



**San Francisco
County Transportation
Authority**

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

AGENDA

San Francisco County Transportation Authority Meeting Notice

Date: Tuesday, July 27, 2021; 9:30 a.m.

Location: Watch SF Cable Channel 26

Watch www.sfgovtv.org

PUBLIC COMMENT CALL-IN: 1 (415) 655-0001; Access Code: 146 328 4865 # #

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

Clerk: Britney Milton

Remote Access to Information and Participation:

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



3. Executive Director's Report - **INFORMATION**
4. Approve the Minutes of the July 13, 2021 Meeting - **ACTION*** 5

Consent Agenda

5. **[Final Approval]** Allocate \$14,892,610 and Appropriate \$200,000 in Prop K Funds, with Conditions, for Eight Requests - **ACTION*** 15

Projects: (PCJPB) Enterprise Asset Management Software System (\$750,000), Right of Way Fencing (\$250,000). (SFPW) Golden Gate Ave and Laguna St Pavement (\$3,000,000). (SFMTA) Paratransit (\$10,233,010), District 9 Traffic Calming [NTIP Capital] (\$165,000), Bicycle Safety Education and Outreach (\$220,000), District 4 Neighborway Network (\$274,600). (SFCTA) Downtown Congestion Pricing Study - Additional Outreach (\$200,000).
6. **[Final Approval]** Award a 15-Month Professional Services Contract, with an Option to Extend for an Additional 6 Months, to EMC Research, Inc. in an Amount Not to Exceed \$100,000 for Voter Opinion Survey and Public Messaging Services for Transportation Sales Tax Reauthorization - **ACTION*** 29

End of Consent Agenda

7. **[Final Approval on First Appearance]** Appropriate \$180,000 in Prop K Funds for Capital Project Delivery Review and Best Practices Study - **ACTION*** 41
8. Adopt the District 4 Mobility Study Report - **ACTION*** 65

This study does not address configuration of the Great Highway but does discuss other mobility strategies for District 4. The Transportation Authority adopted the Upper Great Highway Concepts Evaluation Final Report on July 13, 2021.
9. San Francisco Municipal Transportation Agency Transit Recovery Plan Update - **INFORMATION*** 71
10. Vision Zero SF Action Strategy Update - **INFORMATION*** 125

Other Items

11. Introduction of New Items - **INFORMATION**

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

*Additional Materials

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

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Board Meeting Agenda

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San Francisco
County Transportation
Authority



DRAFT MINUTES

San Francisco County Transportation Authority

Tuesday, July 13, 2021

1. Roll Call

Chair Mandelman called the meeting to order at 10:02 a.m.

Present at Roll Call: Commissioners Chan, Haney, Mandelman, Mar, Melgar, Peskin, Preston, Ronen, Stefani, and Walton (10)

Absent at Roll Call: Commissioner Safai (entered during item 2) (1)

2. Community Advisory Committee Report - INFORMATION

Chair Larson reported out from the June 23 Community Advisory Committee (CAC) meeting. Chair Larson reported that the CAC was strongly supportive of the Great Highway report and discussed the types of measurements and data that would be developed and used from the planned pilot period. He said there was specific follow up suggested on the use of citation data and analyzing driver behavior on the side streets away from the Upper Great Highway. He noted that the pilot period could be a period of observation and data gathering and an opportunity to educate, influence and alter driver behavior in the area. Chair Larson shared that though the CAC did not endorse any of the concepts, there was preference during the discussion for a full closure promenade, and continued development of concepts 3 and 5, which was reflected by the unanimous endorsement of the report. He said the CAC supported in viewing the Great Highway as a whole from the north end closure to the impacts on the southern end where traffic would increase on Sunset, Sloat, and Lake Merced, as well as the adding the continued issue with shoreline resiliency and the future transformation of the Great Highway extension into the car-free recreational area.

With respect to the Prop K allocation requests, he shared that the bicycle safety education and outreach request as well as the additional outreach for the Downtown Congestion Pricing Study generated the most discussion. He said that CAC members were interested in the geographic distribution of the bicycle classes throughout the city. In response, he shared that San Francisco Municipal Transportation Agency (SFMTA) staff said that the contract required that classes be offered in every supervisorial district. Chair Larson added that the outreach effort would move beyond the main contractor, San Francisco Bicycle Coalition (SFBC) to include other community based organizations. In addition, he said the CAC encouraged the program sponsors to cross promote other bike programs that fill needs that the education program was not designed for such as sources for free permanent bikes for disadvantaged youth who might use a program bicycle at one of the classes and adult programs offered through other organizations.

With regard to the Downtown Congestion Pricing request, Chair Larson reported that the CAC had a range of questions reflecting in part the need for the additional outreach funds being requested. He shared that one question was raised on who



would pay the fee when using ride hail or delivery services. He shared that the CAC was informed that the study advisory committee and other community outreach shared a strong preference for the rider paying the fee. A similar concern was expressed for small business vehicles operating in a proposed congestion zone versus large corporate fleets that can easily absorb more costs to their business models, he said. Chair Larson shared that the CAC learned that Transportation Authority staff considered having conversations with businesses and labor to understand those distinctions better and come up with options to recognize those distinctions in policy. He shared another question that concerned the proposed boundaries of the congestion zone and what the effects might be along the edges. He shared a specific example of including the Central Freeway entrance at Octavia Boulevard in the congestion zone, and whether that would cause increased traffic on border streets for people traveling through neighborhoods to find an alternative freeway entrance to avoid the fee. He said that the project team will be looking at whether there will be streets that would see an increase in vehicle trips, such as Caesar Chavez Street, that may need traffic calming to address any changes in vehicle routing that may happen despite the overall anticipated decrease in vehicle trip making and promotion of mode shift to avoid these consequences. Chair Larson also noted that Transportation Authority staff shared that the reinvestment of revenue raised through congestion fees and to better downtown access in general is a part of the continue outreach conversation.

In addition, he shared that the CAC requested a Vision Zero Action Strategy presentation at an upcoming meeting.

There was no public comment.

3. Approve the Minutes of the June 22, 2021 Meeting - ACTION

There was no public comment.

Vice Chair Peskin moved to approve the minutes, seconded by Commissioner Mar.

The minutes were approved without objection by the following vote:

Ayes: Commissioners Chan, Haney, Mandelman, Mar, Melgar, Peskin, Preston, Ronen, Safai, and Stefani (10)

Absent: Commissioner Walton (1)

Consent Agenda

4. [Final Approval] Adopt the Upper Great Highway Concepts Evaluation Final Report - ACTION

Commissioner Mar moved to approve the consent agenda, seconded by Commissioner Ronen.

The consent agenda was approved without objection by the following vote:

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

Absent: (0)

End of Consent Agenda



5. State and Federal Legislation Update - INFORMATION

Amber Crabbe, Public Policy Manager, and Mark Watts, State Legislative Advocate for the Transportation Authority, presented the item per the staff memorandum.

Commissioner Melgar asked when the federal funds would be available.

Ms. Crabbe responded that formula funds would be available starting in Federal Fiscal Year 2021/22 on an annual basis, and competitive grant programs would be released either annually or less regularly depending on the program.

Chair Mandelman asked if there were any other high speed rail projects outside of California.

Ms. Crabbe said there was demand for high speed on the East Coast, and the Brightline project to connect the Los Angeles area to Las Vegas.

Tilly Chang, Executive Director added there were also high speed rail projects in Florida and Texas.

During public comment, Francisco Da Costa said Speaker Pelosi should have the broader nation's and San Francisco's interests in mind when developing the federal transportation funding package.

Roland Lebrun stated that Brightline had a line in Florida but it wasn't truly a high speed rail line, since it wasn't grade separated and only could reach 125 miles per hour. He said Brightline is also working on a privately funded high speed rail line between Victorville, California and Las Vegas that would reach 160 miles per hour. He asked about the status of the outstanding \$4.2 billion in available state Prop 1A high speed rail bonds.

Aleta Dupree said she was in general alignment with the positions in the table. She noted that she was concerned that Assembly Bill 859 was dead because she supported data privacy and didn't think the city should be able to ask companies for individualized data. She said high speed rail was currently being planned in Las Vegas and Florida, and she would support advocating for federal funds for the California to Las Vegas project.

6. Allocate \$14,892,610 and Appropriate \$200,000 in Prop K Funds, with Conditions, for Eight Requests - ACTION

Anna LaForte, Deputy Director for Policy and Programming, presented the seven allocation requests included in the item, and introduced Rachel Hiatt, Assistant Deputy Director for Planning, who presented the Downtown Congestion Pricing Study appropriation request.

Commissioner Melgar asked how the Downtown Congestion Pricing Study could best involve District 7 residents. She said the Study should be user friendly to make sure that interested parties could be involved, and that broad involvement would be needed to secure broad support. Commissioner Melgar also expressed concern about the practicability of having so many entry points into the congestion pricing zone.

Ms. Hiatt answered that the project's contact list included a long list of community groups that had engaged in previous congestion pricing studies and said the new study would seek input from these groups again. She said the project team would



work with the commissioners on identifying other groups for potential participation.

Commissioner Melgar asked how the study would seek input from interested individuals, noting that there were fewer existing active community groups in District 7 than other districts.

Ms. Hiatt answered that the study would conduct opinion polls both by phone and internet. She said the study would use media publicity, in Chinese, Spanish and English, as well as direct-to-drivers communications via Muni's parking permit holder program. Ms. Hiatt said survey results would yield respondent zip codes, allowing the project team to target low response neighborhoods for posters.

Director Chang said that staff understood that congestion pricing was a complex project and said the study team would work hard to present information clearly.

Commissioner Mar noted that the District 4 Neighborways project arose from conversations with residents. He said it was a version of Slow Streets, but forward-looking and permanent. Commissioner Mar said the project would include robust public engagement, and he expected robust results. Finally, he noted that he had separately approved the use of District 4 add-back funds to support neighborhood greening as an element of project.

Chair Mandelman noted that congestion pricing raised serious equity questions, and said he was glad that the project robustly addressed equity issues.

During public comment Brian Haagsman, with Walk San Francisco (Walk SF), expressed support for the District 4 Neighborway Network, District 9 Traffic Calming and paratransit requests. He said the District 9 project correctly addressed speed management, said paratransit was an important ongoing program, and thanked SFMTA's Accessible Services team for its guidance of the Paratransit program.

Janice Li, with SFBC expressed thanks to Commissioner Mar for his support of the District 4 Neighborway Network project, saying that the permanence of the improvements would be an improvement over the temporary Slow Streets improvements. She asked that the City commit to leaving the Slow Streets improvements in place while the neighborway improvements were being planned. Ms. Li also commented that the outreach for the neighborway project had been weak, saying that a wider mailing effort was needed.

A District 4 resident said they hadn't heard about the neighborways project through mailings and agreed that outreach for the project should be stronger. They expressed opposition to city funding of bicycle safety classes, saying the price increase was excessive and the classes should be privately funded. He said paratransit services should be free. Finally, he said Slow Streets corridors should be re-opened to vehicles immediately upon lifting of the emergency shelter-in-place orders.

Francisco Da Costa said the Transportation Authority should upgrade more crosswalks and said the discussion of outreach had been too general to be useful.

Aleta Dupree expressed support towards the bicycle education classes and the paratransit program. She said paratransit vans with wheelchair lifts should be available 24/7 and that ride hail services should be more available.

Steven Gorski from the Outer Sunset asked how the locations of the Slow Streets corridors had been determined, saying that the choice of 41st Avenue as a Slow



Street was poor because it increased the traffic on Sunset Avenue. He said all of the city's Slow Streets should be discontinued until a study of their impacts could be completed. Mr. Gorski agreed with previous commenters that stronger public engagement was needed for the District 4 Neighborway Network project.

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

The item was approved without objection by the following vote:

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

Absent: (0)

7. Award a 15-Month Professional Services Contract, with an Option to Extend for an Additional 6 Months, to EMC Research, Inc. in an Amount Not to Exceed \$100,000 for Voter Opinion Survey and Public Messaging Services for Transportation Sales Tax Reauthorization - ACTION

Michelle Beaulieu, Principal Transportation Planner for Government Affairs, presented the item per the staff memorandum.

There was no public comment

Commissioner Melgar motioned to approve the item, seconded by Commissioner Ronen.

The item was approved without objection by the following vote:

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

Absent: (0)

8. Streets and Freeways Strategy and Outreach Update - INFORMATION

Commissioner Chan began by commenting on the limited public transit options in her district, especially in the north/south direction. She remarked that residents of the Richmond District were lucky to live near Ocean Beach, Sutro Heights, and Golden Gate Park but that the pandemic highlighted a lack of investment in transit.

Commissioner Chan mentioned that the heavily used 38 Geary bus showed the demand for transit options was high in her district. She said she would like to see service levels returned along the 5 Fulton, 1 California and 31 Balboa lines, in addition to investments along Fulton, John F Kennedy Drive, and Geary Boulevard to better connect the Richmond.

Commissioner Chan remarked that this conversion could fit into the "repair harms" recommendation which was part of Mr. Louch's presentation. She said that when plans were made for new bike and transit infrastructure, that the Richmond was often left out. Commissioner Chan suggested that this has had the effect of pitting her residents against each other as residents were labelled either "pro-bike" or "pro-car".

Commissioner Melgar remarked that she was excited to have a strategic vision for City streets because improvements have often felt haphazard. She asked if there could be a prioritization of improvements and suggested that improving access to opportunity would be a good way to decide which projects were given priority. Commissioner Melgar used her bicycle commute along Portola Drive as an example. She said the



route is an important connection to downtown, but can be scary for bicycles, especially as she gets closer to downtown. She noted that improvements to a route like this could provide more access to opportunity than improving more recreational routes. She asked if the study would prioritize the needs of specific routes within the overall set of needs identified in the presentation.

Commissioner Melgar also mentioned that her district is home to three major education institutions and that connecting people to these opportunities has equity implications and should be a priority. She mentioned that there are few connections from District 10 to the educational institutions in her district. Commissioner Melgar then noted that the institutions prepare Transportation Demand Management Plans and asked how the City is coordinating with these plans and prioritizing equity.

Mr. Louch responded that the Streets and Freeways Study explores many ideas and will not be creating a prioritized list for each component. He said that the SFMTA, recently received an Active Transportation Planning Grant which will delve into more specifics and have room to explore tradeoffs and prioritization of different corridors and strategies within those corridors. Mr Louch then invited Sarah Jones, Planning Director for the SFMTA, to add more specifics.

Ms. Jones added that the SFMTA work will focus on an aspect of bicycling that has received less attention in recent years: mode shift or enabling more people to bicycle. She said the work will be focused on communities where bicycling has been particularly challenging and on advancing equity. Ms Jones said that the SFMTA does think about access to major institutions and designing complimentary options and solutions. She said that investments being planned through the San Francisco Transportation Plan and the Transportation Element update will consider and support these institutions and the people who need to get there.

Mr. Louch added that between the City's Transit Strategy and Streets and Freeways Strategy, Transportation Demand Management is not yet well represented. He said that staff know they have more work to do to help with strategy and investment prioritization.

During public comment, a caller remarked that empirical data and a needs assessment were missing from the Streets and Freeways Study. They said that the City had a major problem with particulate hot spots and that studies were being done during the pandemic linked to particulates. They said a needs assessment for crosswalks and construction timelines was necessary especially on busy streets like Geary and Van Ness. They said that the Commissioners were ignoring this issue to the detriment of young people and elders. The caller would like to see action and quality control, especially for the Van Ness Bus Rapid Transit and the Central Subway projects.

A caller expressed frustration with the SFTMA and said that the agency lacked strategy and that they could not think of one good thing that the SFMTA has done.

9. Major Capital Project Update: Caltrain Modernization Program - INFORMATION

Michelle Bouchard, Acting Executive Director, Caltrain, and John Funghi, Caltrain Modernization Program Director presented the item per the staff memorandum.

Chair Mandelman asked when the Board will be notified when they have identified other sources for funding the overrun, or if they are coming back to the member agencies for contributions.



Ms. Bouchard replied that they are working through the development of federal and state strategies. She said they have already done briefings with their state delegation and they understand that the state budget process is going to be working its way through the transportation piece through the Fall. She said then they will have a better sense of what might be available for them from the Biden administration, but they are looking to have more certainty throughout the fall into the winter. With respect to additional funds needed for the project, she said they are still working through the existing budget, so they have some time before they need to tap into the additional funds. She added that they will continue to work to get "other people's" money up until the time they would actually need the cash.

Derek Hansel, Caltrain Chief Financial Officer, added that the \$333 million was comprised of both known and anticipated costs as well as additional contingency, and that it is possible that not all \$333 million will be needed.

Commissioner Chan said there seems to be a lack of resolution and that they don't know where they are going to land. She asked if there is a timeline for the mediation process, and when will they get a written up resolution with the contractor.

Mr. Funghi said that as part of the mediation process they've developed ways to work around the issues. He said they have been getting certainty as to completion of the single system work by working closely with the contractor to develop a plan to enable them to complete all of the signal system work by September of 2023.

Chair Mandelman asked when the work would be completed on the project.

Mr. Funghi replied that their current target completion is for Revenue Service by the first quarter of 2024.

Chair Mandelman asked how it is a change from the prior projection.

Mr. Funghi replied the prior projection was August of 2022.

Chair Mandelman said it's disappointing, but that it seems to be a theme in the larger projects.

Commissioner Walton agreed with Chair Mandelman as it relates to the cost overruns for large projects.

During public comment, Aleta Dupree said she appreciated the update and asked the Board to do a deep dive into the foundation installation productivity. She added that signaling is important and she is looking forward to the railroad being built.

Roland Lebrun said the problems are deeper than the foundations. He said he hopes they implement Director Heminger's recommendation with the condition that any further Prop K allocations, they establish a structure that mimics the DTX governance structure including a monthly Executive Steering Committee meeting open to the public.

10. Major Capital Project Update: Better Market Street - INFORMATION

Cristina Calderón Olea, Project Manager at San Francisco Public Works (SFPW) presented the item.

Chair Mandelman thanked SFPW, SFMTA, and the Public Utilities Commission for their thoughtful consideration of the project. He said that the project was quite different



from what was presented to them a few months back but that is a good thing. He said It represents a grappling with reality that is to be commended and will ensure that the project is less disruptive and more successful. Based on the presentation, Chair Mandelman stated that it remains unclear on the benefits of the alternatives. He said the second alternative takes longer but only gets them a block of transit infrastructure toward an overall project, and the overall infrastructure project remains relatively uncertain. He said the only reason that the alternative would be worth an extra \$30 million and additional disruption is if it would somehow shed light on the larger project that needs to get done including the transit, sewer, water and transit infrastructure, which need to happen at some point.

Ms. Olea replied that there are benefits of alternative two, and in that they are chipping away at the larger project. She said the block is representative of a block above a BART/MUNI station, so wherever they have stations they have similar conditions. She said the utilities in this area are newer and were built in the 1970s as part of BART construction, but they still need to upgrade them and replace the joints. She said alternative two will also give the city an example of what the new boarding islands will feel like throughout the corridor, adding that they are able to optimize the transit stops within the block between 7th and 8th streets. Ms. Olea shared that currently there's four stops on that block, which they will consolidate into two and that this will reduce dwell time at the stops. She said it does help guide construction for the rest of the corridor, but it's also a tradeoff. She stated that as soon as they excavate, they will encounter other existing utilities, and very tight and constrained work zones, given the nature of Market Street.

Jeffrey Tumlin, Director of Transportation at SFMTA replied that SFMTA's primary interest in the second option is that it allows them to learn a lot about the mobility system. He said they're eager to use their quick-build approach that they did a year ago in January and some additional changes that they are hoping to implement later in the year to experiment with ways to physically keep all cars off Market Street but also traffic calmi the outside lanes, so it is more welcoming and safer for cyclists. Director Tumlin said that alternative two allows them - by moving the buses into the center lane, to start some additional quick-build experiments with the outside lane in order to inform the longer term design of the corridor as a whole. He said from a mobility perspective, the second option has significant advantages, as the first option is really a simple repair project, which is good but doesn't inform the design project for the later phases.

Peter Gabancho mentioned another significant advantage of the second option, is it is riskier, but it will give them the experience of heavy utility construction on Market Street. He said if they cannot figure out how to build the one block of sewer water and track work they will not be able to figure out how to do the rest of the street. He said this allows them to go in and settle what their production rates would be, and what it is like to actually work on Market Street as opposed to Van Ness or Taraval Street. Mr. Gabancho said though there are risks, this alternative would provide them with a much better foundation on which they can build the schedule for the larger project.



Director Tumlin summarized that from a SFMTA perspective, option two is significantly advantageous from both a risk benefit and a cost benefit standpoint.

Chair Mandelman thanked SFMTA for their comments and said he thinks it illuminates the conversation that's happening among the departments. He said If they think this project is going to have to be done at some point in the next 10 to 20 years, there may be benefits to getting more of a handle on it before they take on the whole thing.

During public comment a caller from San Francisco Transit Riders commended and supported the restrained approach that staff is recommending with the two-year alternatives in place of the earlier proposal. They recommended and urged the Board to do everything within their power to see that option one was pursued.

Other Items

11. Introduction of New Items - INFORMATION

There were no new items introduced.

12. Public Comment

During public comment Steven Gorski, resident of the Outer Sunset said they greatly oppose keeping the Great Highway closed as the studies continue. They said they believe the data is skewed and the disabled community along with the emergency responder vehicles are being thrown to the side.

Mike Reenan with Open the Great Highway said they don't support any of the options provided in the report except for the unhampered opening of the Great Highway. They voiced their concern of inclusion by stating that the ones that are being asked to compromise are people with cars, and bikers and walkers are not being asked to give anything up. They added that the traffic mitigation in the Sunset is making things worse.

Roland Lebrun recognized Director Chang and Nila Gonzales, Interim Executive Director with Transbay Joint Powers Authority (TJPA) for their two-way communication channel between the project partners and the general public. Mr. Lebrun said that a collaboration such as this has not been done in the last 10 years, and it may be possible to introduce the new Transbay tunnel as an integral part of the project sooner than 30 years down the road. Mr. Lebrun closed by saying he is convinced that in the next 6 months there will be tangible benefits of consolidating the Pennsylvania Avenue Extension (PAX), Downtown Extension, and Link 21 into a single project.

Judi Gorski from the Outer Sunset said linking the Upper Great Highway, Lower Great Highway and La Playa as one category for collisions does not reflect the fact that the Upper Great Highway had zero collisions in 2018 - 2021, and only one collision in 2017 when it was fully opened and over 19,000 vehicles were using it daily. She said that the statistics are categorized to promote permanent closure, disregarding the danger it brings residents who live near or who are visiting. Ms. Gorski stated that closing the Great Highway negates Vision Zero goals, and creates more collisions, not less. She said there are no studies calculating the added danger.



A caller echoed the previous caller by saying that closing the highway and diverting cars further out of their way onto other high injury areas completely undermines Vision Zero. They said that there are compromised agreements, such as a weekend closure, but no one is looking to compromise.

John Cabner who lives on Noriega Street called in support of the Great Highway being closed to cars. They said they walk to the Great Highway and it's good to see people of all ages and backgrounds.

Patricia Weiss called in support of opening the highway to cars. She said she is tired of cars being diverted to their streets and making unsafe driving and walking conditions. She asked the Board to not let people from outside the neighborhood decide what happens in their backyard.

A resident along the Lower Great Highway said the usage of the highway has declined since the beginning of the pandemic. They said there is plenty of beach and space for those that want to enjoy the beauty of the ocean. They added that the data usage is not a true reflection of the needs of the districts within the city, and all the necessary elements need to be taken into consideration. They said the city needs to fix their transit system and make the city safer so that people are comfortable taking public transportation. They closed by stating that they need to stop making driving a punishment because many residents need their vehicles to accomplish everyday obligations.

Patricia Arack said she was disappointed that they approved the Great Highway Evaluation Study as it was very flawed. She referenced the public comments taken in November at the height of the pandemic, stating that it's outrageous that they are even still considering it. She said all of the city agencies involved in the closure are biased and are not thinking about the people. She also shared that as a disabled resident who stays inside, she sits looking out the window to see a barely used Great Highway.

