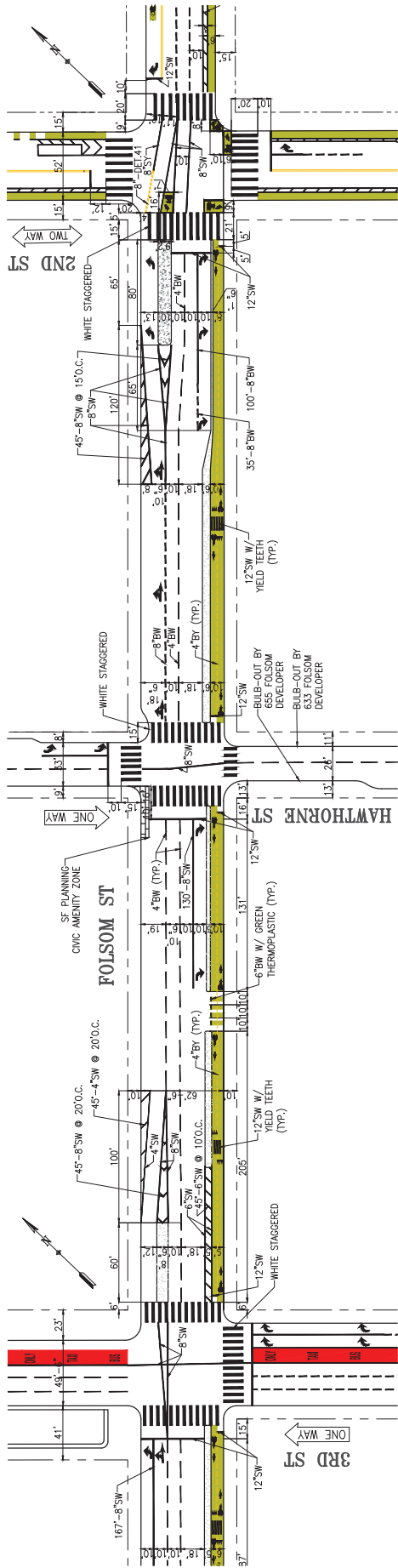
CONTRACT NO. 2955J	SCALE: 1" = 40'	APPROVED	2955J FOLSOM STREETSCAPE PROJECT
DRAWING NO. DRAFT	DATE: 2020/06/16	DATE: 2020/06/16	65% PLANS, SPECIFICATIONS, AND ESTIMATE
FILE NO.	DRAWN BY: AL UY	CITY TRAFFIC ENGINEER: M. SALLABERRY	EXISTING AND PROPOSED TRAFFIC STRIPING
REV. NO.	CHECKED BY: M. SALLABERRY	DATE: 2020/06/24	FOLSOM STREET 4TH STREET TO 3RD STREET

CHECK WITH TRACKING TO SEE IF YOU HAVE LATEST REVISION

PLAN - EXISTING



PLAN - PROPOSED



REVISIONS

NO.	DATE	DESCRIPTION	BY
1	11/25/20	REVISED STRIPING FOR SAN FRAISCO COMMENTS	JRB
2	1/27/21	REVISED STRIPING ON HAWTHORNE ST	JRB
3	3/27/21	REVISED STRIPING FOR METROS WITH SFPA DAC FOR DESIGN	JRB
4	5/28/21	REVISED STRIPING FOR DESIGN REVIEW COMMENTS	JRB
5	7/13/21	REVISED STRIPING FOR DESIGN REVIEW COMMENTS	JRB
6	7/13/21	ADDED CIVIC AMENITY ZONES, METROS COMMENTS	JRB

CHECK WITH TRACKING TO SEE IF YOU HAVE LATEST REVISION



APPROVED

DATE	DATE
2020/08/16	2020/08/24

DATE: 2020/08/16

DATE: 2020/08/24

29561 FOLSOM STREETScape PROJECT

65% PLANS, SPECIFICATIONS, AND ESTIMATE

EXISTING AND PROPOSED TRAFFIC STRIPING

FOLSOM STREET

3RD STREET TO 2ND STREET

CONTRACT NO.	DRAWING NO.	FILE NO.	REV. NO.
2955J	DRAFT		

SCALE: 1" = 40'

SHEET/SHEETS: 8 OF 8

APPROVED: SENIOR ENGINEER

DATE: 2020/08/16

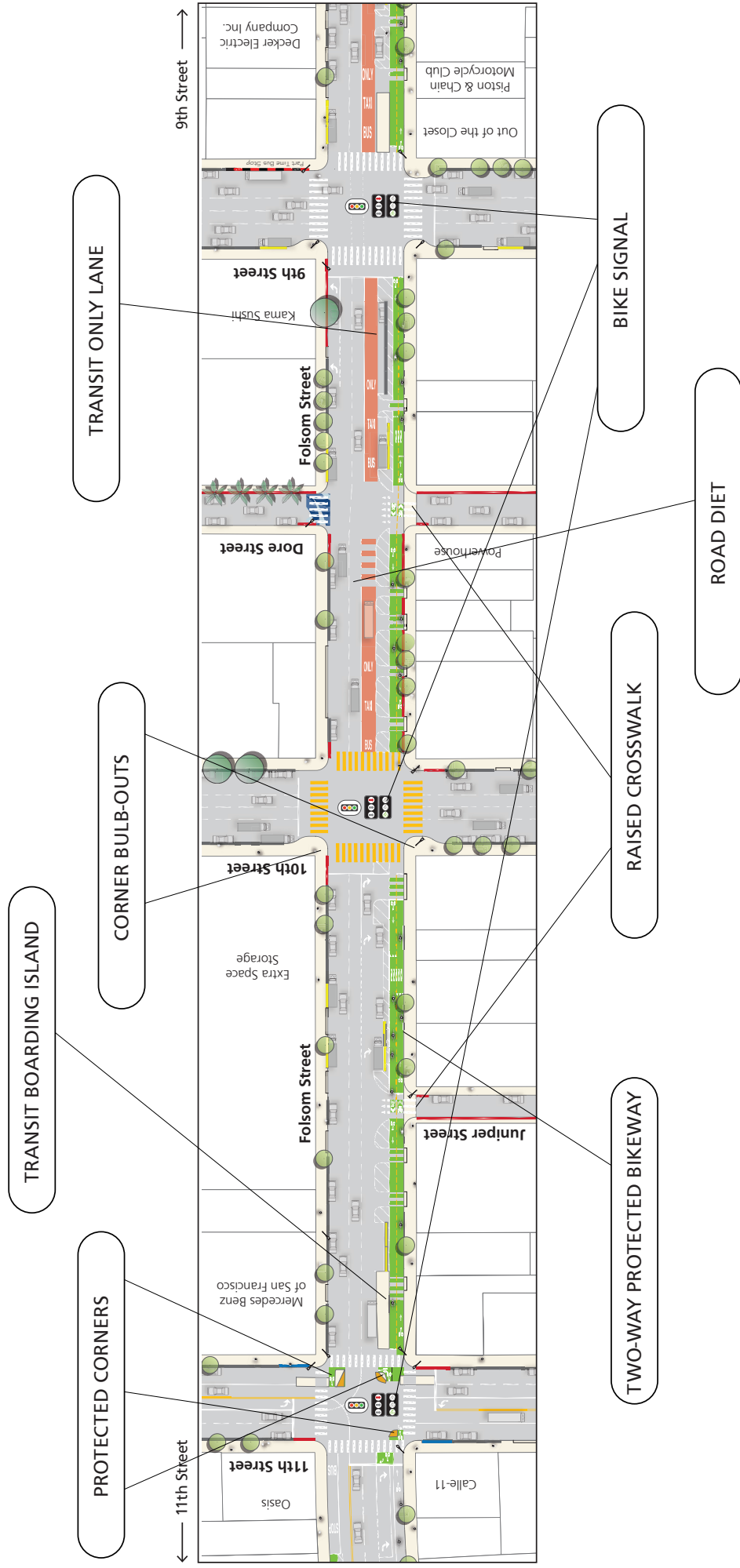
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DATE: 2020/08/16