A 42 year resident of the Lower Great Highway said that no one is on the highway from 8 p.m. – 7 a.m. They said that the bicyclist should be able to share the road too. They noted that if someone is in dire need on the highway, the seconds lost from diverting emergency vehicles could cost someone's life, so they would like to keep the Great Highway opened.

A caller called opposing the closure stating that it's an emergency evacuation route and people need to get from one end to another. They added that they need to protect their coastline, and the money should be spent on restoring services.

A caller said their parents are unable to get to Chains of Lakes Drive because of the diverted traffic. They said it is the worst traffic they have seen in 40 years, and they have walked the Great Highway and have not seen a crowd big enough for it to be closed, and for people to not use the paths. They said the highway will not endanger children with the highway reopening and they would like to re-open it.

13. Adjournment

The meeting was adjourned at 1:01 p.m.



RESOLUTION ALLOCATING \$14,892,610 AND APPROPRIATING \$200,000 IN PROP K FUNDS, WITH CONDITIONS, FOR EIGHT REQUESTS

WHEREAS, The Transportation Authority received eight requests for a total of \$15,092,610 in Prop K local transportation sales tax funds, as summarized in Attachments 1 and 2 and detailed in the enclosed allocation request forms; and

WHEREAS, The requests seek funds from the following Prop K Expenditure Plan categories: Caltrain Capital Improvement Program, Paratransit, Street Resurfacing, Traffic Calming, Bicycle Circulation/ Safety, and TDM/ Parking Management; and

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

WHEREAS, The adopted Prop K Strategic plan has funds programmed to the Paratransit category, which has no 5YPP requirement; and

WHEREAS, Seven of the eight requests are consistent with the Prop K Strategic Plan and/or relevant 5YPPs for their respective categories; and

WHEREAS, The San Francisco Municipal Transportation Agency's (SFMTA's) request for Bicycle Safety Education and Outreach requires a 5YPP amendment as summarized in Attachment 3 and detailed in the enclosed allocation request form; and

WHEREAS, After reviewing the requests, Transportation Authority staff recommended allocating a total of \$14,892,610 and appropriating \$200,000 in Prop K funds, with conditions, for eight requests, as described in Attachment 3 and detailed in the enclosed allocation request forms, which include staff recommendations for Prop K allocation amounts, required deliverables, timely use of funds requirements, special conditions, and Fiscal Year Cash Flow Distribution Schedules; and

WHEREAS, There are sufficient funds in the Capital Expenditures line item of the Transportation Authority's approved Fiscal Year 2021/22 budget to cover the proposed actions; and

WHEREAS, At its June 23, 2021 meeting, the Community Advisory Committee was briefed on the subject request and after severing the appropriation to allow a member to recuse themselves, adopted a motion of support for the staff recommendation for the



allocations and adopted a separate motion of support for the staff recommended appropriation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby amends the Prop K Bicycle Circulation and Safety 5YPP, as detailed in the enclosed allocation request form; and be it further

RESOLVED, That the Transportation Authority hereby allocates \$14,892,610 and appropriates \$200,000 in Prop K funds, with conditions, for eight requests, as summarized in Attachment 3 and detailed in the enclosed allocation request forms; and be it further

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

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

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

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

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

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



**San Francisco
County Transportation
Authority**

BD071321

RESOLUTION NO. 22-02

Attachments:

1. Summary of Requests Received
2. Brief Project Descriptions
3. Staff Recommendations
4. Prop K and Prop AA Allocation Summaries - FY 2021/22

Enclosure:

Prop K Allocation Request Forms (8)

Attachment 1: Summary of Requests Received

| | | | | | | Leveraging | | | |
|--------------|---------------------------------------|---------------------------------|--|---------------------------|--------------------------------------|---|---|-------------------------|-------------|
| Source | EP Line No./ Category ¹ | Project Sponsor ² | Project Name | Current Prop K Request | Total Cost for Requested Phase(s) | Expected Leveraging by EP Line ³ | Actual Leveraging by Project Phase(s) ⁴ | Phase(s) Requested | District(s) |
| Prop K | 7 | PCJPB | Enterprise Asset Management Software System ⁴ | \$ 750,000 | \$ 750,000 | 69% | 0% | Construction | 6, 10 |
| Prop K | 7 | PCJPB | Right of Way Fencing ⁴ | \$ 250,000 | \$ 1,500,000 | 69% | 83% | Construction | 6, 10 |
| Prop K | 23 | SFMTA | Paratransit | \$ 10,233,010 | \$ 32,170,414 | 27% | 68% | Operations | Citywide |
| Prop K | 34 | SFPW | Golden Gate Ave and Laguna St Pavement Renovation | \$ 3,000,000 | \$ 4,178,910 | 79% | 28% | Construction | 5 |
| Prop K | 38 | SFMTA | District 9 Traffic Calming [NTIP Capital] | \$ 165,000 | \$ 165,000 | 51% | 0% | Design, Construction | 9 |
| Prop K | 39 | SFMTA | Bicycle Safety Education and Outreach | \$ 220,000 | \$ 220,000 | 28% | 0% | Construction | Citywide |
| Prop K | 39 | SFMTA | District 4 Neighborway Network | \$ 274,600 | \$ 274,600 | 28% | 0% | Design | 4 |
| Prop K | 43 | SFCTA | Downtown Congestion Pricing Study - Additional Outreach | \$ 200,000 | \$ 3,200,000 | 54% | 61% | Planning | Citywide |
| TOTAL | | | | \$ 15,092,610 | \$ 42,458,924 | 36% | 62% | | |

Footnotes

- ¹ "EP Line No./Category" is either the Prop K Expenditure Plan line number referenced in the 2019 Prop K Strategic Plan or the Prop AA Expenditure Plan category referenced in the 2017 Prop AA Strategic Plan, including: Street Repair and Reconstruction (Street), Pedestrian Safety (Ped), and Transit Reliability and Mobility Improvements (Transit) or the Traffic Congestion Mitigation Tax (TNC Tax) category referenced in the Program Guidelines.
- ² Acronyms: PCJPB (Caltrain); SFCTA (Transportation Authority); SFMTA (San Francisco Municipal Transportation Agency); SFPW (San Francisco Public Works)
- ³ "Expected Leveraging By EP Line" is calculated by dividing the total non-Prop K funds expected to be available for a given Prop K Expenditure Plan line item (e.g. Pedestrian Circulation and Safety) by the total expected funding for that Prop K Expenditure Plan line item over the 30-year Expenditure Plan period. For example, expected leveraging of 90% indicates that on average non-Prop K funds should cover 90% of the total costs for all projects in that category, and Prop K should cover only 10%.
- ⁴ "Actual Leveraging by Project Phase" is calculated by dividing the total non-Prop K or non-Prop AA funds in the funding plan by the total cost for the requested phase or phases. If the percentage in the "Actual Leveraging" column is lower than in the "Expected Leveraging" column, the request (indicated by yellow highlighting) is leveraging fewer non-Prop K dollars than assumed in the Expenditure Plan. A project that is well leveraged overall may have lower-than-expected leveraging for an individual or partial phase.

PCJPB projects note: Prop K funds help to offset the City and County of San Francisco's local match contribution to Caltrain's FY 2020/21 capital budget. 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 ¹

| EP Line No./ Category | Project Sponsor | Project Name | Prop K Funds Requested | Project Description |
|--------------------------|--------------------|---|---------------------------|--|
| 7 | PCJPB | Enterprise Asset Management Software System | \$ 750,000 | Implement an Enterprise Asset Management (EAMS) system to inventory and manage all of Caltrain's major assets, providing information on an asset's condition, anticipated service life and renewal to inform capital planning. This project consists of EAM software implementation including process mapping / improvement and data gathering activities to support EAM implementation. Scope of work includes identifying data types and required fields to ensure that data is complete, establishing data standards and structure to ensure that data is consistent, developing and documenting processes to ensure that data is correct and current, and centralizing data to ensure that data is convenient. |
| 7 | PCJPB | Right of Way Fencing | \$ 250,000 | The Right of Way Fencing project is an ongoing project to install fencing along the Caltrain right of way to reduce trespassing, vandalism, illegal dumping, and deaths along the Caltrain right of way. |
| 23 | SFMTA | Paratransit | \$ 10,233,010 | The SFMTA provides paratransit services to persons with disabilities. Since 2004 Prop K funds have supported the program's taxi trips, pre-scheduled van trips, inter-county trips, and group van trips to senior centers. This request includes \$40,000 to fund SFMTA's Ramp Taxi Incentive Program, which provides financial incentives to drivers/companies to increase the supply of wheelchair-accessible ramp taxis available through the paratransit program. |
| 34 | SFPW | Golden Gate Ave and Laguna St Pavement Renovation | \$ 3,000,000 | Demolition and pavement renovation of 36 blocks, construction and retrofit of 21 curb ramps, new sidewalk construction, traffic control, and all related and incidental work within project limits: Golden Gate Avenue from Van Ness Avenue to Divisadero Street; and Laguna Street from Haight Street to Golden Gate Avenue and Turk Street to Pine Street. Public Works plans to advertise the contract, which will incorporate subsurface improvements by the SF Public Utilities Commission, in August 2021, and expects the project to be open for use by September 2023. |

Attachment 2: Brief Project Descriptions ¹

| EP Line No./ Category | Project Sponsor | Project Name | Prop K Funds Requested | Project Description |
|--------------------------|--------------------|--|---------------------------|---|
| 38 | SFMTA | District 9 Traffic Calming [NTIP Capital] | \$ 165,000 | Implement traffic calming measures to keep local streets safe for pedestrians and bicyclists by preempting speeding and cut-through traffic. Project will focus on the Folsom Street and Crescent Avenue corridors in the Mission and Bernal neighborhoods. Specific improvements will include: four speed cushions on Folsom Street between 20th and 22nd streets; two traffic islands at Folsom and 21st Streets; speed tables on Crescent Avenue between Mission and Leese streets and between Porter and Bache streets; and a raised crosswalk at Crescent Avenue and Murray Street. SFMTA anticipates completing the project by September 2022. |
| 39 | SFMTA | Bicycle Safety Education and Outreach | \$ 220,000 | Provide 16 months of the Bicycle Safety Education and Outreach program to deliver over 80 classes including Adult Learn-to-Ride, Smart City Cycling, Night and All-Weather Biking, Sharing City Streets, and Youth Freedom From Training Wheels. SFMTA is requesting \$120,000 more than last cycle to fund twice as many classes and to encourage people to shift to bicycling for transportation after increases in car use during the pandemic. The program includes broad outreach to 10,000 San Francisco residents and visitors, and anticipates providing classes to 2,000 people. Outreach and classes will be supported by robust engagement through partnerships with community organizations. Contractor may propose mixture of online and in-person classes for classroom-based sessions. |
| 39 | SFMTA | District 4 Neighborway Network | \$ 274,600 | Funds will be used to design improvements for a network of streets in the Sunset neighborhood to make them comfortable for bicyclists of all ages and abilities. The project leverages existing transportation planning in the district, including the Transportation Authority's District 4 Mobility Study, and the SFMTA's Slow Streets program. Request will fund SFMTA staff to review options and designs with the public using the preferred network identified in the District 4 Mobility Study. See page E5-69 of the enclosure for a map of potential corridors. SFMTA expects to complete detailed design by September 2022, followed immediately by the start of construction. The current construction phase funding plan includes Prop K funds, which could be supplemented with SFMTA fund sources if needed. |

Attachment 2: Brief Project Descriptions ¹

| EP Line No./ Category | Project Sponsor | Project Name | Prop K Funds Requested | Project Description |
|--------------------------|--------------------|---|---------------------------|---|
| 43 | SFCTA | Downtown Congestion Pricing Study - Additional Outreach | \$ 200,000 | Study how congestion pricing downtown could achieve four key goals: get traffic moving, improve safety, clean the air, and advance equity. Study will evaluate alternative packages of congestion charges, discounts, subsidies, incentives, and multi-modal transportation improvements based on the program goals. Extensive stakeholder and community outreach is centered on low-income communities of color and other historically underinvested communities. Per Board direction, request will fund additional outreach to business, employer, labor, and regional stakeholders and a six month extension of study timeline. We anticipate presenting draft recommendations to the Board in October 2021, and completing the final report by December 2021. |
| TOTAL | | | \$15,092,610 | |

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations ¹

| EP Line No./ Category | Project Sponsor | Project Name | Prop K Funds Recommended | Recommendations |
|-----------------------|-----------------|---|--------------------------|---|
| 7 | PCJPB | Enterprise Asset Management Software System | \$ 750,000 | |
| 7 | PCJPB | Right of Way Fencing | \$ 250,000 | |
| 23 | SFMTA | Paratransit | \$ 10,233,010 | Annual Allocation: Prop K funds allocated to this project are only for eligible expenses incurred in the fiscal year for which the allocation was made (ending 6/30/22). After the deadline for submittal of final reimbursement requests or estimated expenditure accruals (estimated mid-July 2022), any remaining unclaimed amounts will be deobligated and made available for future allocations. |
| 34 | SFPW | Golden Gate Ave and Laguna St Pavement Renovation | \$ 3,000,000 | |
| 38 | SFMTA | District 9 Traffic Calming [NTIP Capital] | \$ 165,000 | Multi-phase allocation is recommended given the straightforward scope, including speed humps, tables and cushions and overlapping design and construction phases as work is conducted on multiple corridors. |
| 39 | SFMTA | Bicycle Safety Education and Outreach | \$ 220,000 | 5-Year Prioritization Program (5YPP) Amendment: The recommended allocation is contingent upon amendment of the Bicycle Circulation and Safety 5YPP. See enclosed allocation request form for details. |
| 39 | SFMTA | District 4 Neighborway Network | \$ 274,600 | |
| 43 | SFCTA | Downtown Congestion Pricing Study - Additional Outreach | \$ 200,000 | <p>Deliverable: Project team will present the draft project recommendations to the Citizens Advisory Committee and Board (anticipated fall 2021) and the final report.</p> <p>5YPP Amendment: The recommended appropriation is contingent upon amendment of the Transportation Demand Management/Parking Management 5YPP. Funding this request would require an amendment to the 5YPP to reprogram \$200,000 from a placeholder for "Connect SF Modal Study Follow On" to the subject project. We will seek other funding, potentially including future sales tax, to backfill the 'ConnectSF Modal Study Follow On' placeholder. See enclosed allocation request form for details.</p> |

Attachment 3: Staff Recommendations ¹

| EP Line No./ Category | Project Sponsor | Project Name | Prop K Funds Recommended | Recommendations |
|-----------------------------|--------------------|--------------|-----------------------------|-----------------|
| TOTAL | | | \$ 15,092,610 | |

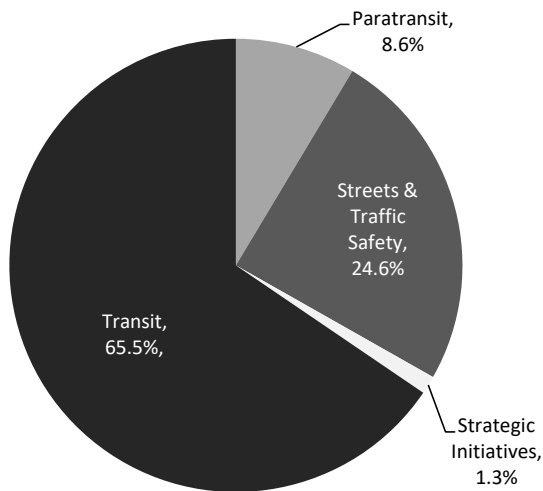
¹ See Attachment 1 for footnotes.

Attachment 4.
Prop K Allocation Summary - FY2021/22

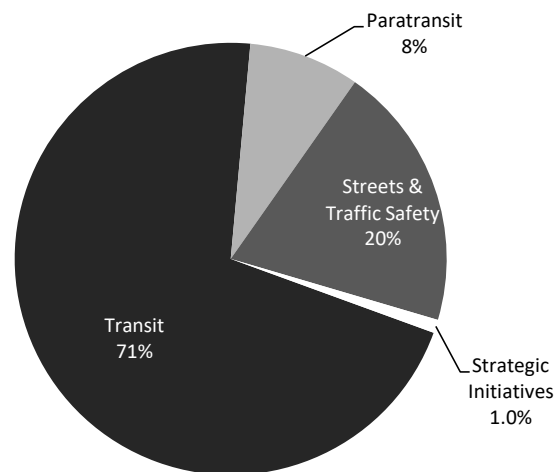
| PROP K SALES TAX | | | | | | |
|-------------------------|---------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| FY2021/22 | Total | FY 2021/22 | FY 2022/23 | FY 2023/24 | FY 2024/25 | FY 2025/26 |
| Prior Allocations | \$ 11,362,378 | \$ 7,449,781 | \$ 3,747,597 | \$ 165,000 | \$ - | \$ - |
| Current Request(s) | \$ 15,092,610 | \$ 8,991,600 | \$ 5,351,010 | \$ 750,000 | \$ - | \$ - |
| New Total Allocations | \$ 26,454,988 | \$ 16,441,381 | \$ 9,098,607 | \$ 915,000 | \$ - | \$ - |

The above table shows maximum annual cash flow for all FY 2021/22 allocations and appropriations approved to date, along with the current recommended allocation(s) and appropriation.

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



Prop K Investments To Date





Memorandum

AGENDA ITEM 5

DATE: July 8, 2021
TO: Transportation Authority Board
FROM: Anna LaForte - Deputy Director for Policy and Programming
SUBJECT: 07/13/2021 Board Meeting: Allocate \$14,892,610 and Appropriate \$200,000 in Prop K Funds, with Conditions, for Eight Requests

| | |
|---|--|
| <p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Allocate \$1,000,000 to Caltrain (PCJPB) for:</p> <ol style="list-style-type: none"> 1. Enterprise Asset Management Software System (\$750,000) 2. Right of Way Fencing (\$250,000) <p>Allocate \$3,000,000 in Prop K funds to San Francisco Public Works (SFPW) for:</p> <ol style="list-style-type: none"> 3. Golden Gate Ave and Laguna St Pavement <p>Allocate \$10,892,610 in Prop K funds, with conditions, to the San Francisco Municipal Transportation Agency (SFMTA) for:</p> <ol style="list-style-type: none"> 4. Paratransit (\$10,233,010) 5. District 9 Traffic Calming [NTIP Capital] (\$165,000) 6. Bicycle Safety Education and Outreach (\$220,000) 7. District 4 Neighborway Network (\$274,600) <p>Appropriate \$200,000 in Prop K funds, with conditions for:</p> <ol style="list-style-type: none"> 8. Downtown Congestion Pricing Study - Additional Outreach <p>SUMMARY</p> <p>Attachment 1 lists the requests, including phase(s) of work and supervisorial district(s). Attachment 2 provides brief descriptions of the projects. Attachment 3 contains the staff recommendations. Project sponsors will attend the meeting to answer any questions the Board may have. At the July 13 Board meeting, Transportation Authority staff will provide a brief update on the Downtown Congestion Pricing Study and the proposed additional outreach work requested by the Board.</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> |
|---|--|

DISCUSSION

Attachment 1 summarizes the subject allocation and appropriation 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.

Downtown Congestion Pricing Study (SFCTA): The purpose of the Downtown Congestion Pricing Study is to identify how congestion pricing downtown could achieve four key goals: get traffic moving, improve safety, clean the air, and advance equity. Since its launch in Fall 2019, the study has identified and evaluated alternative packages of congestion charges, discounts, subsidies, incentives, and multi-modal transportation improvements based on the program goals. Extensive stakeholder and community outreach is centered on low-income communities of color and other historically underinvested communities.

As noted in the December 2020 Prop K appropriation, the project team identified that the first round of outreach was more labor-intensive than originally scoped due to the pandemic, and that as staff established a plan for the study's second major round of outreach under Shelter in Place, we would consider scope and funding options for the upcoming outreach round. At the April 13, 2021 Board meeting, Chair Mandelman requested that staff extend the study by 6 months to provide more time for stakeholder input. We have included those considerations in this request, primarily, the six-month schedule extension to allow for more stakeholder input opportunity, and enhanced targeted outreach with business, employer, and labor representatives.

FINANCIAL IMPACT

The recommended action would allocate \$14,892,610 and appropriate \$200,000 in Prop K funds. The allocations and appropriation would be subject to the Fiscal Year Cash Flow Distribution Schedules contained in the enclosed Allocation Request Forms.

Attachment 4 shows the Prop K Fiscal Year 2021/22 allocations and appropriations approved 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 2021/22 annual budget. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distributions for those respective fiscal years.

CAC POSITION

The CAC considered this item at its June 23, 2021 meeting. The CAC severed the Downtown Congestion Pricing Study appropriation from the remaining requests to allow a CAC member to recuse themselves due to a conflict of interest. The CAC unanimously adopted a motion of support for the staff recommendation for the allocations and adopted a separate motion of support for the staff recommended appropriation.



SUPPLEMENTAL MATERIALS

- Attachment 1 – Summary of Requests
- Attachment 2 – Project Descriptions
- Attachment 3 – Staff Recommendations
- Attachment 4 – Prop K and Prop AA Allocation Summaries – FY 2021/22
- Enclosure – Allocation Request Forms (8)



RESOLUTION AWARDING A FIFTEEN-MONTH PROFESSIONAL SERVICES CONTRACT, WITH AN OPTION TO EXTEND FOR A SIX-MONTH PERIOD TO EMC RESEARCH, LLP IN AN AMOUNT NOT TO EXCEED \$100,000 FOR VOTER OPINION SURVEY AND PUBLIC MESSAGING SERVICES, AND AUTHORIZING THE EXECUTIVE DIRECTOR TO NEGOTIATE CONTRACT PAYMENT TERMS AND NON-MATERIAL CONTRACT TERMS AND CONDITIONS

WHEREAS, The half-cent sales tax for transportation was first approved by San Francisco voters in 1989 (Prop B) and then extended by voters in 2003 along with the adoption of the Prop K Expenditure Plan; and

WHEREAS, The half-cent sales tax generates about \$110 million per year (pre-pandemic) and helps fund transportation projects large and small across the city; and

WHEREAS, The Expenditure Plan guides the way the half-cent sales tax program is administered by identifying eligible project types and activities; designating eligible sponsoring agencies; establishing limits on sales tax funding by Expenditure Plan line item; setting expectations for leveraging of sales tax funds with federal, state and other dollars; and providing policies to guide program implementation; and

WHEREAS, Most of the major capital projects in the Prop K Expenditure Plan have been delivered or are under construction, and several categories in the Prop K Expenditure Plan, such as transit enhancements and Muni vehicles, are running out of funds, which will leave a funding gap for some ongoing project and program needs; and

WHEREAS, A new Expenditure Plan will allow the Transportation Authority to replenish ongoing programs, continuing project delivery and maintaining jobs, and will provide an opportunity to fund new and emerging priorities being identified in the update to the countywide transportation plan known as San Francisco Transportation Plan 2050; and



WHEREAS, The Transportation Authority is considering placing a measure on the June 2022, or possibly November 2022 ballot to adopt a new Expenditure Plan and extend the existing half-cent transportation sales tax to fund the projects and programs in the new Expenditure Plan; and

WHEREAS, The Transportation Authority requires voter opinion survey and public messaging services to inform the sales tax reauthorization and new Expenditure Plan development effort; and

WHEREAS, On April 22, 2021, the Transportation Authority issued a Request for Proposal (RFP) for voter opinion survey and public messaging services for a fifteen-month contract with a six-month extension option; and

WHEREAS, The Transportation Authority received ten proposals in response to the RFP by the due date of May 24, 2021; and

WHEREAS, A selection panel comprised of staff from the Transportation Authority evaluated the proposals based on qualifications and other criteria identified in the RFP and interviewed two firms on June 10, 2021; and

WHEREAS, Based on the results of this competitive selection process, the selection panel recommended award for voter opinion survey and public messaging services to the highest-ranked firm of EMC Research, Inc.; and

WHEREAS, The voter opinion survey and public messaging services will be funded from Prop K sales tax funds; and

WHEREAS, The scope of work described in the RFP is included in the Transportation Authority's adopted Fiscal Year 2021/22 Budget; and

WHEREAS, At its June 23, 2021 meeting, the Community Advisory Committee was briefed on and unanimously adopted a motion of support for the selection panel's recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby awards a fifteen-month



professional services contract, with an option to extend for a six-month period, to EMC Research, Inc., in an amount not to exceed \$100,000, for voter opinion survey and public messaging services; and be it further

RESOLVED, That the Executive Director is hereby authorized to negotiate contract payment terms and non-material contract terms and conditions; and be it further

RESOLVED, That for the purposes of this resolution, "non-material" shall mean contract terms and conditions other than provisions related to the overall contract amount, terms of payment, and general scope of services; and be it further

RESOLVED, That notwithstanding the foregoing and any rule or policy of the Transportation Authority to the contrary, the Executive Director is expressly authorized to execute agreements and amendments to agreements that do not cause the total agreement value, as approved herein, to be exceeded and that do not expand the general scope of services.