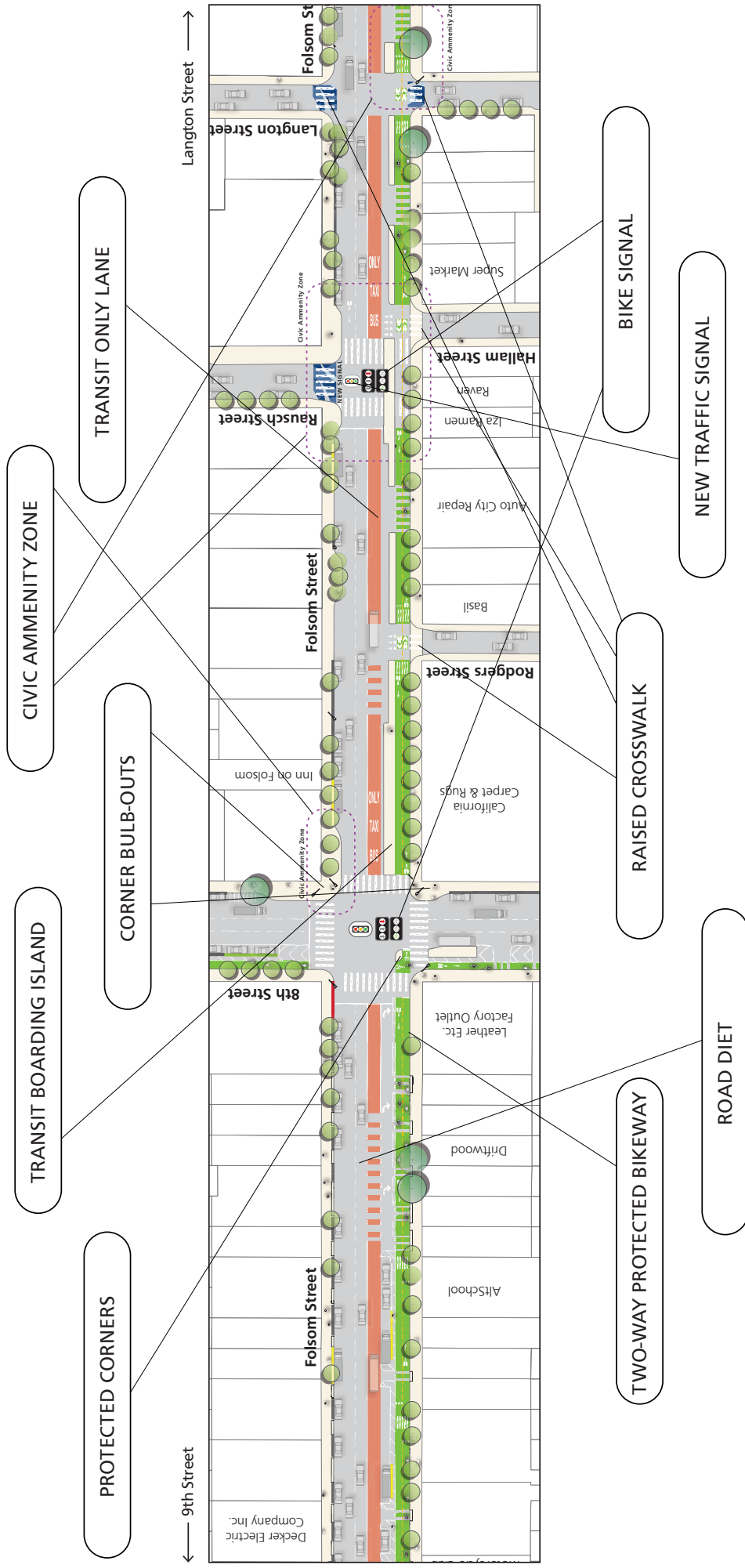
DATE: 2020/08/24

CITY TRAFFIC ENGINEER: M. SALLABERRY

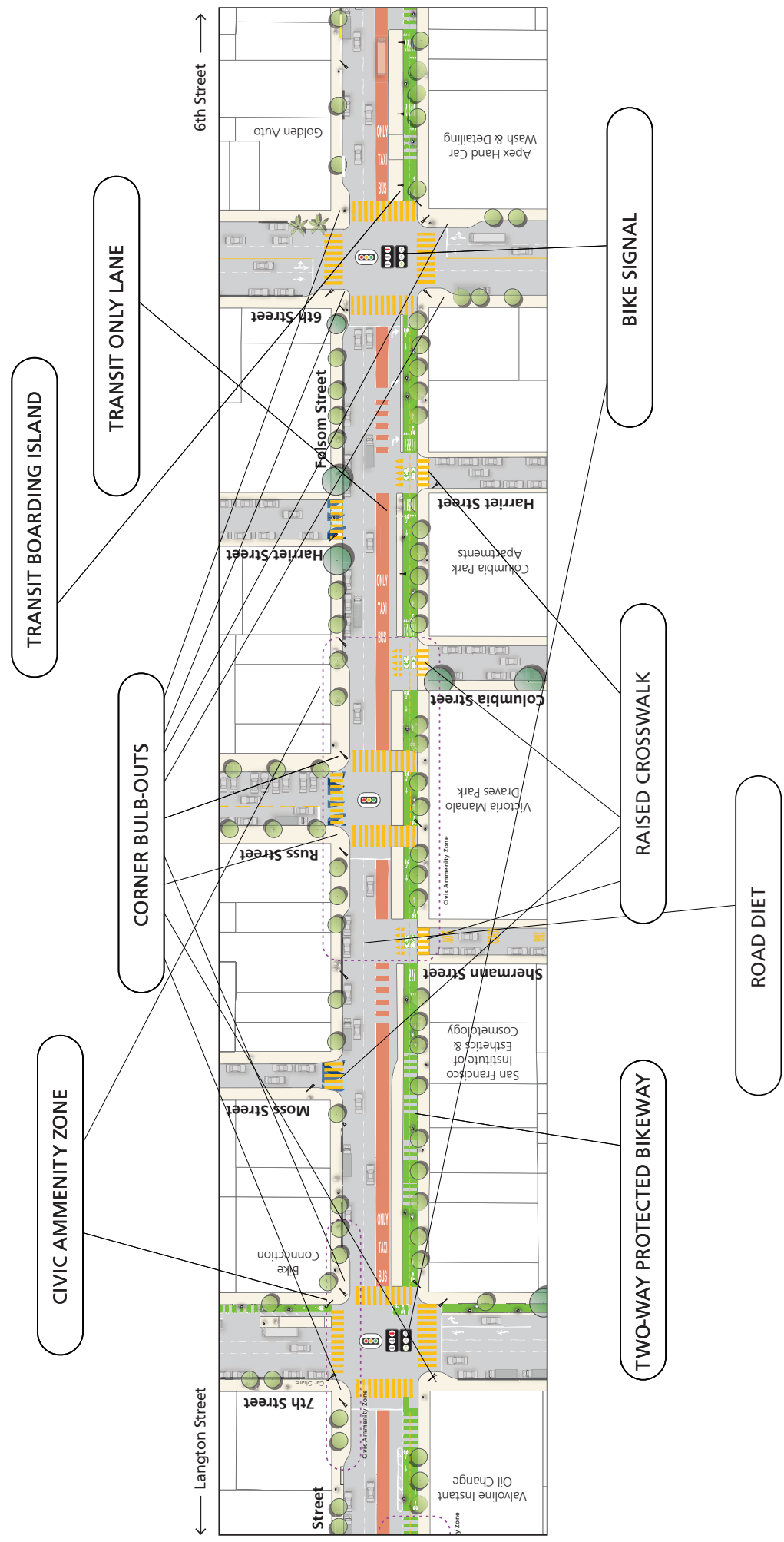
**Folsom Howard Corridor Improvements Project | Plan View Illustration of Proposed Changes**  
Folsom Street between 11th to 9th Streets