Memorandum

AGENDA ITEM 6

DATE: June 24, 2021

TO: Transportation Authority Board

FROM: Maria Lombardo - Chief Deputy Director

SUBJECT: 07/13/2021 Board Meeting: Award a 15-Month Professional Services Contract, with an Option to Extend for an Additional 6 Months, to EMC Research, Inc. in an Amount Not to Exceed \$100,000 for Voter Opinion Survey and Public Messaging Services for Transportation Sales Tax Reauthorization

RECOMMENDATION ☐ Information ☒ Action

- Award a 15-month professional services contract, with an option to extend for an additional 6 months, to EMC Research, Inc. in an amount not to exceed \$100,000 for voter opinion survey and public messaging services for Transportation Sales Tax Reauthorization
- Authorize the Executive Director to negotiate contract payment terms and non-material terms and conditions

SUMMARY

We are seeking consultant support to provide voter opinion survey and public messaging services for the transportation sales tax reauthorization and New Expenditure Plan development effort. We issued a Request for Proposals (RFP) for the requested services on April 22, 2021. By the proposal submission deadline on May 24, we received nine proposals. A selection panel comprised of staff from the Transportation Authority evaluated the written proposals and subsequently, invited two teams to be interviewed on June 10. Based on this competitive process, the selection panel recommended award of a voter opinion survey and public messaging services contract to the highest-ranking firm, EMC Research, Inc. which has partnered with KMM Strategies for public messaging services.

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



BACKGROUND

In November 2003, 75% of San Francisco voters approved Prop K, extending the existing half-cent local sales tax for transportation and approving a new 30-year Expenditure Plan identifying projects and programs to be funded by the sales tax. The Prop K Expenditure Plan prioritizes \$2.35 billion (in 2003 dollars) and leverages another \$9 billion in federal, state, and other local funds for transportation improvements over the 30-year life of the plan. The Expenditure Plan was developed as part of the first San Francisco countywide transportation plan in 2003 and provided funding to help implement the long-range transportation vision described therein.

As we approach year 20 of the Prop K program, the Board has directed staff to develop a new Expenditure Plan targeting a potential June or November 2022 ballot measure. We are considering adoption of a New Expenditure Plan now for multiple reasons: we have already delivered most of the major projects in the 2003 Expenditure Plan, we need to create a new plan to reflect new priorities that aren't currently eligible for funding, and we wish to replenish funds for programmatic categories that are running out of funds. This year we are also working on our update to the countywide plan, called the San Francisco Transportation Plan or SFTP, which will provide a funding strategy that incorporates the reauthorization of the Prop K half-cent sales tax in addition to potential new revenues measures to help close a substantial funding gap and get us closer to our long-range transportation vision. For these reasons and to position San Francisco to capture potential new infrastructure funds, we are preparing a draft expenditure plan and approval process for potential consideration and placement on the June or November 2022 ballot.

We are seeking voter opinion survey and public messaging services to focus specifically on the sales tax reauthorization and new expenditure plan development effort. We will closely coordinate with ongoing ConnectSF and SFTP efforts and with the San Francisco Municipal Transportation Agency (SFMTA) on public messaging around potential revenue sources for transportation in San Francisco. The schedule of tasks will be driven by the current plan to place the reauthorization measure on the June 2022 ballot, though that timeline may be revised to November 2022 depending on the Board's direction. Additional background on the half-cent sales tax reauthorization effort, can be found at <https://www.sfcta.org/ExpenditurePlan>. Our proposed schedule and process are shown in graphic form in Attachment 1.

Sales Tax Reauthorization Update. This voter opinion survey and public messaging work will complement our other on-going outreach efforts for reauthorization of the sales tax and development of a new expenditure plan. With the Board's approval of the Expenditure Plan Advisory Committee (EPAC) structure on June 8, we are working to finalize the invitation list with Chair Mandelman based on input from all Board members. The EPAC will provide an opportunity for public review and discussion among representatives of communities, advocacy organizations, business and civic interests, and other stakeholders, in order to provide feedback and advice on the make-up of the New Expenditure Plan.

We are currently conducting one-on-one interviews with community-based organizations, focusing first on Equity Priority Communities, to provide information about the sales tax and



reauthorization effort, learn about needs of the community and how we can advance racial equity in the next Expenditure Plan, and hear how best to engage community members moving forward in the process. Over the next few months, we will offer presentations to organizations throughout San Francisco, inviting input from their members/constituency while meeting people where they are. We will also host evening and weekend town halls (virtual, telephone or in-person as appropriate and safe) and partner with community-based organizations to host in-language focus groups in Spanish, Chinese, and Russian.

Throughout the process we will evaluate the effectiveness of our outreach at engaging Equity Priority Communities and adjust accordingly. We aim to reach people throughout the city, especially those that have been historically left out of public processes, including people of color, low-income households, mono-lingual communities, and people with disabilities.

We also continue to work with project sponsors to understand their funding needs for the next thirty years, including their priority projects and programs as well as what other revenue sources are available for transportation investments. This work, which is being done in tandem with ConnectSF and San Francisco Transportation Plan work, along with input from the public, will inform development of the New Expenditure Plan.

DISCUSSION

The goal of requested surveying and public messaging work to be performed by the selected consultant is to help determine the electoral feasibility of adopting a new transportation expenditure plan and extending the existing half-cent transportation sales tax to provide long-term funding for transportation improvements in San Francisco and to assist with public messaging to inform development of the New Expenditure Plan and education about the effort. The selected consultant will develop and administer multi-modal (i.e., land line, cell phone and on-line), multi-lingual survey of likely San Francisco voters. Analysis of responses should be provided for likely November 2022 San Francisco voters as well as the subset of voters likely to vote in the June 2022 election. In order to accommodate either the June or November election, we recommend that the contract be for a 15-month term, with an option to extend for an additional 6 months. The optional task, which is not part of the current budget for the contract, allows for a potential second round of survey and/or other research that would build upon the work and survey results obtained for the first round. New areas of exploration for the second round may include re-testing of local revenue measures against other measures anticipated to be on the same ballot and/or more refined testing meant to inform development and refinement of a draft Expenditure Plan(s) through telephone (and/or email and/or text) surveys and/or focus groups.

The consultant scope of services from the RFP is included in Attachment 2.

Procurement Process. We issued an RFP for consultant services to support reauthorization of San Francisco's transportation sales tax on April 22, 2021. We took steps to encourage participation from small and disadvantaged business enterprises, including advertising in six local newspapers: San Francisco Chronicle, San Francisco Examiner, Small Business



Exchange, Nichi Bei, El Reportero, and World Journal. We also distributed the RFP to certified small, disadvantaged, and local businesses; Bay Area and cultural chambers of commerce; and small business councils.

By the due date of May 24, 2021, we received nine proposals in response to the RFP. A selection panel comprised of Transportation Authority staff evaluated the proposals based on qualifications and other criteria identified in the RFP. The panel interviewed two firms on June 10, 2021. Based on the competitive process defined in the RFP and interviews, the panel recommends that the Board award the contract to the highest-ranked firm: EMC Research, Inc. The EMC Research, Inc. team distinguished itself based on its strong methodological approach to polling, its extensive experience with transportation revenue measure polling in San Francisco and the Bay Area, and its integrated team approach, with EMC Research, Inc. leading the overall work and surveying effort, and KMM Strategies providing messaging and communications support throughout the process. EMC Research, Inc. has recently completed similar work for the Sonoma County Transportation Authority, the Transportation Agency of Monterey County, the Peninsula Corridor Joint Powers Authority, and the Metropolitan Transportation Commission.

We established a Disadvantaged Business Enterprise (DBE)/Local Business Enterprise (LBE)/Small Business Enterprise (SBE) goal of 12% for this contract. Proposals from both interviewed teams exceeded the contract goal. The EMC Research, Inc. team includes a combined 27% DBE/LBE/SBE participation from multiple subconsultants, including InterEthnica, Inc., a San Francisco-based and women-owned firm; and Customer Research International, Inc., an Asian Pacific-owned firm. EMC Research, Inc. is headquartered in Oakland, California.

FINANCIAL IMPACT

The contract will be funded from Prop K sales tax funds. The first year's activity is included in the Transportation Authority's adopted Fiscal Year 2021/22 Budget. Sufficient funds will be included in future budgets to cover the remaining cost of the contract.

CAC POSITION

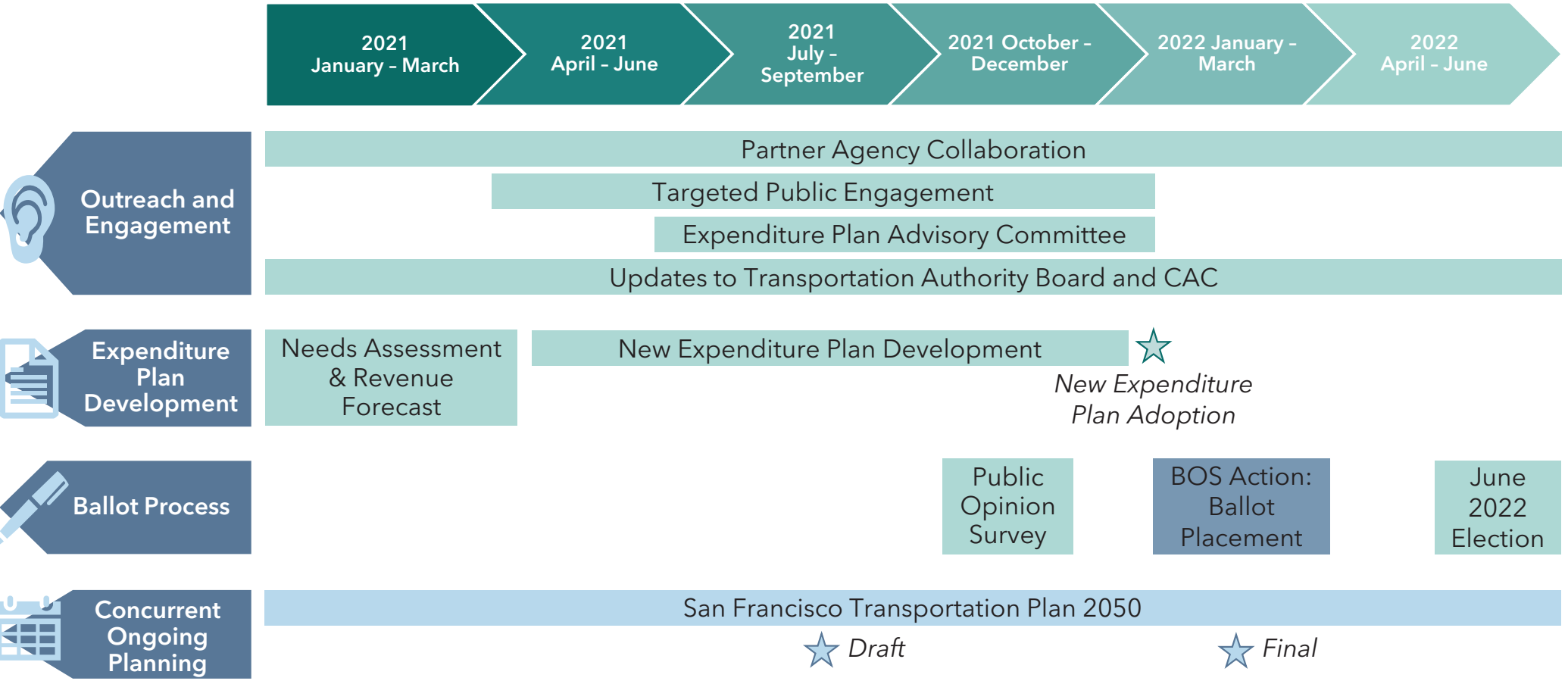
The Community Advisory Committee considered this item at its June 23, 2021 meeting, and unanimously adopted a motion of support for the staff recommendation.

SUPPLEMENTAL MATERIALS

- Attachment 1 – Proposed Process and Schedule
- Attachment 2 – Scope of Services



Proposed Process and Schedule



Attachment 2

Scope of Services

The Transportation Authority seeks consultant services to support reauthorization of San Francisco's transportation sales tax. The goal of requested surveying work to be performed by the selected consultant is to help determine the electoral feasibility of adopting a New Transportation Expenditure Plan and extend the existing half-cent transportation sales tax to provide long-term funding for transportation improvements in San Francisco. The selected consultant will develop and administer a telephone and/or email and/or text survey of likely San Francisco voters. Analysis of responses should be provided for likely June 2022 San Francisco voters as well as the subset of voters likely to vote in the November 2022 election. The survey methodology should address the following:

- 1) Testing reauthorization of the existing local transportation sales tax (of 0.5%), and potentially looking at this in combination with other local transportation measures that may be targeting the same ballot, e.g. the SFMTA discussed the possibility of a General Obligation Bond and/or a Community Facilities District ballot measure(s) as potential candidates for a June 2022 ballot.
- 2) Significant preference differences among likely voters for different types of projects such as improving public transit (both local and regional), repairing local streets, reducing traffic congestion, improving pedestrian and cyclist safety, maintaining and repairing MUNI facilities, and increasing and protecting transit services (MUNI operations and paratransit).
- 3) Significant preference differences among likely voters between different geographic areas within San Francisco and for different ethnic and income groups.
- 4) Significant preference differences among likely voters between those who identify themselves primarily as drivers versus users of transit or other sustainable transportation modes.

The intent is to achieve a margin of error between 3-4% for tabulations aggregated to the citywide level, and for four to five groupings of supervisorial districts for both the likely June 2022 and November 2022 voters. Further, for comparisons of responses from drivers versus transit users, and other subcategories, it is understood that the margin of error will vary and will generally be larger than 3-4%.

Finally, the proposed schedule for this effort will assume we are targeting the June 2022 election, which will require a Board of Supervisors action to place a measure on the ballot no later than early March 2022.

The work to be performed under contract includes the following tasks: 1) Project Management, 2) Draft Voter Survey, 3) Conduct Survey and Compile Results, 4) Public Messaging, and 5) Optional Tasks. The tasks are detailed below:

TASK 1 - Project Management

Provide project management and administration to deliver the approved scope of services within the approved schedule and budget.

Deliverables:

1. *Project reporting and invoices by task*
2. *Weekly progress meetings*

TASK 2 - Draft Voter Survey

Based upon input from Transportation Authority staff, prepare the draft survey instrument for the voter opinion poll and document the sample survey methodologies and process proposed to conduct the survey and to analyze the survey results, i.e., detailed polling work plan including recommendations on polling instrument(s), sample size and margins of error, etc. Present proposal to staff and revise the instrument and polling methodologies based upon comments. If recommended by the selected consultant and subject to Transportation Authority approval, conduct a pretest of the survey instrument to determine any needed revisions to assure the maximum possible response rate and valid responses. Considering the results of the pretest and additional comments from Transportation Authority staff, revise the survey instrument and the sample survey methodology.

Deliverables:

1. *Draft survey instruments and methodologies, and discussion with Transportation Authority staff*
2. *Review of pretest results with Transportation Authority staff, if authorized*
3. *Final survey instruments and methodologies*

TASK 3 - Conduct Survey and Compile Results

Conduct the survey as described in the final draft survey instrument and methodologies. Analyze survey results and incorporate the following items in the draft survey report: a tabulation of survey results, cross tabulations as appropriate, key findings, detailed findings, conclusions, recommendations, and other relevant information. Prepare stand-alone executive summary. Discuss the draft survey report with Transportation Authority staff and prepare final survey report and the stand-alone executive summary, incorporating Transportation Authority staff comments.

Deliverables:

1. *Updates on survey progress and relevant issues*
2. *Preliminary summary of results and discussion of results with staff (draft presentation slide format is acceptable)*
3. *Draft and final survey report, including executive summary*
4. *Draft and final presentation slide deck, and presentation to Transportation Authority Board, meeting date TBD*

TASK 4 - Public Messaging

Assist the Transportation Authority in developing messaging to educate and inform residents citywide about a proposed ballot measure.

1. *Deliverable(s): Draft and final messaging*

OPTIONAL TASK 5 - Conduct Additional Round of Surveys

Subject to Transportation Authority approval, conduct a second round of surveys to further test the sales tax. The second round of survey work would be expected to build upon the work and survey results obtained for the first round. New areas of exploration for the second round may include re-

testing of local revenue measures against other state, regional or local revenue measures anticipated to be on the same ballot and/or more refined testing meant to inform development and refinement of a draft Expenditure Plan(s) through telephone (and/or email and/or text) surveys and/or focus groups. It is expected that the level of effort for the second round of surveys would be less than the first and that the selected consultant would build upon deliverables produced for the first round.

Deliverables:

1. *To be determined if and when optional tasks are authorized by the Transportation Authority.*

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San Francisco
County Transportation
Authority



RESOLUTION APPROPRIATING \$180,000 IN PROP K FUNDS FOR THE CAPITAL PROJECT DELIVERY REVIEW AND BEST PRACTICES STUDY

WHEREAS, At the April 23, 2021 Transportation Authority Board meeting, Transportation Authority Chair Mandelman and Vice Chair Peskin requested that staff lead a review of best practices for delivery of large scale and/or complex capital projects to improve overall project delivery performance of transportation capital projects in the city; and

WHEREAS, Transportation Authority staff worked with the Chair and Vice Chair to prepare a proposed scope of work for the Capital Project Delivery Review and Best Practices Study to conduct a review of current city experience, lessons learned and industry best practices for large scale/complex capital project delivery, oversight and management and has requested appropriation of \$180,000 in Prop K local transportation sales tax funds to fund the study; and

WHEREAS, Given the proposed scope focuses on capital project delivery, staff recommended funding the study with "off-the-top" Prop K funds rather than funds from any specific category of the Prop K Expenditure Plan; and

WHEREAS, Appropriation of the requested funds requires concurrent amendment of the 2019 Prop K Strategic Plan to increase the amount of Prop K funds available for the Transportation Authority's Prop K project delivery oversight efforts by \$180,000 in Fiscal Year 2021/22; and

WHEREAS, The requested Strategic Plan amendment would result in a negligible increase (0.0010%) to the assumed level of financing costs for the 30-year Prop K program; and

WHEREAS, After reviewing the requests, Transportation Authority staff recommended appropriating \$180,000 in Prop K funds for the Capital Project Delivery Review And Best Practices Study, as described in Attachment 3 and detailed in the attached allocation request form, which includes staff recommendations for the Prop K appropriation amount, required deliverables, timely use of funds requirements, special conditions, and Fiscal Year Cash Flow Distribution Schedule; and



WHEREAS, There are sufficient funds in the Capital Expenditures line item of the Transportation Authority's approved Fiscal Year 2021/22 budget to cover the proposed actions; and

WHEREAS, In order for staff to immediately begin work on the proposed study given the upcoming Board recess, the proposed appropriation has been agendized for approval on its first read at the July 28, 2021 meeting; now, therefore, be it

RESOLVED, That the Transportation Authority hereby amends the Prop K Strategic Plan to increase the amount of Prop K funds available for the Transportation Authority's Prop K project delivery oversight efforts by \$180,000 in Fiscal Year 2021/22, as summarized in the attached allocation request form; and be it further

RESOLVED, That the Transportation Authority hereby appropriates \$180,000 in Prop K funds for the Capital Project Delivery Review and Best Practices Study, as summarized in Attachment 3 and detailed in the attached allocation request form; and be it further

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

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

RESOLVED, That the Capital Improvement Program of the Congestion Management Program is hereby amended.

Attachments:

1. Request Summary
2. Brief Project Description
3. Staff Recommendations
4. Prop K Allocation Summary - FY 2021/22
5. Allocation Request Form

| | | | | | | Leveraging | | | |
|--------|---------------------------------------|---------------------------------|---|---------------------------|--------------------------------------|---|---|-----------------------|-------------|
| Source | EP Line No./ Category ¹ | Project Sponsor ² | Project Name | Current Prop K Request | Total Cost for Requested Phase(s) | Expected Leveraging by EP Line ³ | Actual Leveraging by Project Phase(s) ⁴ | Phase(s) Requested | District(s) |
| Prop K | off-the-top | SFCTA | Capital Project Delivery Review and Best Practices Study ⁴ | \$ 180,000 | \$ 180,000 | NA | 0% | Planning | Citywide |
| TOTAL | | | | \$ 180,000 | \$ 180,000 | 0% | 0% | | |

Footnotes

- ¹ "EP Line No./Category" is either the Prop K Expenditure Plan line number referenced in the 2019 Prop K Strategic Plan or the Prop AA Expenditure Plan category referenced in the 2017 Prop AA Strategic Plan, including: Street Repair and Reconstruction (Street), Pedestrian Safety (Ped), and Transit Reliability and Mobility Improvements (Transit) or the Traffic Congestion Mitigation Tax (TNC Tax) category referenced in the Program Guidelines.
- ² Acronyms: SFCTA (Transportation Authority)
- ³ "Expected Leveraging By EP Line" is calculated by dividing the total non-Prop K funds expected to be available for a given Prop K Expenditure Plan line item (e.g. Pedestrian Circulation and Safety) by the total expected funding for that Prop K Expenditure Plan line item over the 30-year Expenditure Plan period. For example, expected leveraging of 90% indicates that on average non-Prop K funds should cover 90% of the total costs for all projects in that category, and Prop K should cover only 10%.
- ⁴ "Actual Leveraging by Project Phase" is calculated by dividing the total non-Prop K or non-Prop AA funds in the funding plan by the total cost for the requested phase or phases. If the percentage in the "Actual Leveraging" column is lower than in the "Expected Leveraging" column, the request (indicated by yellow highlighting) is leveraging fewer non-Prop K dollars than assumed in the Expenditure Plan. A project that is well leveraged overall may have lower-than-expected leveraging for an individual or partial phase.

Attachment 2: Brief Project Descriptions ¹

| EP Line No./ Category | Project Sponsor | Project Name | Prop K Funds Requested | Project Description |
|--------------------------|--------------------|--|---------------------------|---|
| off-the-top | SFCTA | Capital Project Delivery Review and Best Practices Study | \$ 180,000 | Review of current city experience/lessons learned and industry best practices for large scale/complex capital project delivery, oversight, and management to improve overall project delivery performance of transportation capital projects. Requested by Transportation Authority Chair Mandelman and Vice Chair Peskin. Draft final report and recommendations will be complete by February 2022 and project team will present them to the CAC and Board for approval in March 2022. |
| TOTAL | | | \$180,000 | |

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations ¹

| EP Line No./ Category | Project Sponsor | Project Name | Prop K Funds Recommended | Recommendations |
|-----------------------|-----------------|--|--------------------------|--|
| off-the-top | SFCTA | Capital Project Delivery Review and Best Practices Study | \$ 180,000 | Prop K Strategic Plan Amendment: Appropriation of the requested Prop K funds requires concurrent amendment of the 2019 Prop K Strategic Plan to increase the amount of Prop K funds available for the Authority's Prop K project delivery oversight efforts by \$180,000 in Fiscal Year 2021/22 (i.e., these funds would come "off-the-top" rather than from any specific Expenditure Plan line). |
| TOTAL | | | \$ 180,000 | |

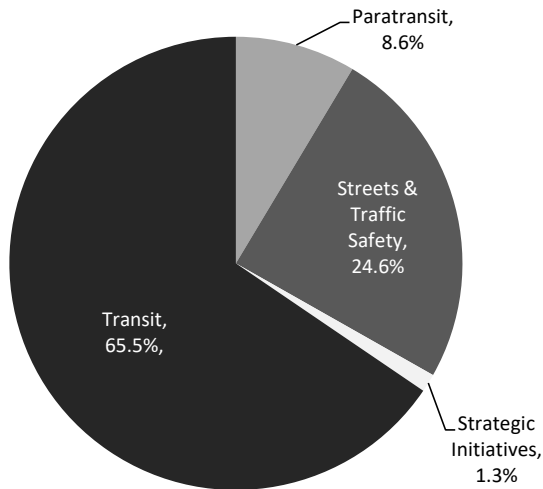
¹ See Attachment 1 for footnotes.