**Folsom Howard Corridor Improvements Project | Plan View Illustration of Proposed Changes**  
 Folsom Street between 9th and Langton Streets

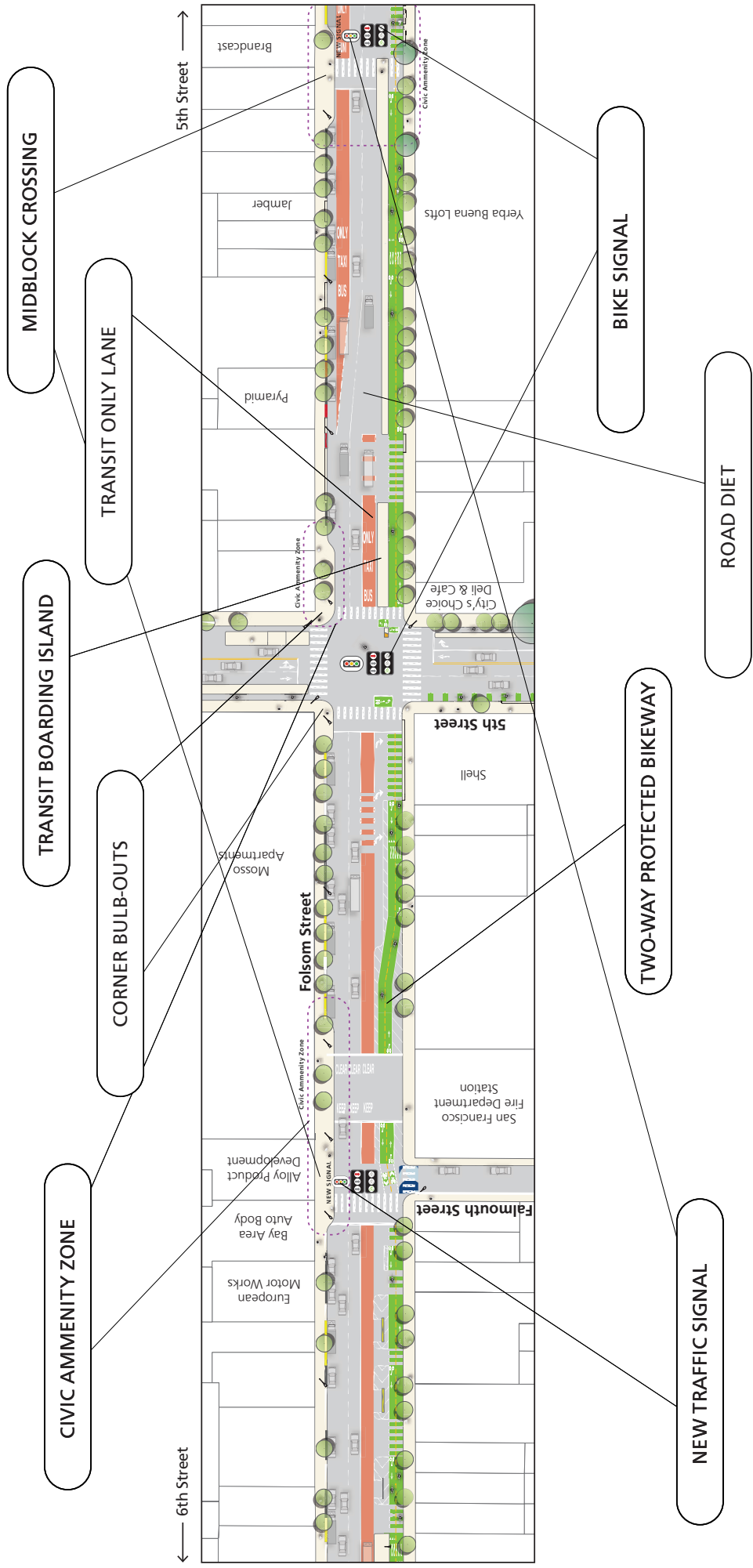


**Folsom Howard Corridor Improvements Project | Plan View Illustration of Proposed Changes**  
Folsom Street between Langton and 6th Streets