**Attachment 4.
Prop K Allocation Summary - FY2021/22**

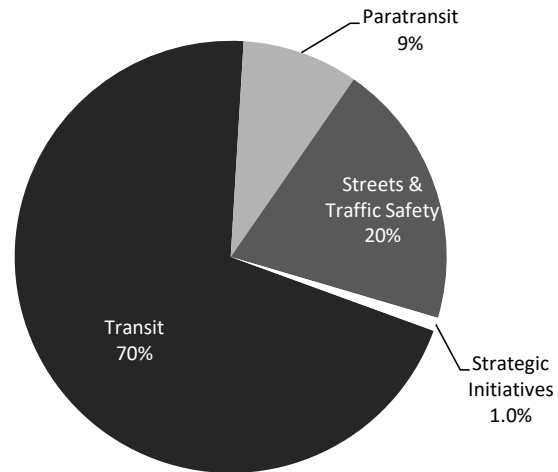
| PROP K SALES TAX | | | | | | |
|-------------------------|---------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| FY2021/22 | Total | FY 2021/22 | FY 2022/23 | FY 2023/24 | FY 2024/25 | FY 2025/26 |
| Prior Allocations | \$ 26,454,988 | \$ 16,441,381 | \$ 9,098,607 | \$ 915,000 | \$ - | \$ - |
| Current Request(s) | \$ 180,000 | \$ 180,000 | \$ - | \$ - | \$ - | \$ - |
| New Total Allocations | \$ 26,634,988 | \$ 16,621,381 | \$ 9,098,607 | \$ 915,000 | \$ - | \$ - |

The above table shows maximum annual cash flow for all FY 2021/22 allocations and appropriations approved to date, along with the current recommended allocation(s) and appropriation.

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



Prop K Investments To Date



Attachment 5

San Francisco County Transportation Authority Allocation Request Form

| | |
|---------------------------------|--|
| FY of Allocation Action: | FY2021/22 |
| Project Name: | Capital Project Delivery Review and Best Practices Study |
| Grant Recipient: | San Francisco County Transportation Authority |

EXPENDITURE PLAN INFORMATION

| | |
|---------------------------------|--------------------------------------|
| PROP K Expenditure Plans | Transportation/Land Use Coordination |
| Current PROP K Request: | \$180,000 |
| Supervisory District | Citywide |

REQUEST

Brief Project Description

Review of current city experience/lessons learned and industry best practices for large scale/complex capital project delivery, oversight, and management to improve overall project delivery performance of transportation capital projects. Requested by Transportation Authority Chair Mandelman and Vice Chair Peskin.

Detailed Scope, Project Benefits and Community Outreach

See attached task-based scope description.

Project Location

NA

Project Phase(s)

Planning/Conceptual Engineering (PLAN)

5YPP/STRATEGIC PLAN INFORMATION

| | |
|---|-------------|
| Type of Project in the Prop K 5YPP/Prop AA Strategic Plan? | New Project |
|---|-------------|

Justification for Necessary Amendment

Appropriation of the requested Prop K funds requires concurrent amendment of the 2019 Prop K Strategic Plan to increase the amount of Prop K funds available for the Authority's Prop K project delivery oversight efforts by \$180,000 in Fiscal Year 2021/22 (i.e., these funds would come "off-the-top" rather than from any specific Expenditure Plan line).

CAPITAL PROJECT DELIVERY BEST PRACTICES STUDY

Introduction

On April 23, 2021, the Transportation Authority held a hearing on the City Controller's office San Francisco Municipal Transportation Authority (SFMTA) Capital Programs Audit findings (dated February 16, 2021) as well as SFMTA's Improving Project Delivery Update (dated April 13, 2021). Transportation Authority Chair Mandelman and Vice Chair Peskin subsequently requested a review of current city experience/lessons learned and industry best practices for large scale/complex capital project delivery, oversight, and management to improve overall project delivery performance of transportation capital projects.

The proposed Project Delivery Review would consist of 3 activities:

1. Project Delivery Roundtable – Convene a group of senior administrators and policy experts for a kick-off workshop meeting to review past and current experience in large scale capital project delivery and the factors that may be relevant to that experience including but not limited to: city policies, regulations, management practices and administrative rules/procedures. Group would also meet to hear draft findings/recommendations of the Study.
 - a. Participants: Chair Mandelman and Vice Chair Peskin, SFMTA/San Francisco International Airport (SFO)/San Francisco Public Utilities Commission (SFPUC)/ San Francisco Public Works (SFPW) Director(s)/Commissioner(s), current and past City Administrators, Current and past Controllers, SPUR, and UC Berkeley or other academic experts
2. Case Studies – Synthesize existing published reports on complex local/regional projects and develop new case studies of 3-4 projects using original interviews with key staff and other research as needed, including construction contractors' interviews
 - a. Harvey Milk Terminal & SFO Runway Projects (28R/28L) (SFO)
 - b. YBI East Side Ramps (Transportation Authority or SFCTA)
 - c. Past and present CCSF projects TBD
3. Sponsors Workshops/Interviews - Convene relevant City of San Francisco agency stakeholders, namely, SFMTA, SFPW, SFPUC, SFO, San Francisco Controller's Office, and San Francisco Mayor's Office to discuss experience, best practices, and lessons learned as well as to develop an overall approach to improving the delivery of major / complex transportation capital projects in San Francisco. Other potential regional and state agencies may also be consulted or invited to participate in the Sponsors Workshops such as Caltrans, the Metropolitan Transportation Commissioner/Bay Area Toll Authority (MTC/BATA), BART, SPUR, and Bay Area County Transportation Authority (BACTA) agencies.

The Transportation Authority recognizes the technical and institutional complexity of project delivery, the importance of delivering projects on time and within budget, the need to minimize schedule and budget overruns, the limited available transportation funding resources, and the overwhelming need to take a "lessons learned approach" in order to develop comprehensive recommendations to change the City project delivery processes and to restore public confidence in the ability to deliver large scale/complex Prop K and other tax-payer funded transportation projects.

Expert Interviews

The Transportation Authority proposes to assemble a team of key agency staff and outside expert consultant services support to advise in their respective fields of project management, financial systems controls, construction management and change management.

CAPITAL PROJECT DELIVERY BEST PRACTICES STUDY

Key Agency Participants:

Jeff Tumlin, Tom McGuire, Siew Chen – SFMTA
 Alaric Degrafinried, Alberto Ko, John Thomas, Ron Alameida – SFPW
 Michael Carlin, Alan Johanson Head of CM – SFPUC
 Ivar Satero, Geoff Neumayr – SFO
 Robert Beck – Treasure Island Development Authority
 SF Controllers Office staff

Other/Outside Experts

Rudy Nothenberg – former SF City Administrator
 Andrew Fremier – MTC/BATA
 Ethan Elkind – UC Berkeley Boalt School of Law

Overview of Approach

This effort includes the compilation and review of pertinent City-led project development documentation including engineering, environmental, right of way, project funding/financing plans, construction, and current City Department oversight structures and management practices to inform recommendations for a proposed program or institutional/organizational changes to implement future City-led transportation projects more effectively. Input into this process will come from key agency staff and consultant experts well versed in the project delivery, financing and governmental structures that contribute to the successful implementation of transportation projects. Case studies, including Lessons Learned analysis on comparable projects will be assembled for agency and expert panel's review and comment. Interviews will be conducted with involved sponsoring agencies, and a series of workshops will be conducted with selected consultant experts for input in the areas of delivery, financing and oversight requirements. Draft recommendations will be prepared and discussed with stakeholders and experts for delivery, finance, management, and oversight

This work is divided into four main tasks:

- Task 1: Study Kick-Off Meeting and Subsequent Stakeholder Engagement
- Task 2: Development of Lessons Learned from Case Studies
- Task 3: Develop Project Delivery Project Management Policy and Oversight Options
- Task 4: Preliminary Recommendations and Preparation of a Final Report

We anticipate holding 6-8 workshops for this assignment.

Task 1 Study Kick Off Meeting and Agency Stakeholder Interviews

- a. Kick Off Meeting/Project Delivery Roundtable: The Transportation Authority, with assistance from a Partnering expert facilitator, will conduct a kickoff meeting with policymakers, key City and County of San Francisco administrators, and agency officials and consultant experts. The meeting will include a presentation of the proposed approach, schedule, assignment of stakeholder responsibilities and expectations for the six-month effort as well as a presentation on organizational health change management goals and objectives. This group will also hear draft findings and recommendations toward the end of the study. **Kick-off meeting early September 2021 subject to key participants availability.**
- b. Sponsors Workshop(s), Agency Stakeholder Interviews: The Transportation Authority consultant team will also hold a Sponsors Workshop and conduct interviews of key major project stakeholders to better understand overall existing conditions, challenges and opportunities, including initial input of best practices for oversight and project delivery.

CAPITAL PROJECT DELIVERY BEST PRACTICES STUDY

Key Agency Stakeholders:

SFMTA, SFPW, SFPUC, SFO, San Francisco Controller's Office, San Francisco Mayor's Office, SFCTA

Deliverable:

Meeting, Workshop and Interview Summaries

Task 2 Lessons Learned Case Studies, Project Best Practices Review

The Transportation Authority consultant team will:

- a. Prepare, review and present summary case studies for at least three large-scale/complex transportation projects. These may include:
 - a. Harvey Milk Terminal (SFO)
 - b. YBI Ramps (SFCTA)
 - c. Others TBD

In developing these case studies, the Transportation Authority consultant team will rely upon recent public audits conducted for these programs and input from national sources, agency stakeholders and a team of expert consultants. The case studies will serve to inform subsequent workshops and recommendations. The analysis will identify potential best practices and lessons learned in the areas of oversight, decision-making, program management, project delivery (including contracting methods), risk management, and construction management/construction.

Other Potential Participants:

Caltrans, MTC/BATA, BART, UC Berkeley, San Francisco Bay Area Planning and Urban Research Association (SPUR), others TBD

Deliverable:

1. *Draft and Final Lessons Learned Case Studies Best Practices Memorandum – November 2021*

Task 3 Develop Policy and Oversight Options/Recommendations

Agency stakeholders and Transportation Authority consultants will review current City agency policy and oversight arrangements and processes, and identify alternative structures, capabilities and protocols to enhance or strengthen these as appropriate, given the roundtable discussions, lessons learned and key interviews identified in Tasks 1 and 2. This task includes design, facilitation and participation in workshops with city agency stakeholders and outside experts, as necessary. They will address policies (procurement, capital planning/coordination, etc.), organizational structures and oversight approaches based on best practices, both looking at ways to strengthen existing institutional structures and approaches, as well as alternative structures and approaches.

Deliverable:

1. *Draft and Final Governance and Oversight Options Memorandum – December 2021/January 2022*

CAPITAL PROJECT DELIVERY BEST PRACTICES STUDY

Task 4 Preliminary Recommendations and Final Report

A draft Final Report will be prepared incorporating all study activities, findings and recommendations for Project Delivery Roundtable review and stakeholder/sponsor review. A final report will be prepared for presentation to the Transportation Authority Community Advisory Committee and Board.

Deliverables:

- 1. Draft Final Report – January 2022***
- 2. Final Report – February 2022***

Budget: \$180,000

Consultant: \$150,000 (facilitation, expert interviews, advisory services)

SFCTA Staff: \$30,000

San Francisco County Transportation Authority Allocation Request Form

| | |
|---------------------------------|--|
| FY of Allocation Action: | FY2021/22 |
| Project Name: | Capital Project Delivery Review and Best Practices Study |
| Grant Recipient: | San Francisco County Transportation Authority |

ENVIRONMENTAL CLEARANCE

| | |
|----------------------------|-----|
| Environmental Type: | N/A |
|----------------------------|-----|

PROJECT DELIVERY MILESTONES

| Phase | Start | | End | |
|--|-------------|---------------|-------------|---------------|
| | Quarter | Calendar Year | Quarter | Calendar Year |
| Planning/Conceptual Engineering (PLAN) | Jul-Aug-Sep | 2021 | Jan-Feb-Mar | 2022 |
| Environmental Studies (PA&ED) | | | | |
| Right of Way | | | | |
| Design Engineering (PS&E) | | | | |
| Advertise Construction | | | | |
| Start Construction (e.g. Award Contract) | | | | |
| Operations (OP) | | | | |
| Open for Use | | | | |
| Project Completion (means last eligible expenditure) | | | Jul-Aug-Sep | 2022 |

SCHEDULE DETAILS

| | | |
|-----------|-----------|------------|
| Schedule: | Start | Finish |
| Task: 1 | Sept 2021 | March 2022 |
| Task: 2 | Oct 2021 | Nov 2021 |
| Task: 3 | Nov 2021 | Jan 2022 |
| Task: 4 | Jan 2022 | Feb 2022 |

San Francisco County Transportation Authority Allocation Request Form

| | |
|---------------------------------|--|
| FY of Allocation Action: | FY2021/22 |
| Project Name: | Capital Project Delivery Review and Best Practices Study |
| Grant Recipient: | San Francisco County Transportation Authority |

FUNDING PLAN - FOR CURRENT REQUEST

| Fund Source | Planned | Programmed | Allocated | Project Total |
|---|-----------|------------|-----------|---------------|
| Prop K off-the-top | \$180,000 | \$0 | \$0 | \$180,000 |
| Phases In Current Request Total: | \$180,000 | \$0 | \$0 | \$180,000 |

COST SUMMARY

| Phase | Total Cost | PROP K - Current Request | Source of Cost Estimate |
|---------------------------------|------------|--------------------------|---------------------------------------|
| Planning/Conceptual Engineering | \$180,000 | \$180,000 | Staff estimate based on scope of work |
| Environmental Studies | \$0 | | |
| Right of Way | \$0 | | |
| Design Engineering | \$0 | | |
| Construction | \$0 | | |
| Operations | \$0 | | |
| Total: | \$180,000 | \$180,000 | |

| | |
|------------------------------|------------|
| % Complete of Design: | 0.0% |
| As of Date: | 07/06/2021 |
| Expected Useful Life: | N/A |

MAJOR LINE ITEM BUDGET - Capital Project Delivery Review and Best Practices Study
BUDGET SUMMARY

| Agency | Task 1 - Study Kick Off Meeting/ Interviews | Task 2 - Lessons Learned, Case Studies, Review | Task 3 - Develop Policy/ Oversight Recommendations | Task 4 - Preliminary Recommendations and Final Report | | Total |
|----------------|---|--|--|---|--|-------------------|
| SFCTA | \$ 3,000 | \$ 12,000 | \$ 7,500 | \$ 7,500 | | \$ 30,000 |
| Consultant | \$ 15,000 | \$ 60,000 | \$ 37,500 | \$ 37,500 | | \$ 150,000 |
| Total | \$ 18,000 | \$ 72,000 | \$ 45,000 | \$ 45,000 | | \$ 180,000 |
| Rounded | | | | | | |

LABOR DETAILS

| SFCTA | Hours | Base Hourly Rate | Overhead Multiplier | Fully Burdened Hourly Cost | FTE | Total |
|---------------------------|------------|------------------|---------------------|----------------------------|--------------|------------------|
| Executive/Deputy Director | 70 | \$ 102.47 | \$ 2.50 | \$ 254.39 | 0.034 | \$ 17,807 |
| Communications Director | 10 | \$ 53.10 | \$ 2.50 | \$ 132.87 | 0.005 | \$ 1,329 |
| Rail Program Manager | 60 | \$ 71.93 | \$ 2.50 | \$ 179.97 | 0.029 | \$ 10,798 |
| Total | 140 | | | | 0.067 | \$ 29,934 |

San Francisco County Transportation Authority Allocation Request Form

| | |
|---------------------------------|--|
| FY of Allocation Action: | FY2021/22 |
| Project Name: | Capital Project Delivery Review and Best Practices Study |
| Grant Recipient: | San Francisco County Transportation Authority |

SFCTA RECOMMENDATION

| | | | |
|--------------------------------|-----------|---------------------------------|-----------|
| Resolution Number: | | Resolution Date: | |
| Total PROP K Requested: | \$180,000 | Total PROP K Recommended | \$180,000 |

| | | | |
|----------------------------|---|-------------------------|---|
| SGA Project Number: | | Name: | Capital Project Delivery Best Practices |
| Sponsor: | San Francisco County Transportation Authority | Expiration Date: | 09/30/2022 |
| Phase: | Planning/Conceptual Engineering | Fundshare: | 100% |

Cash Flow Distribution Schedule by Fiscal Year

| Fund Source | FY 2021/22 | FY 2022/23 | FY 2023/24 | FY 2024/25 | FY 2025/26 | Total |
|--------------------|------------|------------|------------|------------|------------|-----------|
| PROP K off-the-top | \$180,000 | \$0 | \$0 | \$0 | \$0 | \$180,000 |

Deliverables

- Quarterly progress reports (QPRs) shall include % complete of the funded phase, % complete by task, work performed in the prior quarter, work anticipated to be performed in the upcoming quarter, and any issues that may impact schedule, in addition to all other requirements described in the Standard Grant Agreement.
- Upon completion of Task 2 (anticipated November 2021) provide a draft memorandum on Lessons Learned Case Studies Best Practices
- Upon completion of Task 3 (anticipated December 2021) provide a draft memorandum on Governance and Oversight Options.
- Project team shall present the Draft Final Report to the CAC and Board for approval (anticipated January/February 2022).
- Upon completion (anticipated February 2022), provide Final Report.

Special Conditions

- The recommended appropriation is contingent upon amendment of the Prop K Strategic Plan. See attached Strategic Plan amendment for details.

Notes

- Project updates may be calendared on an occasional basis in the Transportation Authority Board and/or CAC meeting agendas, at the discretion of the Board Chair and Executive Director. Updates may be consent or discussion items with presentation by the project team. In either case Transportation Authority staff will be in attendance to present or answer questions from Board and CAC members, if requested.

| Metric | PROP K | TNC TAX | PROP AA |
|-------------------------------------|--------|------------|------------|
| Actual Leveraging - Current Request | 0.0% | No TNC TAX | No PROP AA |
| Actual Leveraging - This Project | NA | No TNC TAX | No PROP AA |

San Francisco County Transportation Authority Allocation Request Form

| | |
|---------------------------------|--|
| FY of Allocation Action: | FY2021/22 |
| Project Name: | Capital Project Delivery Review and Best Practices Study |
| Grant Recipient: | San Francisco County Transportation Authority |

EXPENDITURE PLAN SUMMARY

| | |
|--------------------------------|-----------|
| Current PROP K Request: | \$180,000 |
|--------------------------------|-----------|

- 1) The requested sales tax and/or vehicle registration fee revenues will be used to supplement and under no circumstance replace existing local revenues used for transportation purposes.

Initials of sponsor staff member verifying the above statement:

SR

CONTACT INFORMATION

| | Project Manager | Grants Manager |
|---------------|--------------------------------------|--|
| Name: | Eric Cordoba | Anna LaForte |
| Title: | Deputy Director for Capital Projects | Deputy Director for Policy & Programming |
| Phone: | (415) 522-4812 | (415) 522-4805 |
| Email: | eric.cordoba@sfcta.org | anna.laforte@sfcta.org |

**2019 Prop K Strategic Plan Proposed
Amendment 6
Programming and Finance Costs (YOE \$'s)**

| EP No. | EP Line Item | Total Available Funds | Percent of Available Funds Spent on Financing | Total Programming & Finance Costs | |
|---|--------------|-----------------------|---|-----------------------------------|------------------|
| TOTAL STRATEGIC PLAN - as Amended | | \$ 2,795,502,776 | 8.52% | Programming | \$ 2,484,111,808 |
| | | | | Finance Costs | \$ 238,108,913 |
| | | | | Total | \$ 2,722,220,721 |
| TOTAL STRATEGIC PLAN - as Proposed | | \$ 2,795,352,626 | 8.52% | Programming | \$ 2,484,111,808 |
| | | | | Finance Costs | \$ 238,123,585 |
| | | | | Total | \$ 2,722,235,393 |
| TOTAL STRATEGIC PLAN - Change | | \$ (150,150) | 0.0010% | Programming | \$ - |
| | | | | Finance Costs | \$ 14,672 |
| | | | | Total | \$ 14,672 |



Memorandum

AGENDA ITEM 7

DATE: July 22, 2021

TO: Transportation Authority Board

FROM: Eric Cordoba – Deputy Director for Capital Projects

SUBJECT: 07/27/2021 Board Meeting: Appropriate \$180,000 in Prop K Funds for the Capital Project Delivery Review and Best Practices Study

RECOMMENDATION

☐ Information ☒ Action

Appropriate \$180,000 of Prop K funds to the Transportation Authority for Capital Project Delivery Review and Best Practices Study

SUMMARY

On April 23, 2021, the Transportation Authority held a hearing to discuss the City Controller's office San Francisco Municipal Transportation Agency (SFMTA) Capital Programs Audit findings (dated February 16, 2021) as well as SFMTA's Improving Project Delivery Update (dated April 13, 2021). Chair Mandelman and Vice Chair Peskin subsequently requested a review of current city experience/lessons learned and industry best practices for large scale/complex capital project delivery, oversight, and management to improve overall project delivery performance of transportation capital projects. The effort, described in detail in the attached allocation request form, would consist of 3 major activities: a Project Delivery Roundtable, case studies, and sponsor workshops/interviews with relevant city agency stakeholders, namely SFMTA, San Francisco Public Works (SFPW), San Francisco Public Utilities Commission (SFPUC), and San Francisco Airport (SFO), San Francisco Controller's Office, and the Mayor's Office. We may also consult with and/or invite other regional and state agencies to participate as well. We anticipate completing the draft final report in February 2022 and bringing it to the Board for approval in March 2022. This item is calendared for approval on first read in order for work to begin immediately rather than waiting until September, given the upcoming Board recess.

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



BACKGROUND

The Transportation Authority recognizes the technical and institutional complexity of project delivery, the importance of delivering projects on time and within budget, the need to minimize schedule and budget overruns, the limited available transportation funding resources, and the overwhelming need to take a "lessons learned approach" in order to develop comprehensive recommendations to improve the City project delivery processes and to restore public confidence in the ability to deliver Prop K and other taxpayer funded transportation projects.

Given that background, we believe it is advantageous to directly engage with the existing San Francisco Collaborative Partnering Steering Committee (SFCPSC) that was formed in June 2016 by the six City departments delivering public works construction projects and members of the construction industry organizations who deliver projects within the City and County of San Francisco. Staff from the Port of San Francisco, *SFO, SFMTA, SFPW, SFPUC*, and San Francisco Recreation & Parks, as well as leaders from key Industry associations joined the SFCPSC with the intention of improving construction culture on projects city wide. The goal of this endeavor is to build on efforts of the existing SFCPSC with strategic partnering to create a consensus building system to identify barriers to collaboration and co-create to amend policy, practices and procedures.