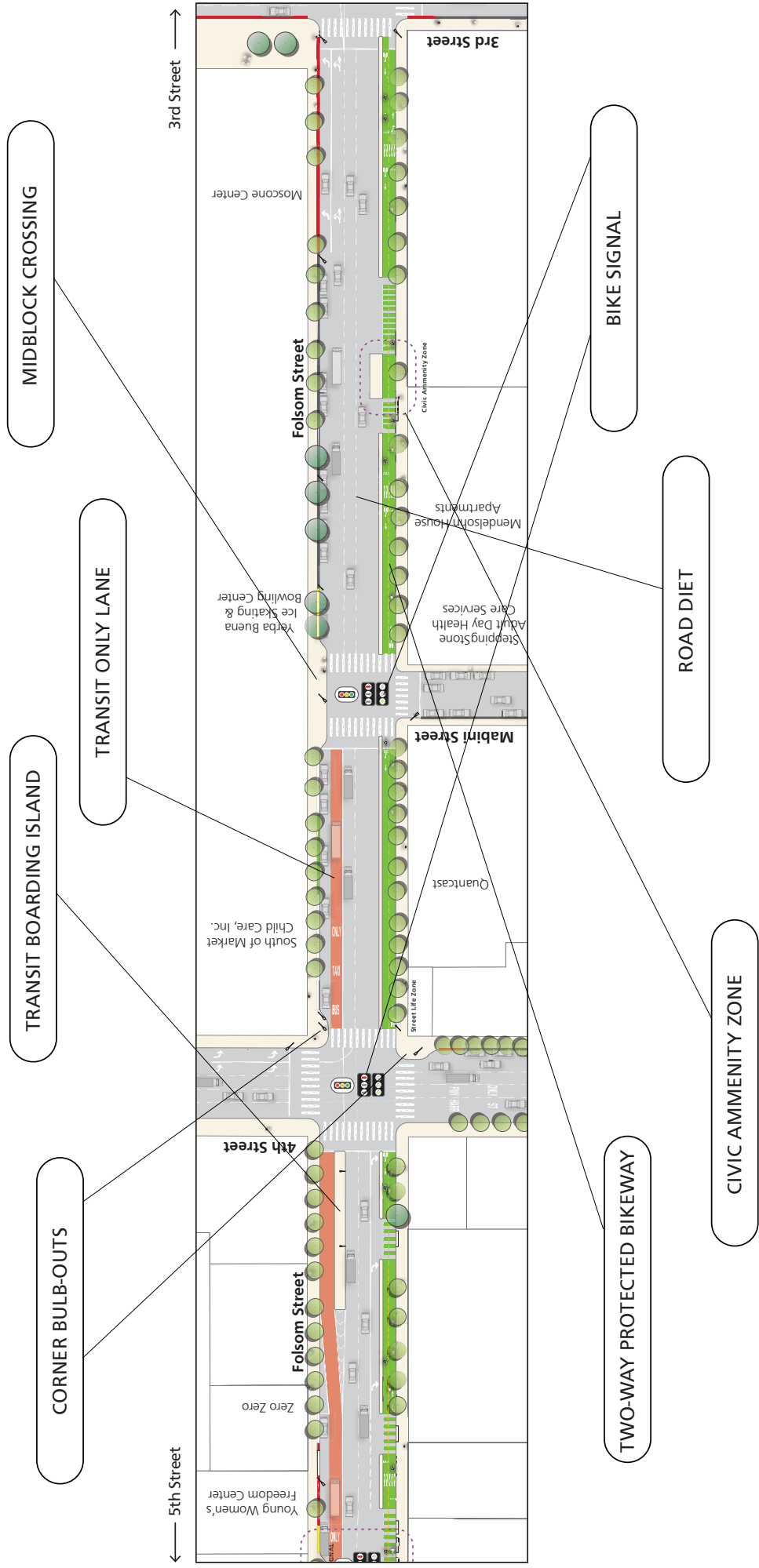


**Folsom Howard Corridor Improvements Project | Plan View Illustration of Proposed Changes**  
 Folsom Street between 6th and 5th Streets

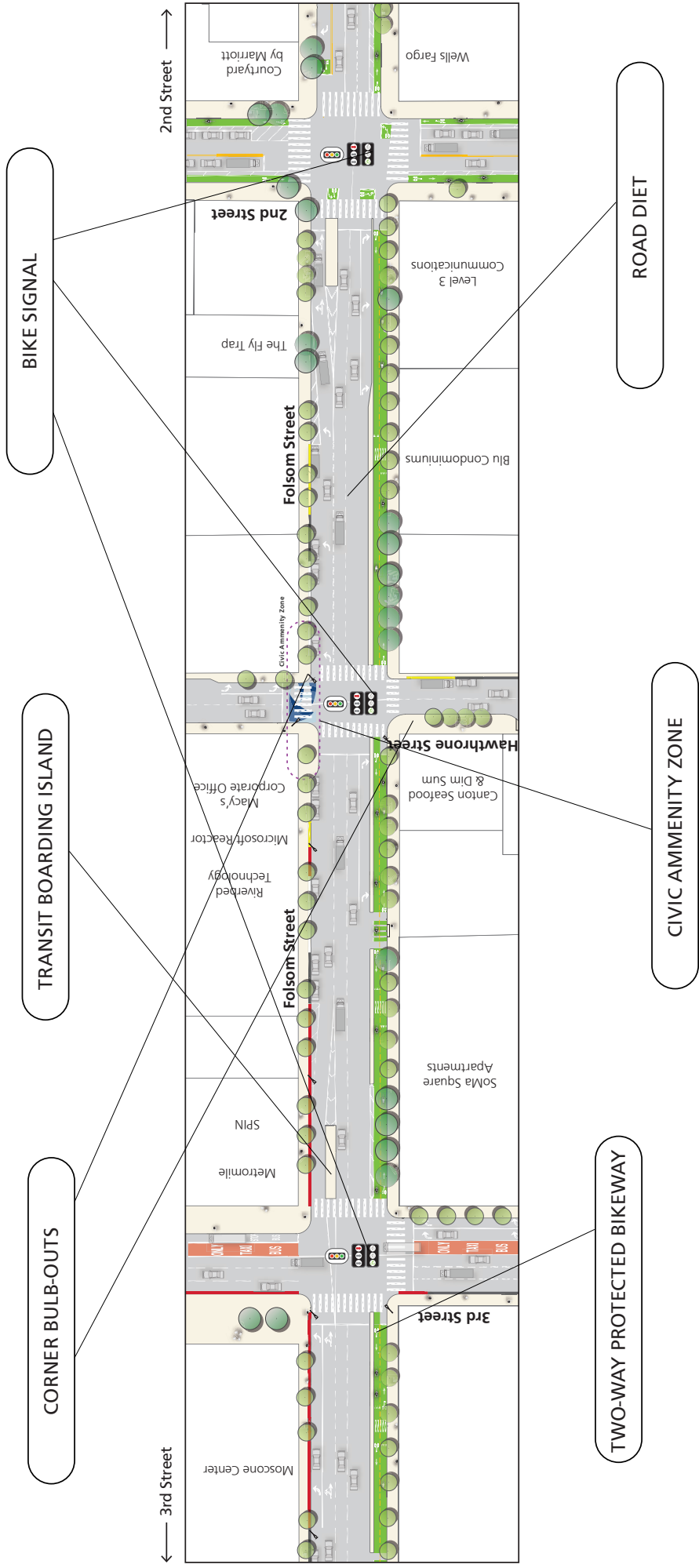


### Folsom Howard Corridor Improvements Project | Plan View Illustration of Proposed Changes

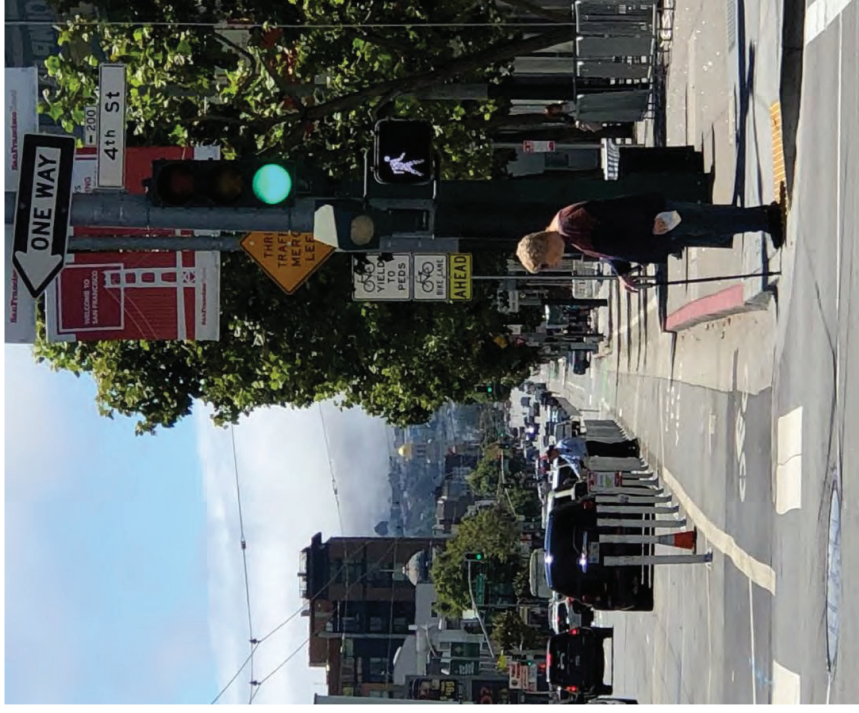
Folsom Street between 5th and 3rd Streets



**Folsom Howard Corridor Improvements Project | Plan View Illustration of Proposed Changes**  
 Folsom Street between 3rd and 2nd Streets



Pedestrian visibility issues at crosswalks due to the locations of existing curb ramps. Pedestrians queued waiting to cross the street are placed at positions where their view and sightlines of motorists are obstructed by sidewalk furniture, utility infrastructure, parked vehicles in the parking lane, or even queued vehicles in the vehicle lanes closer to the sidewalk



Current traffic striping may not be up to date to provide proper vehicle stop locations to prevent vehicles encroaching the sidewalks, which increase pedestrian crossing safety. Similarly, current curb ramps location and configuration also lead to this issue



High vehicle volumes on Folsom leads to blocking the intersection and encroaching into pedestrian crossing space



Current intersection bikeway design features like mixing zones require right-turning vehicles to interact with bicyclists proceeding straight. This required merge and mixing is a huge vehicle/bike conflict point and increases bicyclist's discomfort



Current intersection bikeway design features like mixing zones require right-turning vehicles to interact with bicyclists proceeding straight. This required merge and mixing is a huge vehicle/bike conflict point and increases bicyclist's discomfort. Also, some of the existing mixing zone designs sandwich a bicyclist in between vehicles, leading to a very uncomfortable situation





Current bikeway width is adequate in relation to the bike volumes



Lack of westbound bike lane is causing people who bike to ride in the opposing traffic direction



Sections of the bikeway that is unprotected has vehicle blockage from vehicle loading, double parking, or general vehicle travel to bypass vehicle traffic in the other vehicle lanes





<b>Project Name:</b>	Embarcadero Station Platform Elevator Capacity and Redundancy Project
<b>Implementing Agency:</b>	San Francisco Bay Area Rapid Transit District (BART)
<b>Project Location:</b>	Station: Embarcadero BART/Muni Station
<b>Supervisory District(s):</b>	District 03, District 06
<b>Project Manager and Contact Information</b> (phone and email):	Patrick Quinn; PQuinn@bart.gov; office: 510-464-6449; cell: 510-913-2466
<b>Brief Project Description</b> (50 words max):	This project will purchase and install a new redundant elevator at the North end (exit towards Ferry Building) of the Embarcadero BART/Muni Station to improve mobility and access for customers. The Embarcadero BART/Muni Station is in the City and County of San Francisco, a regional hub for employment. Hence, the station serves a diverse population, including Communities of Concern, who travel to and from jobs and activities related to employment. The new elevator at this station will primarily serve BART's platform; however, the elevator will also be able to stop at the Muni platform. The design vision includes a glass enclosed cab and hoistway to increase visual transparency. The scope of work also includes refurbishing Muni's elevator, which will exclusively provide access to Muni's platform once the project is complete. In addition, both the North and South end of station stairs will be rebuilt wider. Current funding for the project includes OBAG, Prop K, and MTC Lifeline Cycle 6 funds, among others.
<b>Detailed Scope (may attach Word document):</b> Describe the project scope, benefits, coordination with other projects in the area, and how the project would meet the program screening criteria (e.g., connection to PDA or TPA, serve a COC, address connectivity, demonstrate partnership and ability to quickly deliver. Please describe how this project was prioritized.	Please see Attached.
<b>Community Engagement/Support (may attach Word doc):</b> Please reference any community outreach that has occurred and whether the project is included in any plans (e.g. neighborhood transportation plan, corridor improvement study, etc.).	Please see Attached.
<b>Additional Materials:</b> Please attach maps, drawings, photos of current conditions, etc. to support understanding of the project.	Please see Attached.
<b>Partner Agencies:</b> Please list partner agencies and identify a staff contact at each agency.	San Francisco Municipal Transportation Agency: Roger Nguyen; Roger.Nguyen@sfmta.com
<b>Type of Environmental Clearance Required/Date Received:</b>	Categorically Exempt



Project Delivery Milestones Phase	Status	Work	Start Date		End Date	
	% Complete	In-house, Contracted, or Both	Month	Calendar Year	Month	Calendar Year
Planning/Conceptual Engineering	100%	In-house	March	2016	March	2018
Environmental Studies (PA&ED)	N/A	N/A	N/A	N/A	N/A	N/A
Design Engineering (PS&E)	95%	Contracted	April	2018	March	2021
Right-of-way	N/A	N/A	N/A	N/A	N/A	N/A
Advertise Construction	0%	In-house	June	2021	N/A	N/A
Start Construction (e.g. Award Contract)	0%	Contracted	October	2021	N/A	N/A
Open for Use	N/A	N/A	N/A	N/A	August	2024

**Safe and Seamless Mobility Quick-Strike Program (MTC)  
Project Information Form**

<b>Project Name:</b>	Embarcadero Station Platform Elevator Capacity & Redundancy Project
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COST ESTIMATE AND FUNDING PLAN		Funding Source by Phase			
Phase	Cost	Request Amount	Prop K	Other	Source of Cost Estimate
Planning/Conceptual Engineering	\$250,000			\$250,000	
Final Design	\$1,401,966			\$1,401,966	
Construction	\$23,885,034	\$3,144,302	\$1,000,000	\$19,740,732	95% Design
<b>TOTAL PROJECT COST</b>	<b>\$25,537,000</b>	<b>\$3,144,302</b>	<b>\$1,000,000</b>	<b>\$21,392,698</b>	
Percent of Total		12.31%	3.92%	83.77%	

**FUNDING PLAN FOR REQUESTED PHASE - ALL SOURCES**

Funding Source	Planned	Programmed	Allocated	TOTAL	Desired FY of Programming
Safe and Seamless Mobility Quick-Strike Program	\$ 3,144,302	N/A	N/A	\$3,144,302	FY2021/22
MTC Lifeline Cycle 6			\$1,172,942	\$1,172,942	
Regional Measure 2	\$ 1,500,000			\$1,500,000	FY2021/22
OBAG (FTA 5307-3 CA-2019-02 9-00)			\$1,858,456	\$1,858,456	
SEMTA Joint Use Agreement			\$6,971,036	\$6,971,036	
Prop K			\$1,000,000	\$1,000,000	
SFPD CFD Bonds			\$936,981	\$936,981	
Measure RR - BART			\$925,794	\$925,794	
Other BART Funds			\$125,524	\$125,524	
TBD Funding (Measure RR, Prop K, CFD)	\$ 6,250,000			\$6,250,000	FY2022/23
<b>TOTAL</b>	<b>\$ 10,894,302</b>	<b>\$0</b>	<b>\$12,990,732</b>	<b>\$23,885,034</b>	

<b>Comments/Concerns</b>	
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# Embarcadero Station Platform Elevator Capacity & Redundancy Project

The San Francisco Bay Area Rapid Transit District (BART) seeks Safe and Seamless Mobility Quick-Strike Program funds for the Embarcadero Station Platform Elevator Capacity and Redundancy Project. This is an important Project that can be implemented quickly and is projected to improve mobility and connections to transit for local and regional community members.