DISCUSSION

The specific proposed Capital Project Delivery Review and Best Practices effort would consist of 3 major activities:

1. **Project Delivery Roundtable** – Convene a group of senior administrators and policy experts for a kick-off workshop meeting to review past and current experience in large scale capital project delivery and the factors that may be relevant to that experience including but not limited to city policies, regulations, management practices and administrative rules/procedures. The group would also meet to hear draft findings/recommendations of the Study.
 - a. Participants: Chair Mandelman and Vice Chair Peskin, *SFMTA/SFO/SFPUC/DPW* Director(s)/Commissioner(s), current and past City Administrators, current and past Controllers, *SPUR*, and *UC Berkeley* or other academic experts
2. **Case Studies** – Synthesize existing published reports on complex local/regional projects and develop new case studies of 3-4 projects using original interviews with key staff and other research as needed, including construction contractors' interviews:
 - a. Harvey Milk Terminal & SFO Runway Projects (28R/28L) (*SFO*)
 - b. YBI East Side Ramps (Transportation Authority)
 - c. Past and present City and County of San Francisco (*CCSF*) projects TBD
3. **Sponsors Workshops/Interviews** – Convene relevant *CCSF* agency stakeholders, namely, *SFMTA, SFPW, SFPUC, SFO*, San Francisco Controller's Office, and San Francisco Mayor's Office to discuss experience, best practices, and lessons learned as well as to develop an overall approach to improving the delivery of major / complex transportation capital projects in San



Francisco. Other potential regional and state agencies may also be consulted or invited to participate in the Sponsors Workshops: Caltrans, the Metropolitan Transportation Commission/Bay Area Toll Authority (MTC/BATA), BART, SPUR, and Bay Area County Transportation Agencies (e.g. sales tax authorities, congestion management agencies).

To carry out this scope of work, we propose to assemble a team of key agency staff and outside expert consultant services support to advise in their respective fields of project management, financial systems controls, construction management and change management. Proposed participants are listed below:

Key Agency Participants:

Jeffrey Tumlin, Tom McGuire, Siew Chen, SFMTA
Alaric Degrafinried, Alberto Ko, John Thomas, Ron Alameida, SFPW
Michael Carlin, Alan Johanson Head of Construction Management, SFPUC
Ivar Satero, Geoff Neumayr, SFO
Robert Beck, Treasure Island Development Authority
SF Controller's Office staff

Outside Experts:

Rudy Nothenberg, former SF City Administrator
Andrew Fremier, MTC/BATA
Ethan Elkind, UC Berkeley Boalt School of Law

This effort, as identified in more detail in the allocation request form (Attachment 5), includes the compilation and review of pertinent City-led project development documentation including engineering, environmental, right of way, project funding/financing plans, construction, and current City agency oversight structures and management practices to inform recommendations for a proposed program or institutional/organizational changes to implement future City-led transportation projects more effectively. Input into this process will come from key agency staff and consultant experts well versed in the project delivery, financing and governmental structures that contribute to the successful implementation of transportation projects. Case studies, including Lessons Learned analysis on comparable projects will be assembled for agency and expert panel's review and comment. Interviews will be conducted with involved sponsoring agencies, and a series of workshops will be conducted with selected consultant experts for input in the areas of delivery, financing and oversight requirements. Draft recommendations will be prepared and discussed with stakeholders and experts for delivery, finance, management, and oversight

This work is divided into four main tasks with deliverables as noted below:

Task 1: Study Kick-Off Meeting and Subsequent Stakeholder Engagement

Deliverable: Meeting, Workshop and Interview Summaries

Task 2: Development of Lessons Learned from Case Studies

Deliverable: Lessons Learned Case Studies Best Practices Memorandum

Task 3: Develop Project Delivery Project Management Policy and Oversight Options

Deliverable: Governance and Oversight Options Memorandum



Task 4: Preliminary Recommendations and Preparation of a Final Report

Deliverable: Final Report

We anticipate holding 6-8 workshops for this assignment leading to a final report with recommendations that we anticipated presenting to the Board for adoption in March 2022.

FINANCIAL IMPACT

The recommended action would appropriate \$180,000 in Prop K funds. The appropriation would be subject to the Fiscal Year Cash Flow Distribution Schedule contained in the enclosed Allocation Request Form.

Appropriation of the requested Prop K funds requires concurrent amendment of the 2019 Prop K Strategic Plan to increase the amount of Prop K funds available for the Transportation Authority's Prop K project delivery oversight efforts by \$180,000 in Fiscal Year 2021/22 (i.e., these funds would come "off-the-top" rather than from any specific Expenditure Plan line), resulting in a negligible increase in finance costs of 0.0010% to the overall Prop K program.

Sufficient funds are included in the adopted Fiscal Year 2021/22 annual budget.

CAC POSITION

This item will be agendized for the July 28th CAC meeting as an information item. The draft final report will be presented to the CAC for input and action prior to presenting it to the Board for adoption.

SUPPLEMENTAL MATERIALS

- Attachment 1 – Request Summary
- Attachment 2 – Brief Project Description
- Attachment 3 – Staff Recommendations
- Attachment 4 – Prop K Allocation Summary – FY 2021/22
- Attachment 5 – Allocation Request Form

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San Francisco
County Transportation
Authority



RESOLUTION ADOPTING THE DISTRICT 4 MOBILITY STUDY REPORT [NTIP]

WHEREAS, The District 4 Mobility Study was recommended by Commissioner Mar for in Prop K half-cent sales tax funds from the Transportation Authority's Neighborhood Transportation Improvement Program (NTIP); and

WHEREAS, The District 4 Mobility Study sought to conduct public outreach and develop transportation solutions that would increase walking, biking and transit use in the Outer Sunset and Parkside neighborhoods; and

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

WHEREAS, The study was part of Commissioner Mar's Sunset Forward initiative, a collaboration with the San Francisco Planning Department, the Transportation Authority, and the District 4 Youth and Families Network, a coalition of non-profit community based-organizations in the Sunset District; and

WHEREAS, Staff conducted analysis and outreach to develop recommendations for the study such as a District 4 neighborway network, safety improvements on Lincoln Way, improving access and safety on key commercial corridors and improving north-south transit connections; and

WHEREAS, All proposed solutions described in the enclosed District 4 Mobility Study Final Report aim to improve multimodal travel options for residents of and visitors to District 4; and

WHEREAS, The final report identifies potential funding sources to advance the study's recommendations towards implementation; and

WHEREAS, The Transportation Authority Board first considered the District 4 Mobility Study Report at its July 27, 2021 meeting and the Community Advisory Committee considered the report at its July 28, 2021 meeting; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts the enclosed District 4 Mobility Study Report; and be it further

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



interested parties.

Enclosures:

1. District 4 Mobility Study Report
2. Appendices



Memorandum

AGENDA ITEM 8

DATE: July 22, 2021

TO: Transportation Authority Board

FROM: Hugh Louch – Deputy Director for Planning

SUBJECT: 07/27/21 Board Meeting: Adopt the District 4 Mobility Study Final Report

| | |
|---|---|
| <p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Adopt the District 4 Mobility Study Final Report</p> <p>SUMMARY</p> <p>In late 2019, Transportation Authority Board Member Gordon Mar requested that the Transportation Authority conduct the District 4 Mobility Study to explore ways to increase walking, biking and transit use in the Outer Sunset and Parkside neighborhoods. The enclosed draft final report identifies several recommendations such as a district family neighborhood network, a community shuttle, and improvements to north-south transit.</p> | <p><input type="checkbox"/> Fund Allocation</p> <p><input type="checkbox"/> Fund Programming</p> <p><input type="checkbox"/> Policy/Legislation</p> <p><input checked="" 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> |
|---|---|

BACKGROUND

Commissioner Mar recommended the District 4 Mobility Study for Prop K sales tax funding through the Neighborhood Transportation Improvement Program (NTIP). Transportation Authority staff collaborated with the San Francisco Municipal Transportation Agency (SFMTA) on the study. The study was also conducted as part of Commissioner Mar's Sunset Forward initiative, a collaboration with the San Francisco Planning Department, the Transportation Authority, and the District 4 Youth and Families Network, a coalition of non-profit community based-organizations in the Sunset District.

DISCUSSION

Outreach. Transportation Authority staff worked closely with the District 4 Office, SFMTA and Sunset Forward partners to conduct outreach. This included an initial round in Summer 2020, which was focused on understanding the challenges to walking, biking and transit for District



4 trips. We conducted another round of outreach in Spring 2021 to get feedback on the developing study concepts.

Outreach activities included virtual open house meetings, an online survey available in multiple languages, focus groups in Chinese (Cantonese), and a merchant workshop. The final report details these outreach activities and findings.

Analysis. The study team used SF-CHAMP, the Transportation Authority's travel forecasting tool, to conduct a travel market analysis to understand how people travel to, from, and within District 4 on a typical weekday (pre-pandemic). This analysis found:

- The single biggest vehicle trip market is between District 4 and San Mateo County. Due to the dispersed nature of San Mateo County destinations, transit service improvements are probably best focused on the northern part of San Mateo County where there are more trips to District 4.
- There are about 17,000 daily drive alone trips that occur just within District 4 and low levels of transit use (4 %). Enhancing transit, walking, and biking infrastructure may help create feasible options to automobile travel within the District 4.
- There are over 20,000 drive alone trips between District 4 and the Richmond and Inner Sunset.

Recommendations. Considering outreach and analysis findings, the study team developed the following conceptual recommendations from the study.

- A District 4 Family Neighborway Network, a network of residential streets using design strategies for safe walking and biking
- Safety Improvements on Lincoln Way
- Improving Access and Safety on Key Commercial Corridors through
 - New short-term curbside loading zones
 - Painted crosswalks
 - A community shuttle focused on improving access to commercial corridors but could also improve access to other nearby destinations like parks/open space, major transit connections, and schools.
- Improving north-south transit, such as
 - Advancing planning for increasing frequency and transit priority for 28/28R and 29/29R
 - Considering alternative designs for 18 or 66 bus lines
 - Exploring opportunities for a regional bus route that serves the west side and northern Peninsula

Next Steps. Because the study only developed conceptual ideas, all recommendations require further planning, design and/or evaluation prior to implementation In coordination



with the District 4 Office, Transportation Authority and SFMTA staff have prioritized key recommendations in the report to advance. The Transportation Authority Board has recommended allocating Prop K funds to the SFMTA for design of the neighborway network with final approval agendaized under a separate item on the July 27 agenda. Transportation Authority staff will seek funding to conduct further planning to develop a pilot design for a District 4 community shuttle.

We have identified potential implementation pathways and potential funding sources for other recommendations as identified in the study.

FINANCIAL IMPACT

The recommended action would not have an impact on the adopted Fiscal Year 2021/22 budget.

CAC POSITION

The CAC will consider this item at its July 28, 2021 meeting.

SUPPLEMENTAL MATERIALS

None.

- Enclosure 1 - District 4 Mobility Study Final Report
- Enclosure 2 - Appendices

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San Francisco
County Transportation
Authority



Transit Service Restoration

Julie Kirschbaum, Director of Transit

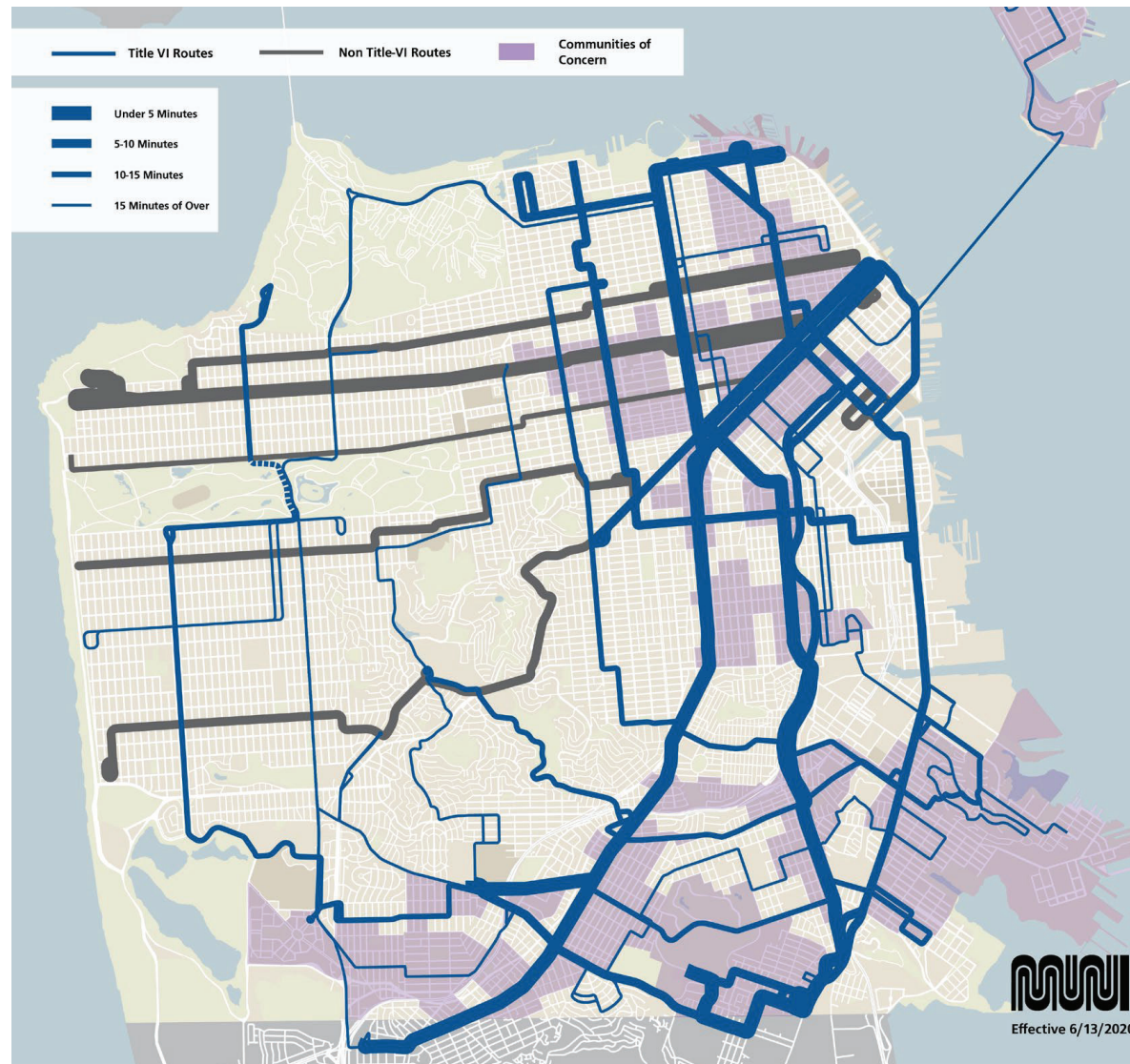
SFCTA | July 27, 2021

**The COVID-19 pandemic challenged
SFMTA to rethink every part of
service delivery**

COVID-19 Service Strategy

Initial pandemic plan focused on riders who needed service the most

- How do we deliver predictable service in an unpredictable time
- How do we ensure equity guides our decision-making process
- How do we make the best use of limited resources?
- How have travel patterns and needs changed? How do we meet these new demands?



Pandemic Response vs. Recovery Stage Service Changes

April 2020 - June 2021

Emergency response with short term planning adapting to rapidly changing pandemic.

April 2020

Focus on stable Core Network

August 2020

Increase service levels for “new normal” pandemic era activities

May 2021

Restore subway, redistribute buses to close coverage gaps

August 2021

Service change redistributes the resources tied up by mandatory restrictions and removal of the heightened cleaning regimen

July 2021- Winter 2022

Building long-term service to make the system more reliable and equitable and provide greater access.

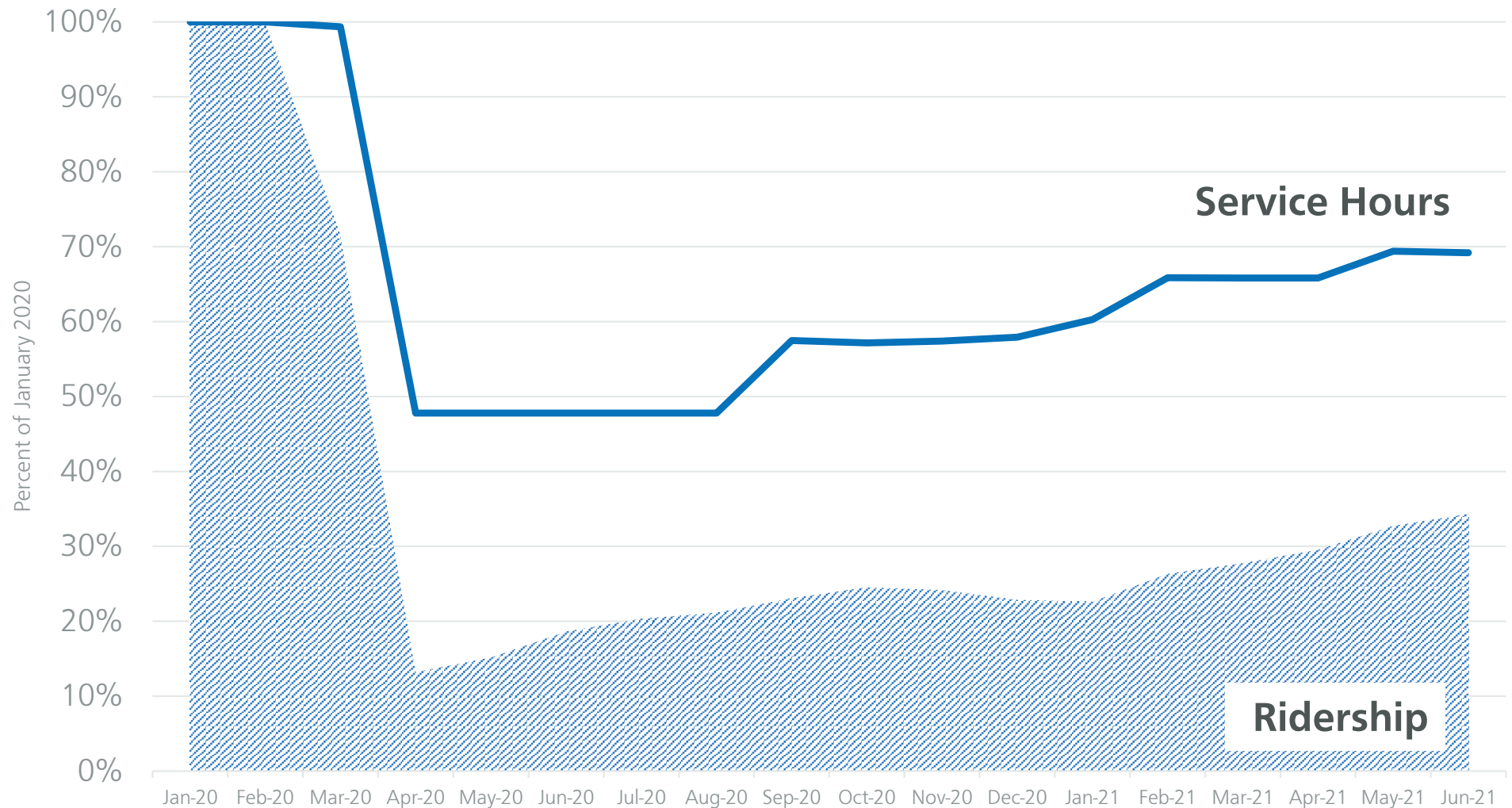
Winter 2022

Analysis of existing network and three primary options for redeploying remaining resources

Winter 2022 and Beyond

Monitor system performance over recovery period, add additional service and frequencies as financial resources permit

Pandemic Service Hours and Ridership



Note: Excludes Cable Car and Special Service, hours between April 2020 – August 2020 are approximations

Pandemic-era Public Outreach

Outreach + Feedback

Held targeted stakeholder briefings

Received and responded to hundreds of public comments

Public feedback informed service restorations and adjustments, especially:

- M bus
- 5 Fulton
- 9/9R San Bruno
- 12 Folsom/Pacific
- 15 Bayview Hunters Point Express
- 27 Bryant
- 28 19th Avenue

Communications

Utilized multiple channels to provide information to the public, including:

- Ambassador program
- SFMTA.com/COVID-19 - Multilingual site with links to route-level Muni details, including maps
- Multilingual signage at transit stops

Restored Routes (August 2021)

Routes Running Pre-COVID Alignments

1 California
 5/5R Fulton
 7 Haight-Noriega
 8 Bayshore
 9/9R San Bruno
 14/14R Mission
 15 Bayview Express*
 18 46th Avenue
 19 Polk
 22 Fillmore
 24 Divisadero
 25 Treasure Island
 28/28R 19th Ave
 29 Sunset
 33 Ashbury/18th St
 36 Teresita

37 Corbett
 38/38R Geary
 39 Coit
 44 O'Shaughnessy
 45 Union/Stockton
 48 Quintara/24th St
 49 Van Ness/Mission
 54 Felton
 58 Lake Merced*
 67 Bernal Heights
 K Ingleside
 M Oceanview
 N Judah
 T Third
 F Market & Wharves

*Denotes new route

Extended/Augmented Alignments

12 Folsom/Pacific
 23 Monterey
 27 Bryant
 30 Stockton
 31 Balboa
 35 Eureka
 43 Masonic
 48 24th St/Quintara
 49 Van Ness/Mission
 52 Excelsior
 55 Dogpatch
 56 Rutland
 57 Parkmerced
 66 Quintara
 J Church

Restorations Expanded

Additions based on community and Operator feedback:

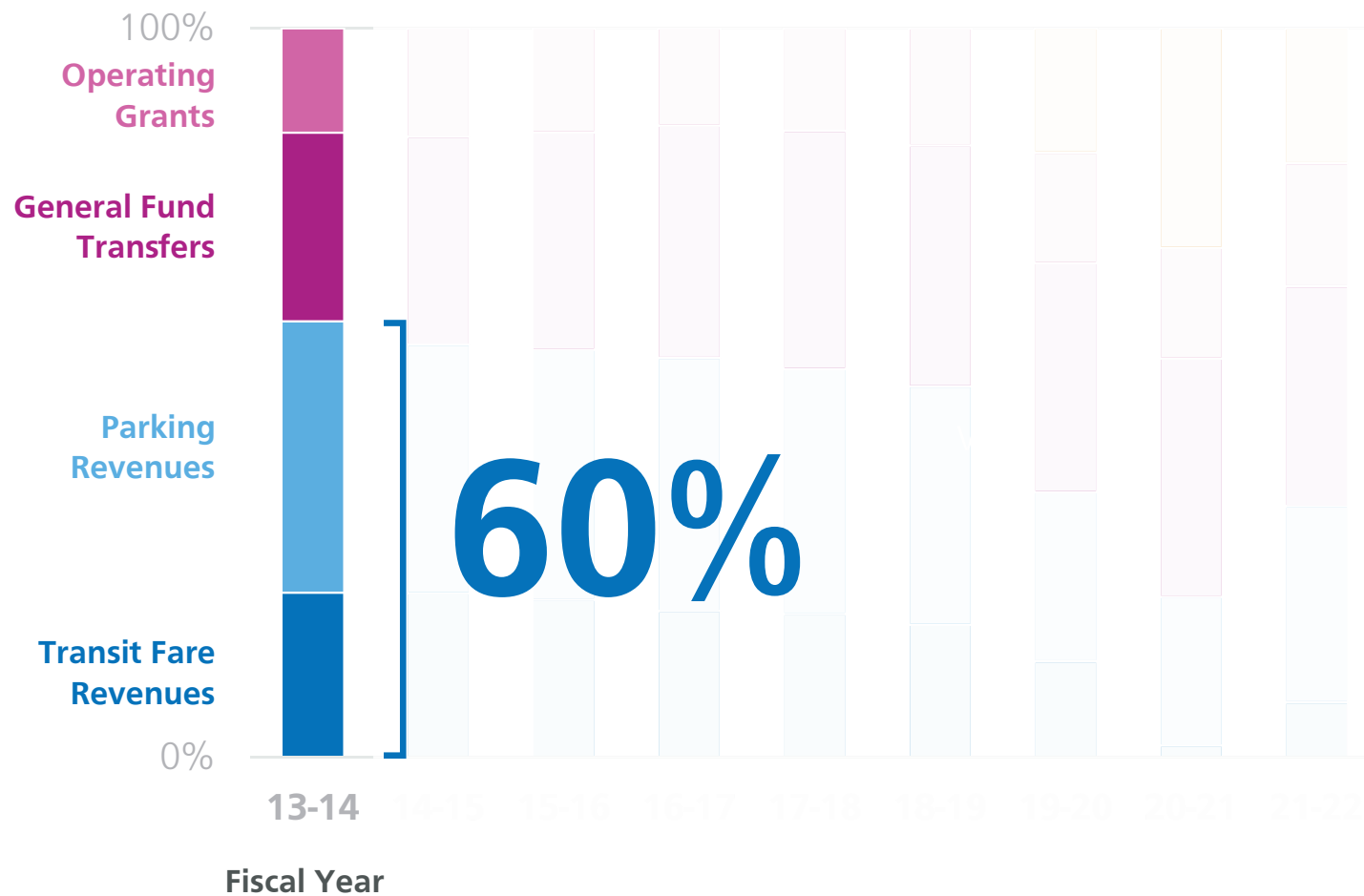
- 28 to North Point
- 58 to K Ingleside
- Service until midnight
 - 1, 5, 8, 9, 14, 22,
 - 24, 25, 28, 29, 30,
 - 38, 43, 44, 48, 49,
 - K bus, L bus (to Wharf), N bus,
 - T bus
- F line hours
- M Oceanview
- 31 Balboa