**Advertisement**

The Project was advertised in September 2019 and received two bids. The low bidder’s bid was over 70% of the engineer’s estimate. Staff evaluated bids and recommended that the Board reject all. Bids were rejected by the BART board on January 2020. Given that the project is of priority to BART, the project team re-evaluated contract requirements with respect to elevator and stair construction to assess possible additional costs involved with work. In spring 2020, BART began redesign and is currently scheduled to complete it by March 2021. The current project estimate, of \$25,537,000, includes escalated costs due to re-design. Re-design work items include stairs to be relocated to the north end of the station, lighting for the stairs, security cameras for the stairs, and relocation of the new station elevator machine room.

**Scope of Work**

The Project will procure and install a new elevator between the BART platform and the concourse level at the north end of the Embarcadero BART/Muni station. A glass-enclosed cab and hoistway will provide visual transparency. The elevator will serve the BART platform only, but an emergency stop will be provided at the Muni platform. The existing elevator will then be used exclusively to access the Muni platform. BART will install a new elevator machine room for the existing elevator on the Muni platform adjacent to the hoistway. Since both elevators will be able to stop at both platforms, if one elevator is taken out of service due to an emergency or another need, the other can be used to maintain accessible service for both operators.

Construction of the new platform elevator hoistway will require that the east staircase be demolished and reconstructed east of and adjacent to the new platform elevator. The existing staircase will not be available for use during the construction of this phase. Similarly, the existing staircase at the south end of the station from concourse to platform will be demolished and reconstructed to be larger to allow additional egress capacity. Additional lighting and security cameras for patron safety and comfort will be added to the stairs. A storage locker will also be added below the north stairs for San Francisco Fire Department fire-life safety equipment.

While construction is taking place, only one of the two concourses to platform staircases will be allowed to be out of service at a time. Although workers will need access to the Muni platform during construction, customers should not be impacted as the work will occur beyond the publicly accessible portion of the platform. Any work that could potentially affect the public will require temporary protective barricades to separate the work from public areas. The barricaded construction or other work that could impact the public will be performed during non-revenue hours. BART anticipates that there will be no impact to fare gates and access during construction other than concourse-to-platform stair closures for stair relocation. BART will provide the public an advanced notice during each phase of the work to minimize any impact.

**Project Location**

The Embarcadero BART/Muni station serves thousands of community members daily, from San Francisco and the region, as the station is in a key regional area of employment, education hubs, and tourist attractions. Based on daily ridership data from FY18-19 and FY19-20, the average overall exit count at the station was as follows:

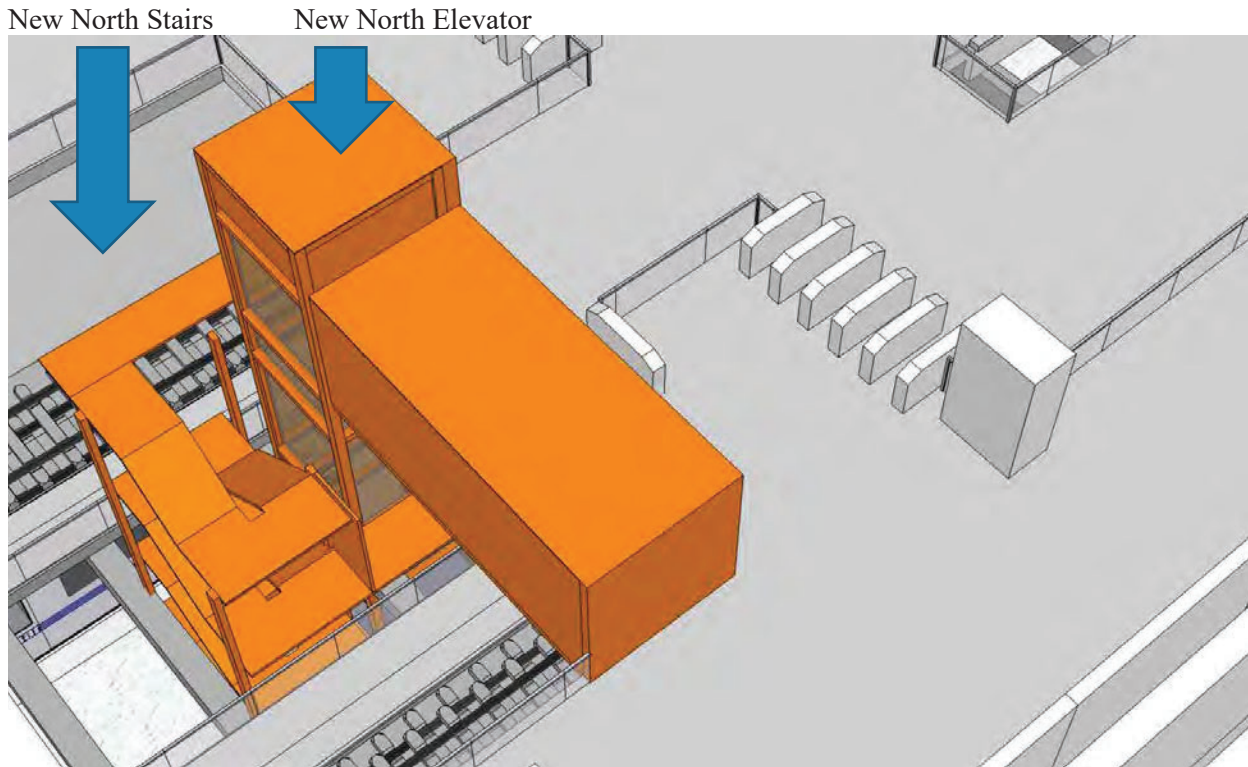
Station	FY18	FY19
Embarcadero	47,887	48,569





## Project Design

The design is currently 95% complete. BART can submit a 3-D rendering should this be requested by SFCTA. Please find below a rendering of the new elevator.



## Project Benefits

- Increased elevator redundancy (interoperability). Having two elevators per station, provides redundancy and significant improvement in case one elevator stops working. Currently, if the elevator at Embarcadero station stops working, all BART and Muni customers, who need to use an elevator, must exit at an alternative BART station in downtown San Francisco. This process is both complex and difficult for community members with mobility issues, including customers who have physical disabilities and seniors.
- Increased elevator reliability for new elevator and existing elevator.
- Increased access due to direct path from street elevator. Customers will no longer need to go in and out of paid area to process their clipper card for payment.
- Increased mobility for customers as the elevator destination will be programmed with one stop.
- Increased capacity in the stairways as the wider stairs will improve emergency egress.

## Community Engagement and Needs

BART conducted extensive community outreach as part of the Embarcadero and Montgomery Capacity Implementation Plan and Modernization Study. The outreach included a series of open houses, surveys, fliers, BART news stories, email alerts, and social media engagement events. The purpose of the outreach was to inform BART riders and the public about BART's planning process, efforts to implement capacity and modernization

efforts at the stations, build awareness and understanding of challenges and potential solutions, identify issues, and survey riders on preferences for improvements. BART will continue to conduct public outreach and will ensure to provide advance public notice for each of the construction phases to ensure minimal impact to both BART and Muni customers.

Additionally, BART has been obtaining information from customers using the station through customer surveys. In 2015, BART conducted the largest customer survey, the “Station Profile survey.” Nearly 44,000 weekday customer interviews were completed, covering a range of topics including household income. The station was estimated to have 7% of total home entries. Among those who were traveling from home, 18% had a Household Income (HHI) under \$50K. Taking both HHI and household size into account, 10% of those entering the station from home were determined to be of low income. Among those entering the station from non-home origins like place of employment, 16% had HHI under \$50K. Taking both HHI and household size into account, 10% of customers entering the station from work were determined to be of low income.

The Embarcadero BART/Muni station is in a High to Highest Community of Concern area in Downtown San Francisco, please see Figure 1.

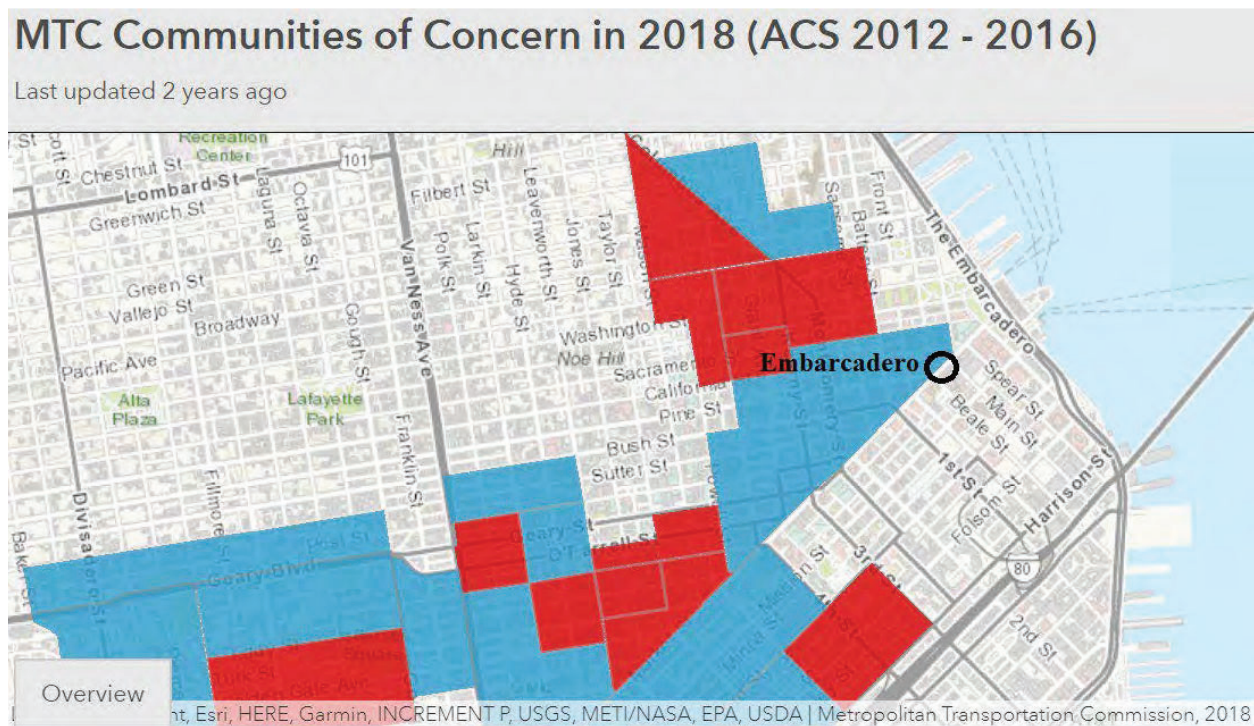


Figure 1: MTC Communities of Concern

BART has also obtained positive feedback about the Elevator Attendant Program services at the Embarcadero station, funded with SFCTA, SFMTA, and BART funds. The Elevator Attendant Program serves to address sanitation, safety, and security issues in the station elevator. The attendants greet customers, operate the elevator, collect data on the number of users and their demographics, and deter inappropriate behavior in the elevator. The program has received positive feedback from BART customers, especially by people who rely on the elevators to travel to and from the concourse. The program has led to a drop in reports of elevators being soiled and improved elevator conditions for people who use wheelchairs, people with strollers and seniors, according to BART’s System Service reports. Prior to the current Covid-19 pandemic, Elevator Attendants, working at the Embarcadero station, aided approximately 42,562 monthly customers.

**Prioritization**

The Project was included in MTC's Bay Area Core Capacity Transit Study. The Study identified the need to improve vertical circulation at Embarcadero Station because it was approaching its effective capacity to efficiently and comfortably process passengers, please see pgs. 23, 24, 33, and 38:

[https://mtc.ca.gov/sites/default/files/CCTS\\_Final\\_Report.pdf](https://mtc.ca.gov/sites/default/files/CCTS_Final_Report.pdf)

The Project was also identified in BART's 2019 Short Range Transit Plan and Capital Improvement Plan, please see pg. 65: <https://www.bart.gov/sites/default/files/docs/FINAL%20FY19%20SRTP%20CIP.pdf>

### Appendix A-11: Safe and Seamless Mobility Quick-Strike Program

The Safe and Seamless Mobility Quick-Strike program is a one-time, competitive grant program within the One Bay Area Grant program (OBAG 2) framework. Federal funding is available to support local and regional projects that can be implemented quickly to benefit communities responding and adapting to the COVID-19 environment.

Available funding includes a mix of Surface Transportation Block Grant Program (STP), Congestion Mitigation and Air Quality Improvement (CMAQ) and Federal Highway Infrastructure Program (FHIP) funds, with FHIP funds exchanged with STP/CMAQ funds to the extent possible to meet federal other funding deadlines and requirements. CMAQ funds will be used for eligible projects that demonstrate air quality benefits and implement Plan Bay Area's climate initiative goals and priorities.

#### Project Eligibility & Focus Areas

The program emphasizes bicycle/pedestrian safety and mobility, connections to transit, and projects that advance equitable mobility. Eligible project types include:

- Quick-build bike, pedestrian, and transit improvements; including bike share enhancements.
- Local safe and seamless mobility projects, including projects that advance equitable mobility; invest in bicycle/pedestrian safety; improve connections to transit; or implement seamless strategies within a corridor.
- In addition to capital projects, programs that support safe and seamless mobility or advance equitable mobility are also eligible (ex. safe routes to school/transit programs); a limited amount of funding, (up to \$200,000 per county) may also be directed towards countywide implementation of safe and seamless mobility planning and programming efforts).
- Other near-term implementation of strategies emerging from the Blue-Ribbon Transit Recovery Task Force and Partnership Board's Connected Mobility Subcommittee.

Fund commitments for specific focus areas include:

- One-quarter of the total program is targeted for bicycle/pedestrian safety (including local road safety).
- \$5 million is set aside to support early implementation efforts anticipated from the Blue-Ribbon Transit Recovery Task Force.

#### Evaluation Criteria

MTC staff will evaluate nominated projects against the following program criteria.

Nominated projects should:

- Align with Connected Mobility Framework Values and Goals (see inset below)
- Be the direct result or outcome of a community engagement process
- Be within or directly connected to a Priority Development Area (PDA) or Transportation Priority Area (TPA) and/or serve a Community of Concern (CoC), Community Air Risk Evaluation (CARE) program area, or similar local designation. PDAs and TPAs may be existing or recently designated as part of the Plan Bay Area 2050 growth framework.
- Addresses transit connectivity gaps, especially in areas significantly impacted from the pandemic

- Demonstrate partnership among jurisdictions, transit agencies, and counties.
- Demonstrate ability to quickly deliver, and meet federal funding requirements, as funds must be obligated by September 30, 2022.