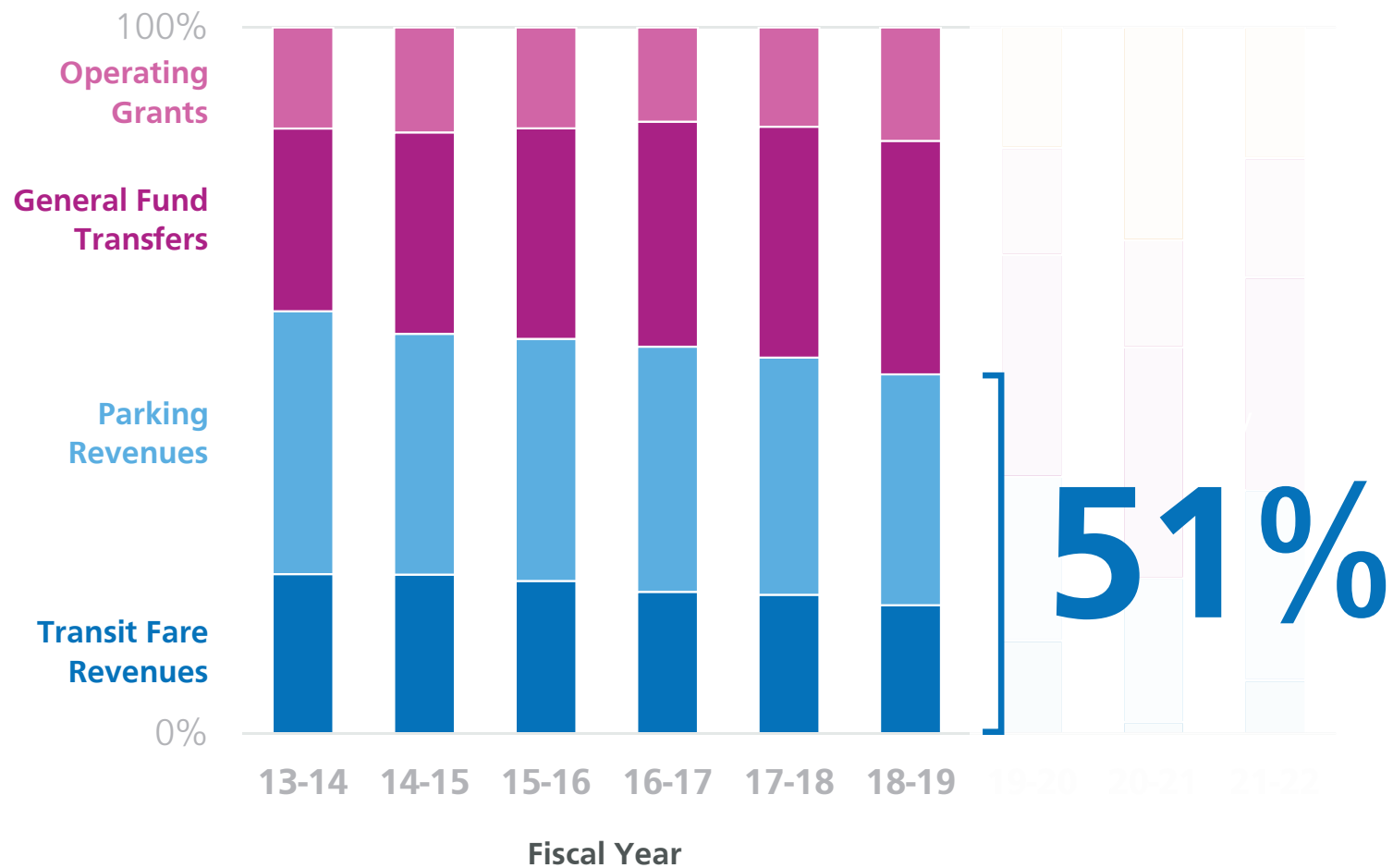
Before the pandemic Muni was facing serious and systemic budget challenges...

...parking and transit revenues were declining as a share of the overall Muni budget ...

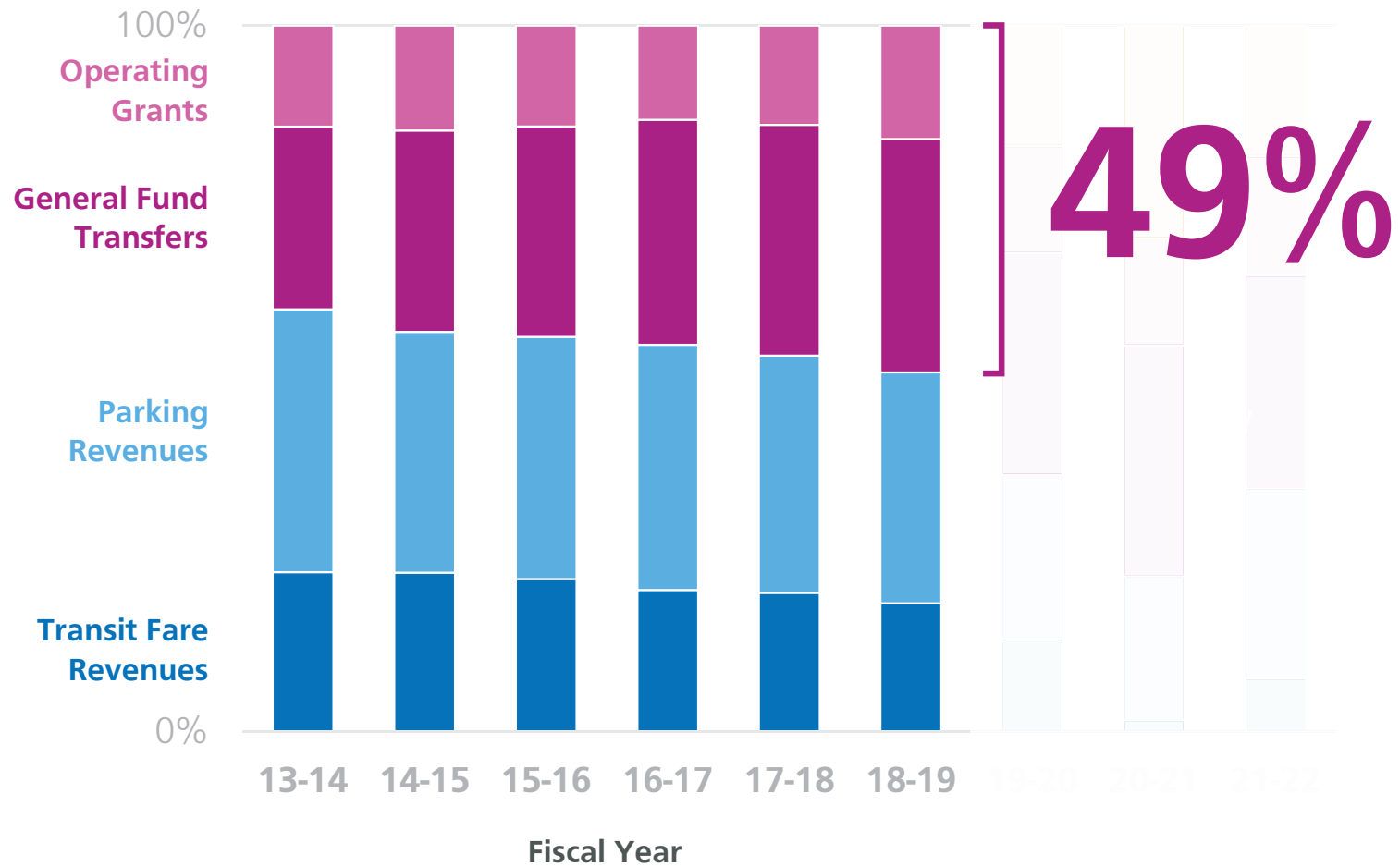
... from 60% of the Muni budget in FY13-14 ...



... to 51% in FY18-19

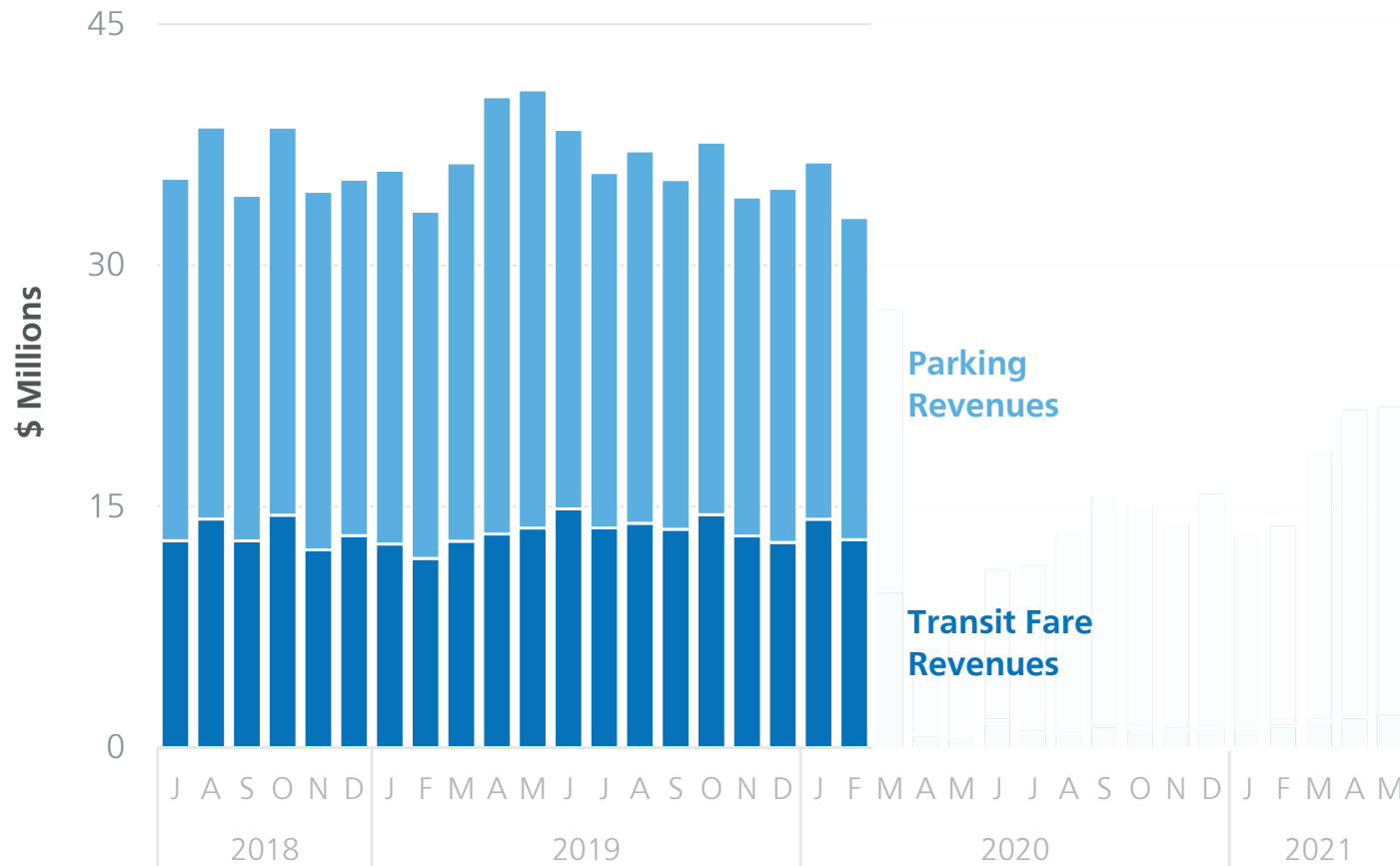


This has led to increasing, unsustainable, one-time transfers

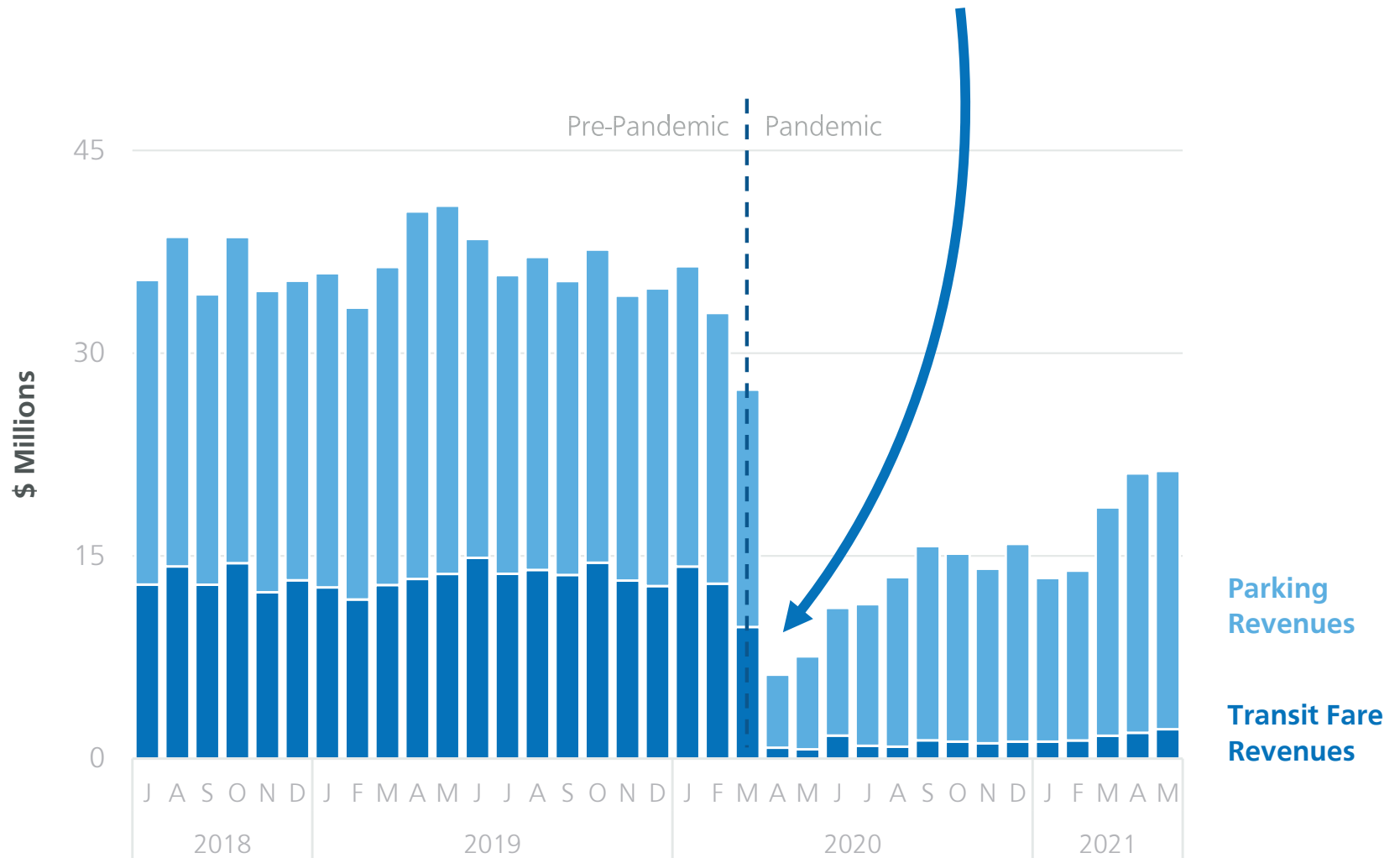


Which brings us to early 2020

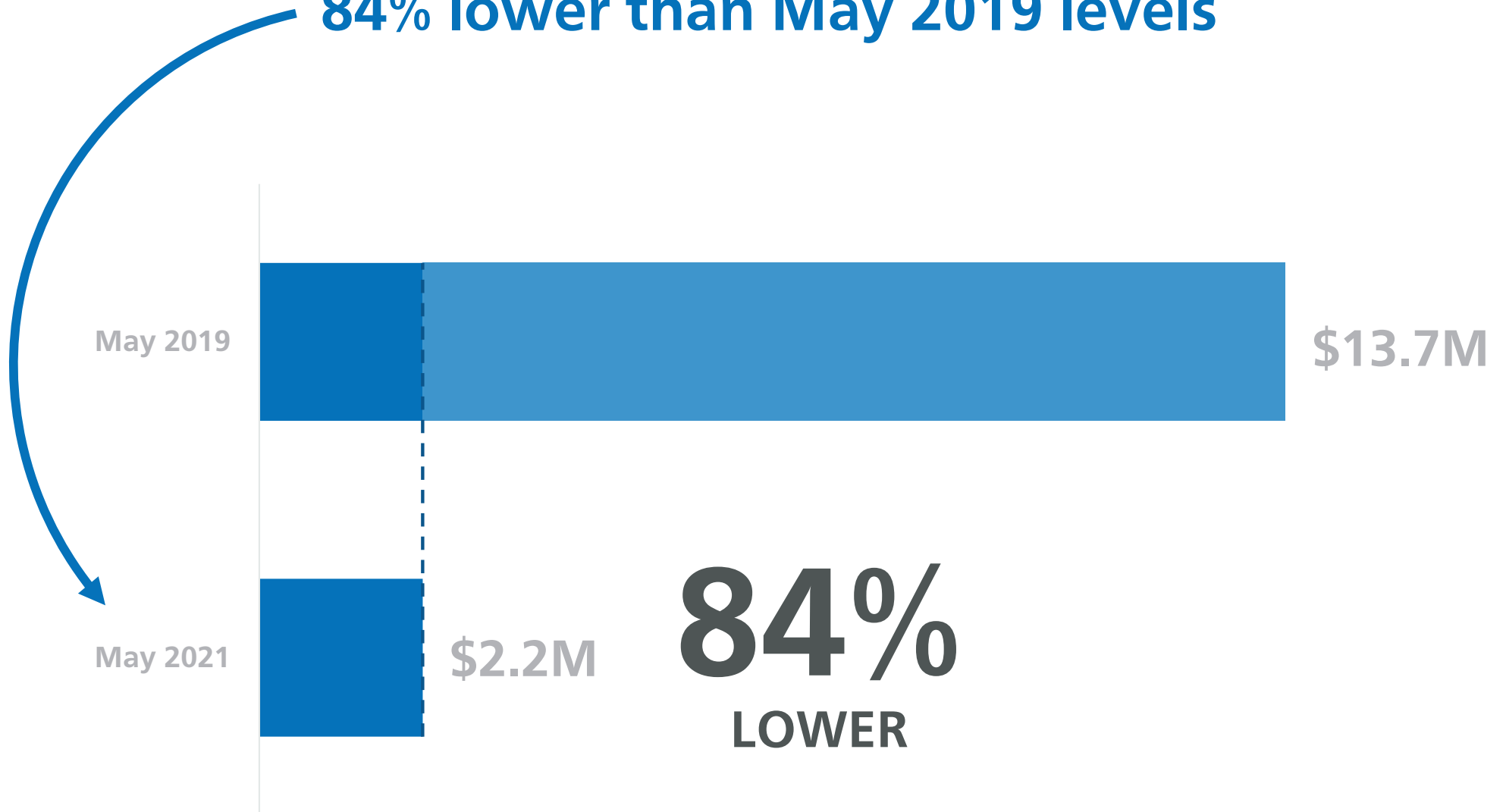
Parking and transit revenues were relatively flat in the months leading up to February 2020



But after March 2020, the pandemic cratered both revenue sources



**May 2021 transit revenues were
84% lower than May 2019 levels**



**We expect to receive \$1.1 billion
in one-time Federal aid**

**Half was already spent
to retain service and prevent layoffs**

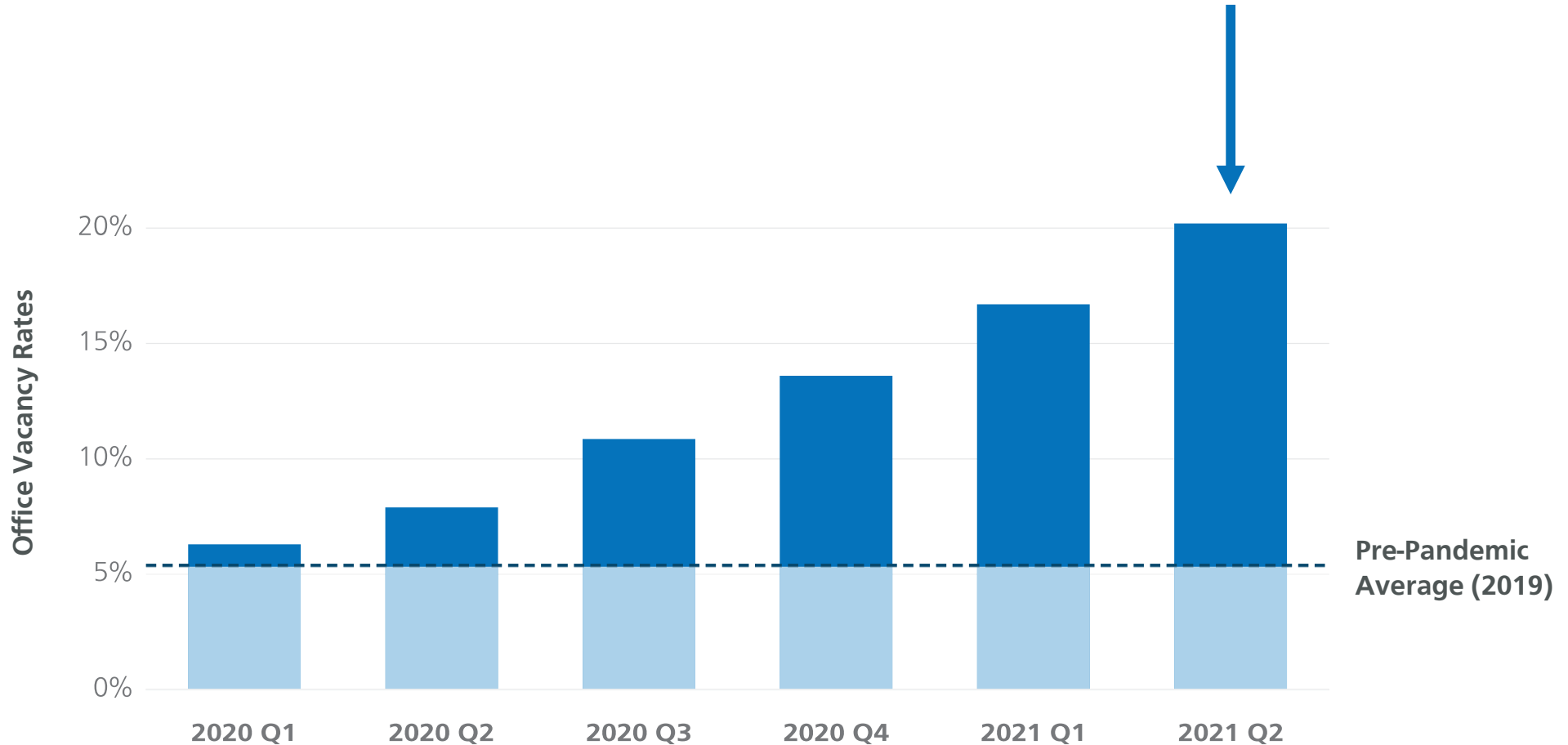
**Another \$300M will be spent this year
for our recovery**

**The remainder must cover our
expected revenue losses into FY25
to avoid future cuts**

Why can't we spend all the remaining relief funding now?

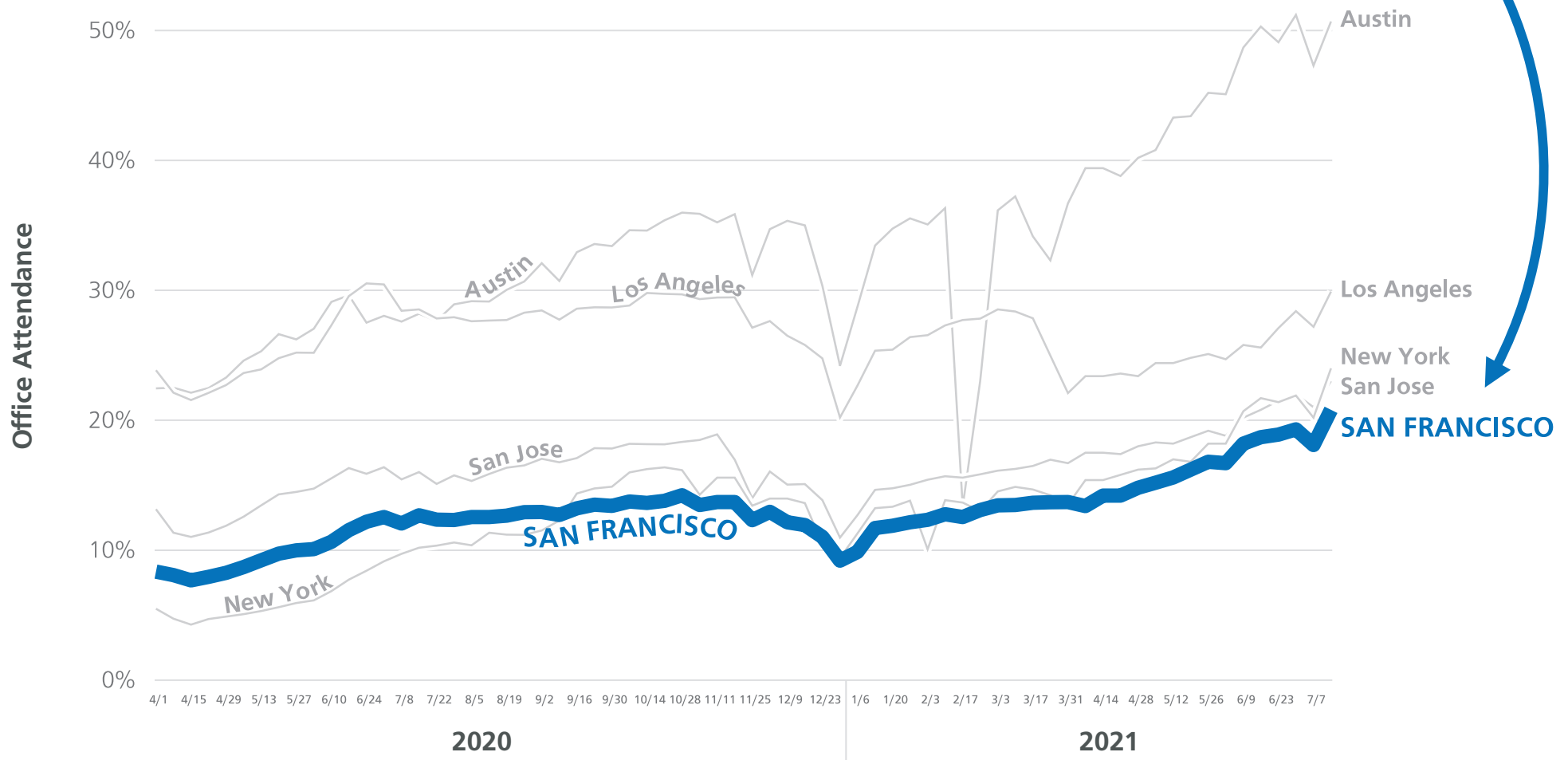
**Because all signs point
to a slow recovery for
Downtown San Francisco**

Office vacancy rates in San Francisco are at “historic highs” and “still rising in Q2”



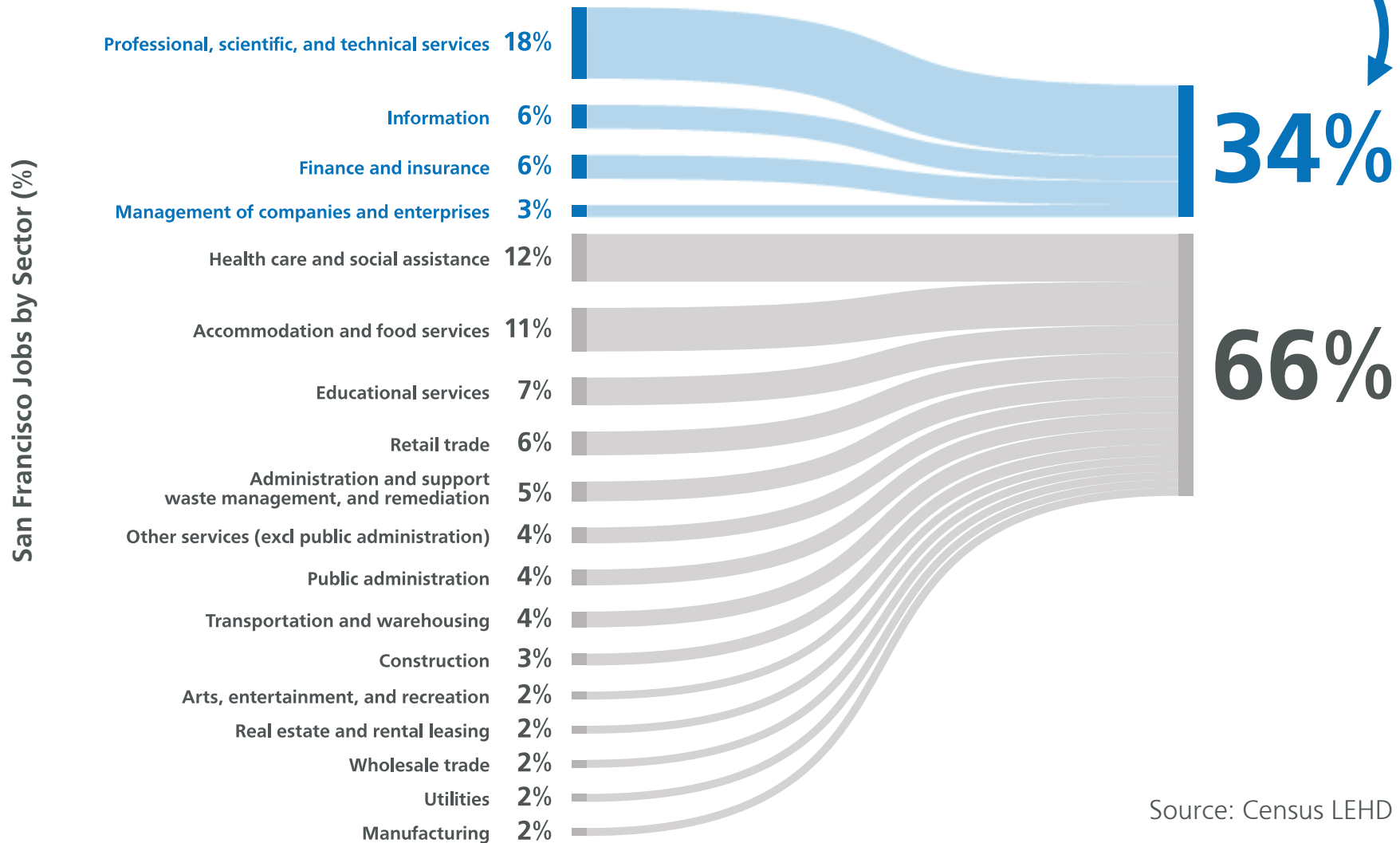
Source: Jones Lang LaSalle, via [SF Office of the Controller](#)

"San Francisco metro area continues to lag comparable metro areas in office attendance"



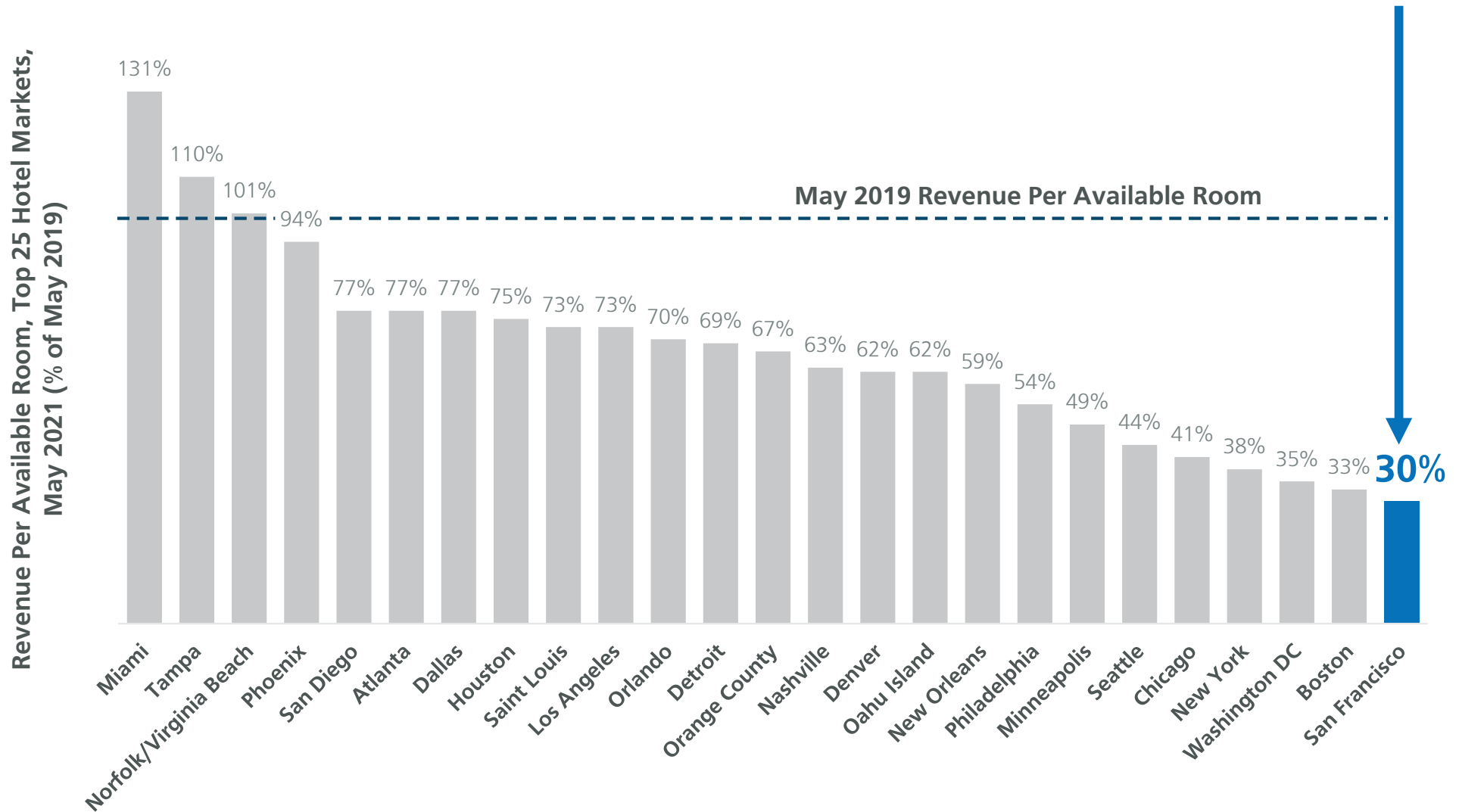
Source: Kastle Systems, via [SF Office of the Controller](#)

More than one-third of all jobs in San Francisco are in sectors that are well-suited to working from home



Source: Census LEHD (2018)

San Francisco's hotel recovery is the worst in the nation—30% of pre-pandemic levels as of May 2021



Source: [American Hotel & Lodging Association](#)

Visitor spending “will not be back to 2019 levels before 2025”

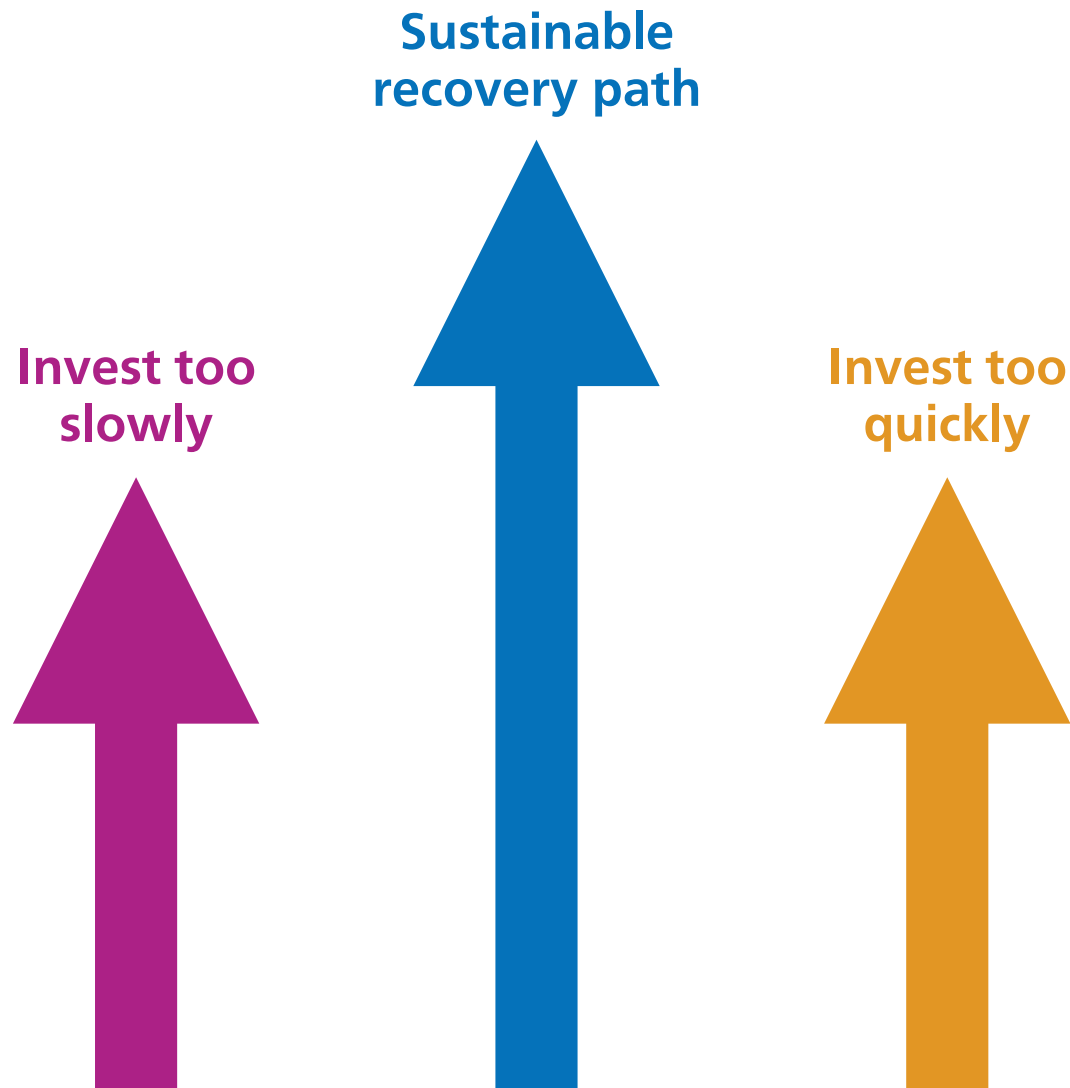
Outlook for the future

San Francisco Travel expects that the situation will gradually improve moving forward. Overall visitation to the city is forecast to reach 15.3 million in 2021. Overall visitor spending is expected to grow from \$2.1 billion in 2020 to \$3.5 billion in 2021. Total visitation is anticipated to return to pre-pandemic levels by 2023. Spending will not be back to 2019 levels before 2025 due to a slower recovery of international visitors and average rate in the city.

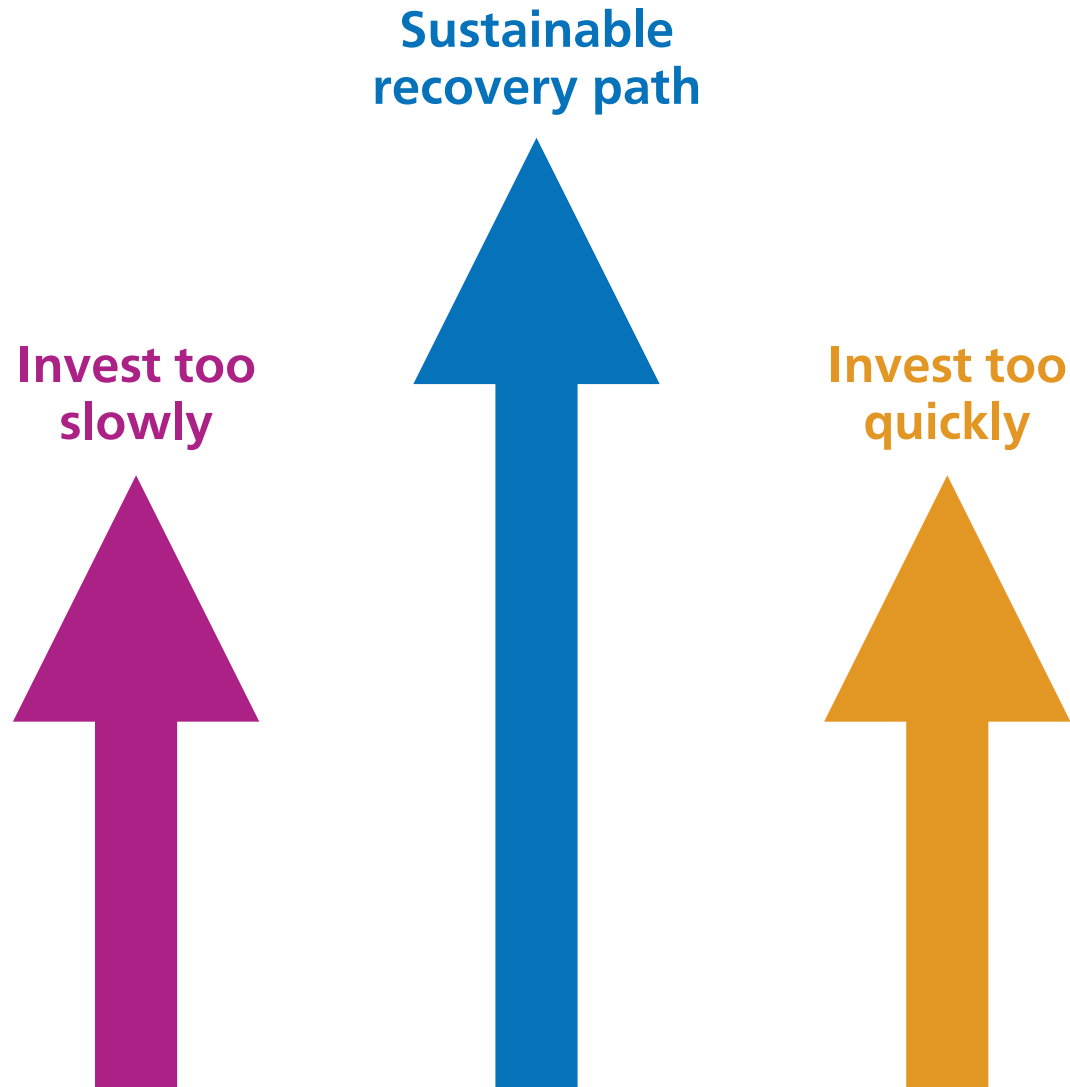
Source: [SF Travel](#)

**There are three possibilities as we
bring back service, and we are
trying to strike the right balance**

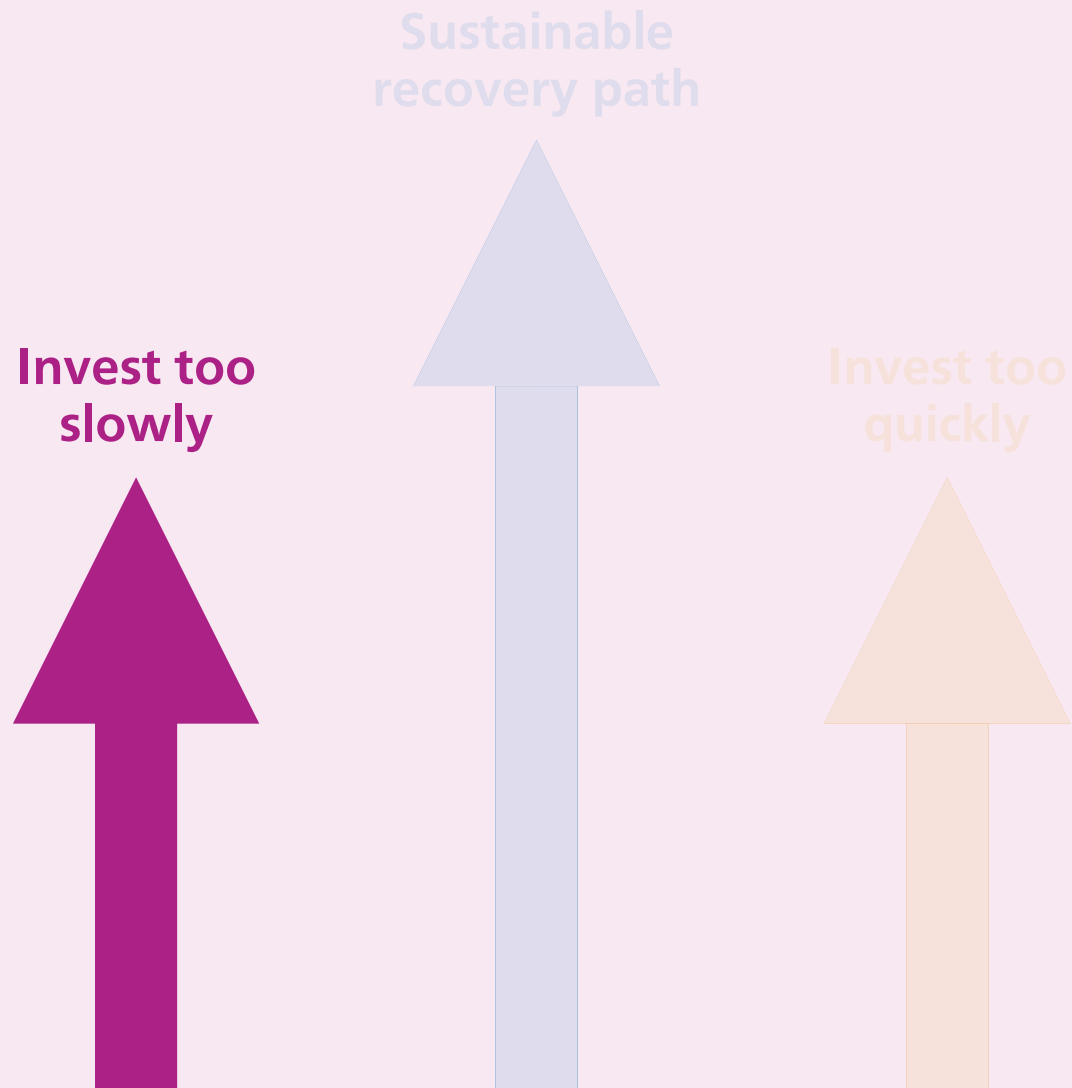
The three possibilities are: invest too slowly, invest too quickly, or take a sustainable recovery path