To ensure consistency with the implementation of county and regional plans and priorities, as well as encourage discussion and coordination in developing investment proposals, projects co-nominated by MTC and a CTA will be given extra consideration if meeting regional goals and priorities.

Below are the regional connected mobility values and goals guiding these investments:

<b>CONNECTED MOBILITY VALUES AND GOALS</b>	
<b>Values</b>	<b>Goals</b>
<b>Think Regionally Act Locally</b>	Be coordinated, interconnected, and contiguous
<b>Provide Great Travel Choices</b>	Provide choices that are better than driving alone, are viable and intuitive for all trips
<b>Put the Traveler First</b>	Ensure a dignified traveler experience, focusing on customer care and needs
<b>Be Equitable &amp; Inclusive</b>	Address disparities and be transparent for all people and all trips
<b>Be Sustainable</b>	Strive for a healthy planet, people, and full-cost accounting

**Project Nominations**

To address local needs throughout the region, and encourage community-based project investments, each County Transportation Agency (CTA) will act on MTC’s behalf and submit project nominations for their county area. County targets have been provided as a guide, for each county (see table at right). However, final project selection by MTC will not necessarily adhere to these targets. Target amounts are based on the OBAG 2 county program distribution.

In addition to county submissions, MTC may consider projects that would be implemented regionwide or in more than one county. Where applicable, MTC staff will work with CTAs to coordinate on co-nominations for regional projects.

As the final program of projects must reflect regional or multi-county priorities, in addition to local priorities within each county, the final programming per county will not correspond exactly to nomination targets.

To ensure each county is provided sufficient funding to have a meaningful community impact, each county’s nomination target will be a minimum of \$1 million.

**County Nomination Targets**  
*(\$ millions, rounded)*

	<b>%</b>
Alameda	19.9%
Contra Costa	14.6%
Marin	2.8%
Napa	2.1%
San Francisco	12.5%
San Mateo	8.4%
Santa Clara	27.0%
Solano	5.5%
Sonoma	7.2%
	<b>100.0%</b>

Note: Final project selection and fund programming will not correspond exactly to nomination targets.

### Project Selection Process

The prioritization process is designed to quickly distribute funds to competitive and impactful investments throughout the region.

- **Letters of Interest:** County Transportation Agencies (CTAs) submit Letters of Interest to nominate projects within their counties. In addition to basic project information (project description, sponsor, total cost, funding request), submittals should also describe how the project meets the program eligibility requirements and evaluation criteria, and how well the proposed project sponsor meets state and federal funding requirements.
- **Evaluation:** MTC staff evaluate CTA nominations as well as regional program considerations to develop a recommended program of projects. Program recommendations presented to Bay Area Partnership Board for review and discussion.
- **Project Applications:** MTC and CTA staff work with project sponsors to submit project applications with a detailed scope, delivery schedule, and funding plan.
- **Program Approval:** MTC Commission consideration and approval of projects and fund programming.

### Programming Policies and Requirements

Unless otherwise noted within these guidelines, OBAG 2 General Programming Policies (see MTC Resolution No. 4202, Attachment A, pages 6-11), and Regional Project Funding Delivery Policy (MTC Resolution No. 3606) apply.

- **Project sponsors:** Eligible sponsors are those approved by Caltrans to receive FHWA federal-aid funds (including cities, counties, transit agencies, CTAs, and MTC). Sponsors must also have a demonstrated ability to meet timely use of funds deadlines and requirements (see Project Delivery and Monitoring, below).
- **Minimum Grant Size:** Project nominations should be consistent with OBAG 2 minimum grant size requirements per county (\$500,000 grant minimum for counties with population over 1 million, and \$250,000 minimum for all other counties). Final funding awards may deviate from grant minimums per county, should one or more grant awards span multiple counties or regionwide.

Additionally, deviations from the OBAG 2 minimum grant size requirements for project nominations may be considered on a project-by-project basis. However, grant awards must be at least \$100,000.

- **Local Match:** Toll credits may be requested in lieu of non-federal cash match.
- **Supplanting of Funds Prohibited:** Supplanting of existing funds on fully-funded projects is prohibited, as the program is intended to infuse transportation investment into communities responding and adapting to the COVID-19 environment. If funds are

requested to address a funding shortfall on a project due to reduced local revenues, CTAs must demonstrate why the project should be a priority for regional funding, if it was not the highest priority for available local funding. In their nomination, CTAs should describe how the county and local jurisdictions determined which projects are prioritized for reduced local revenues.

- **Project Phases:** The Environmental (ENV), Plans, Specifications and Estimates (PS&E), Preliminary Engineering (PE) and Right Of Way (ROW) phases are eligible for capital projects as long as the construction (CON) phase of the project is delivered and funds obligated by September 30, 2022.
  
- **Project Delivery and Monitoring:** Project sponsors must have a record of consistently meeting state and federal timely use of funds deadlines and requirements, or demonstrate/identify revised/new internal processes to ensure they will meet funding deadlines and requirements moving forward at the time of project nomination. In addition to the provisions of the Regional Project Funding Delivery Policy (MTC Resolution No. 3606), the following specific funding deadlines/requirements apply:
  - Funds must be obligated (authorized in a federal E-76, or transferred to FTA) no later than September 30, 2022.
  - Funds must be encumbered or awarded in a contract within 6 months of federal obligation.
  - Funds must be invoiced against within 3 months of encumbrance/award and invoiced against and receive a federal reimbursement quarterly thereafter.
  - If there could be complications with invoicing against the construction phase within 9 months of federal obligation, then the sponsor should consider including Construction Engineering (CE) in the federal obligation so that eligible costs may be invoiced in order to meet the invoicing deadline.
  - Project sponsor must meet all other timely use of funds deadlines and requirements, for all other state and federal transportation funds received by the agency, during the duration of project implementation (such as, but not limited to, project award, federal invoicing, and project reporting).
  - To help ensure compliance with state and federal invoicing requirements, as part of the application submittal, the Finance/Accounting Manager/Director for the agency receiving the funds must provide written documentation on the agency's internal process and procedures for complying with FHWA federal-aid timely use of funds requirements, especially with regards to meeting federal invoicing requirements.
  - CTAs nominating successful projects must monitor the project sponsors within their respective county in meeting the timely use of funds deadline requirements in MTC Resolution No. 3606 and report quarterly to MTC on the agency's status in meeting regional, state, and federal timely use of funds deadlines and requirements.
  
- **Additional Requirements Apply:**
  - Project sponsor must comply with MTC's Complete Street Policy and submit a Complete Streets Checklist for the project.

- Project sponsor must adopt a Resolution of Local Support prior to adding the project into the Transportation Improvement Program (TIP).
- Project sponsor must satisfy the OBAG 2 housing policy requirements – have a certified Housing Element, submit the Annual Progress Report for the Housing Element, and have adopted a resolution affirming compliance with the California Surplus Lands Act.
- CTAs must make each project's Complete Streets Checklist available for review by the appropriate Bicycle and Pedestrian Advisory Committee (BPAC) prior to MTC Commission approval of projects and fund programming. Documentation this has occurred must be included with the project application.