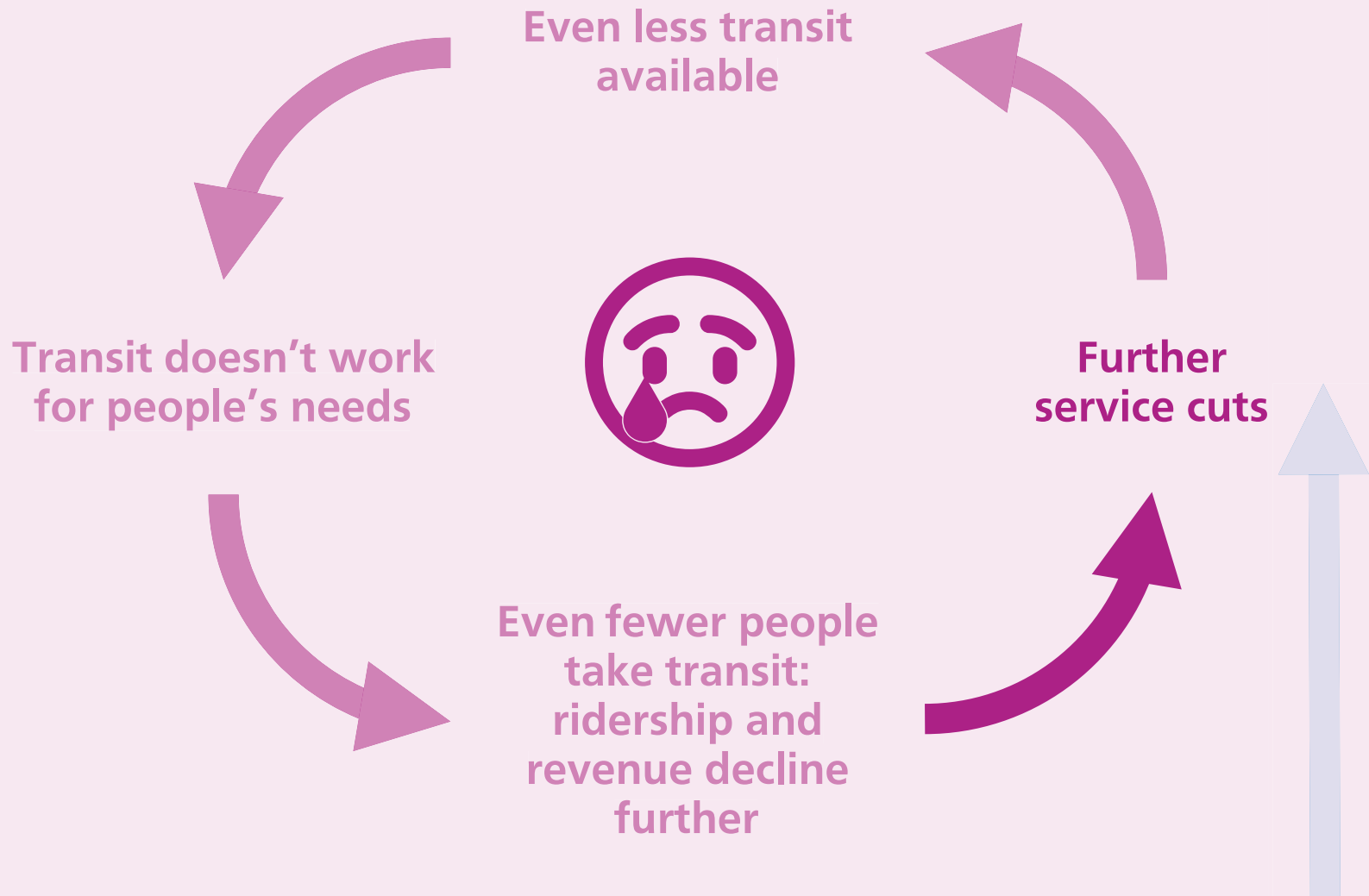
The three possibilities are: invest too slowly, invest too quickly, or take a sustainable recovery path



If we invest too slowly in the transit recovery ...



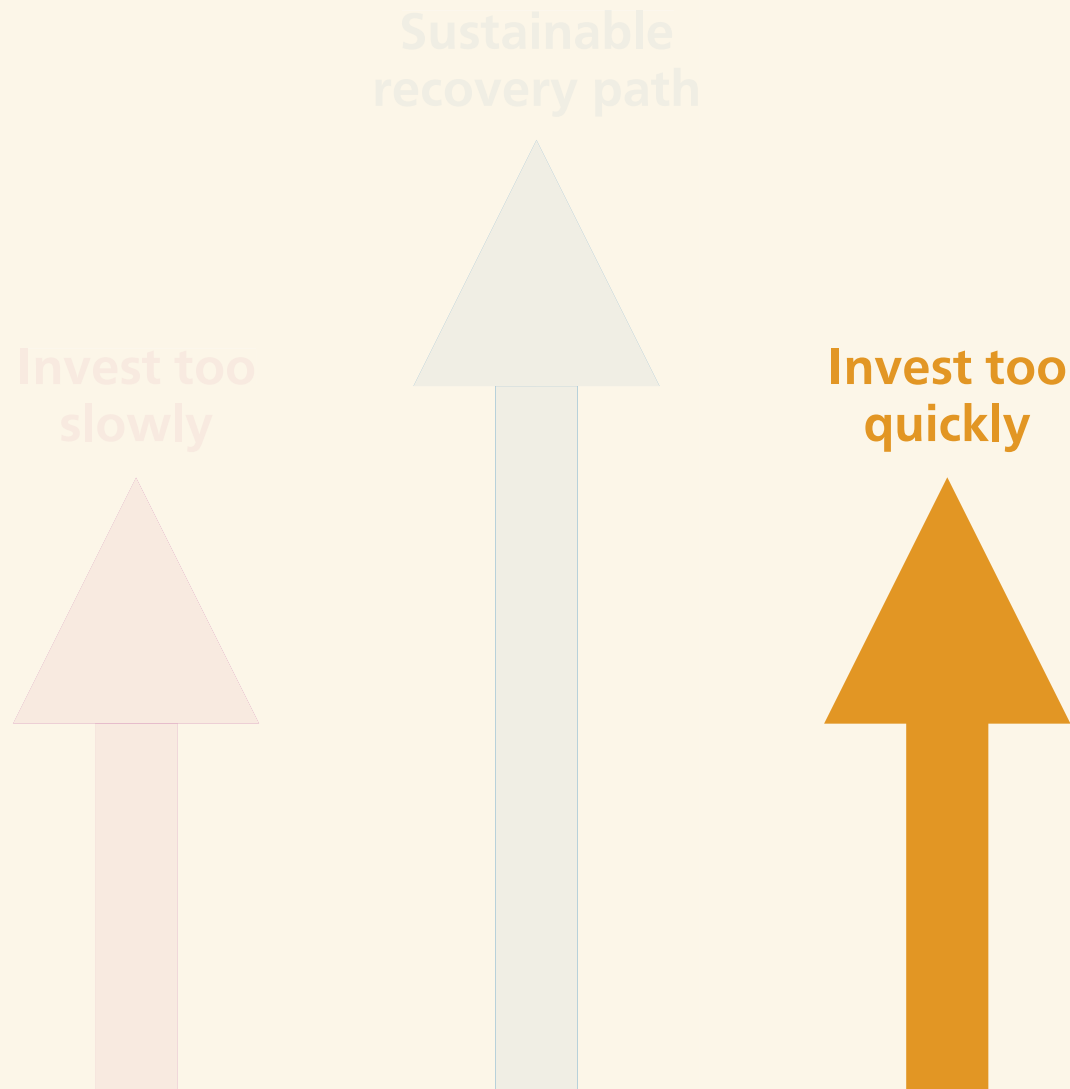
If we invest too slowly in the transit recovery ...



... we end up in a
transit death spiral



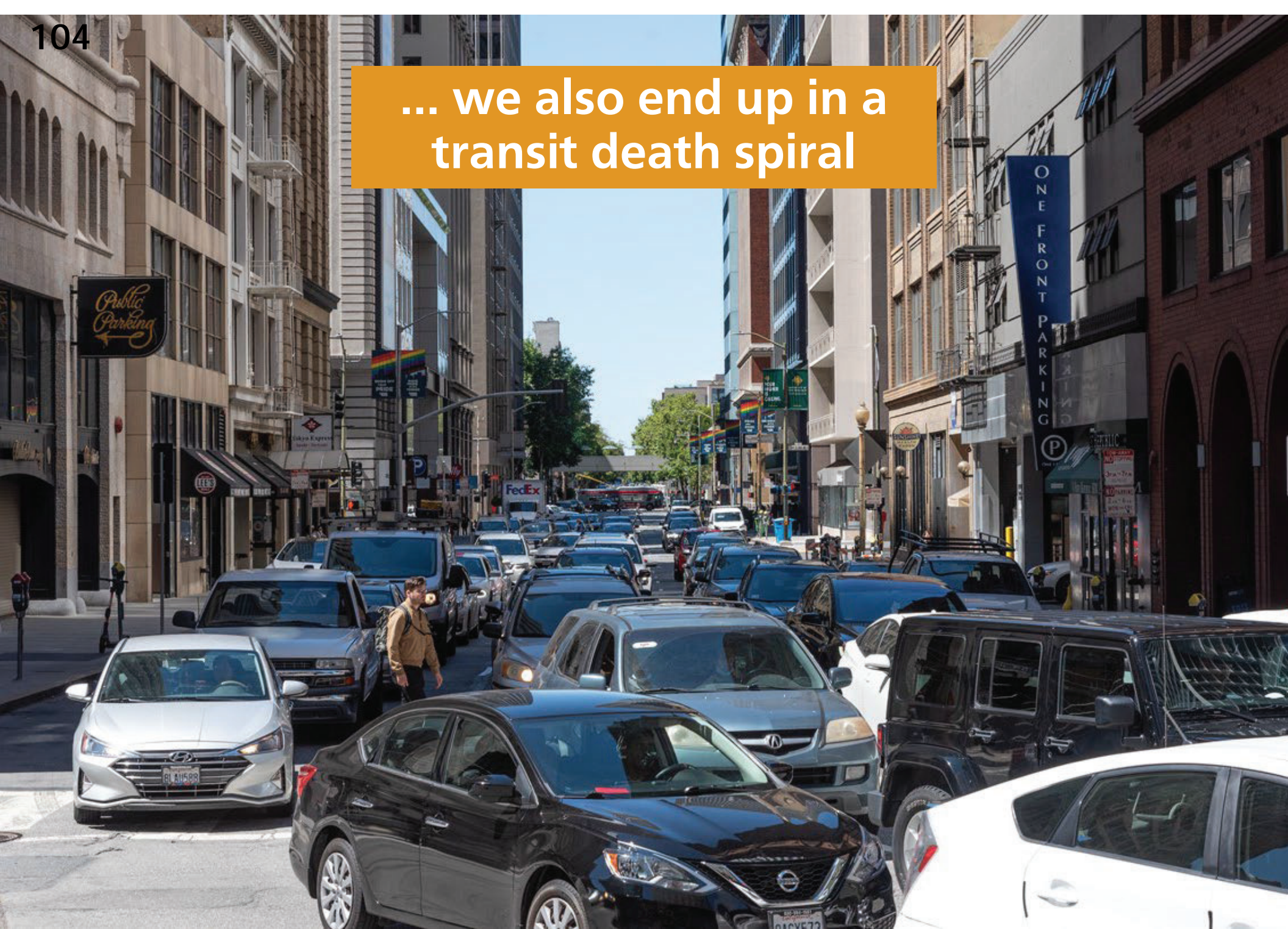
If we invest too quickly in the transit recovery ...



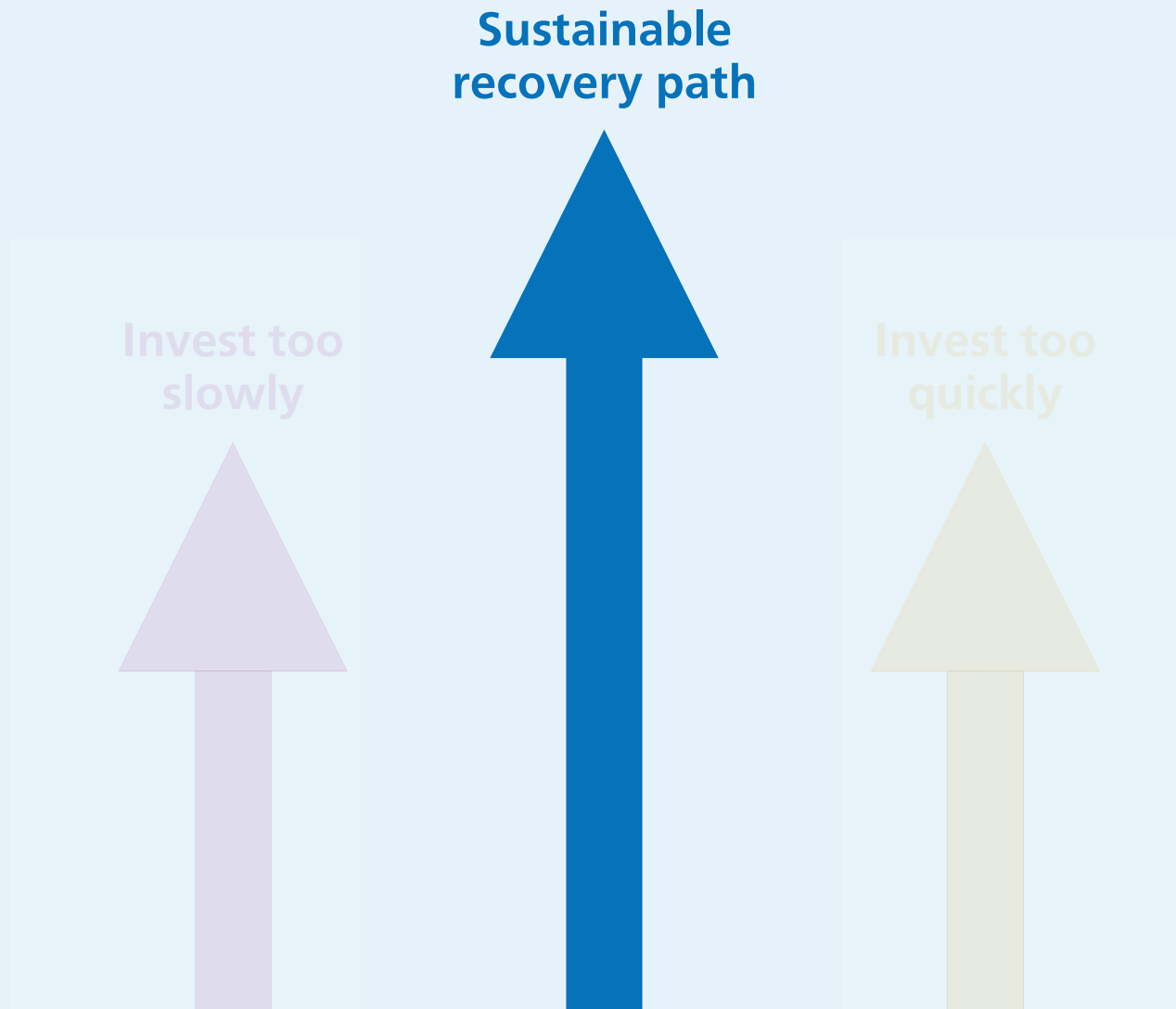
If we invest too quickly in the transit recovery ...



... we also end up in a
transit death spiral



It's urgent that we find a sustainable balance

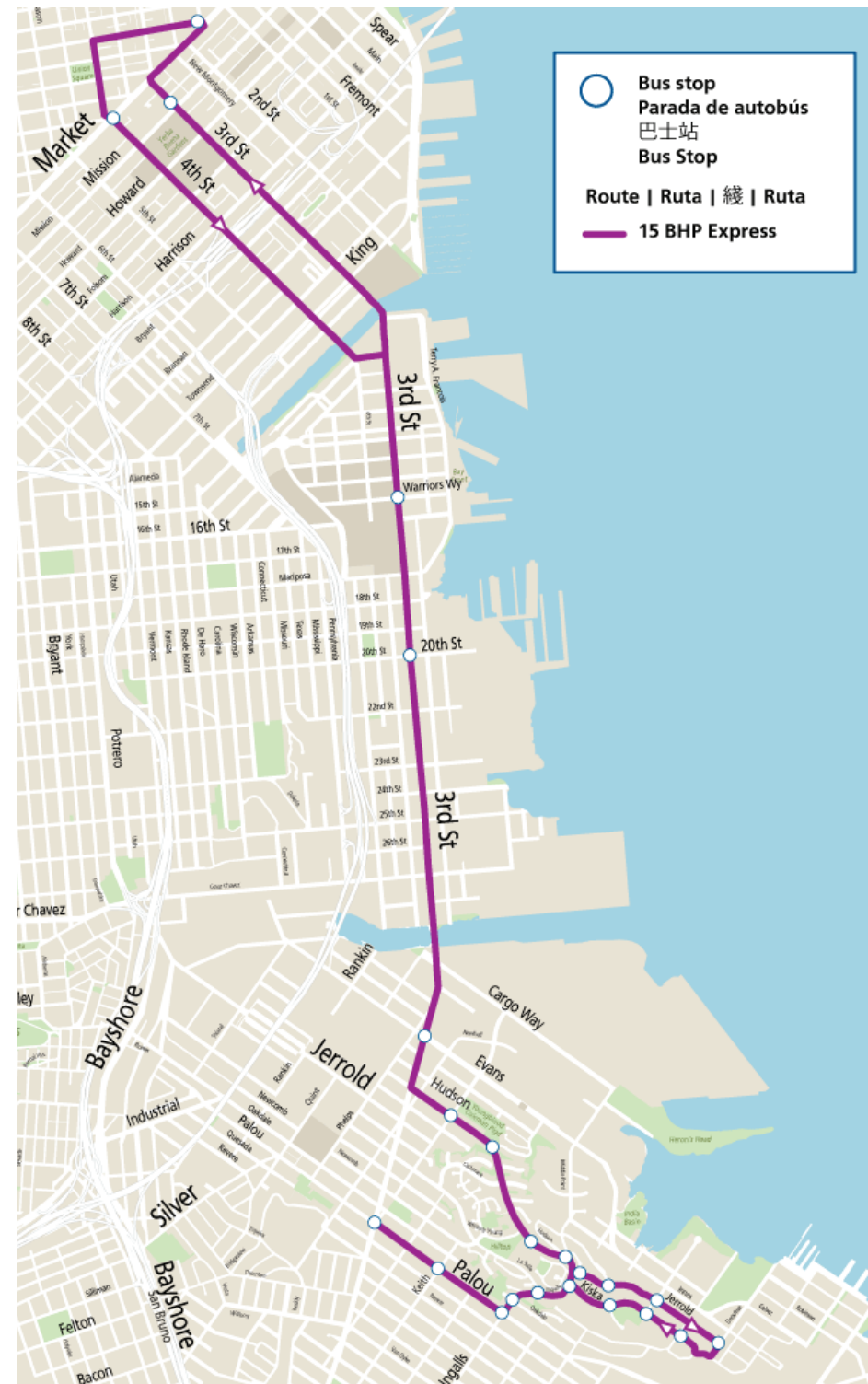


**As we restore service,
equity is our first priority,
and access is our second**

We have expanded mobility for those most impacted by the pandemic by incorporating their needs into our restoration planning

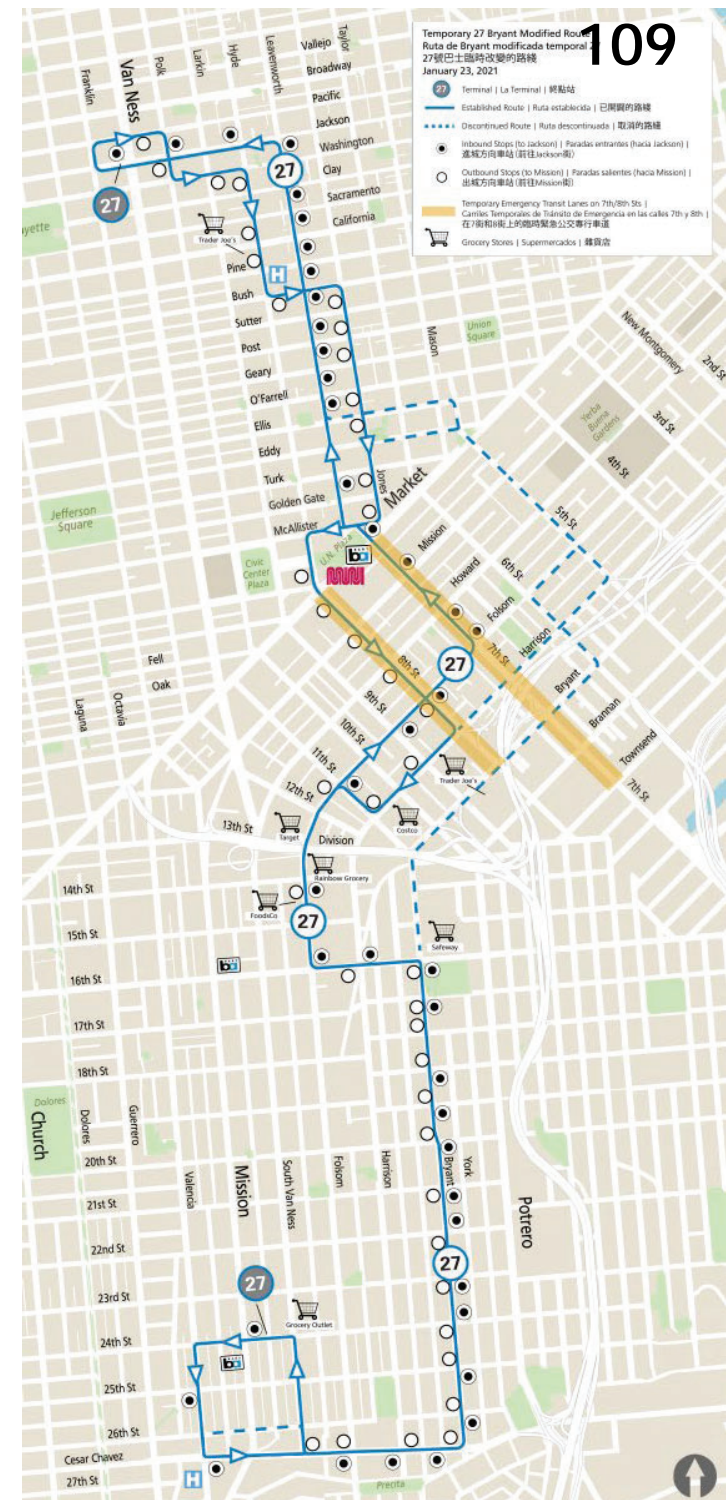
15 Bayview Hunter's Point Express

- Community-designed route connects the hilly communities east of Third Street to Downtown
- Selected by residents based on fall 2020 survey
- Four-fold increase in access to jobs within 30 minutes, nine-fold increase within 45 minutes



27 Bryant

- Reflects outreach conducted with Tenderloin, SoMa, and Mission community members
- Improved access to essential grocery stores and food banks
- Route modified to improve reliability



**98% of San Francisco residents will
have walkable access to Muni by
August 2021**

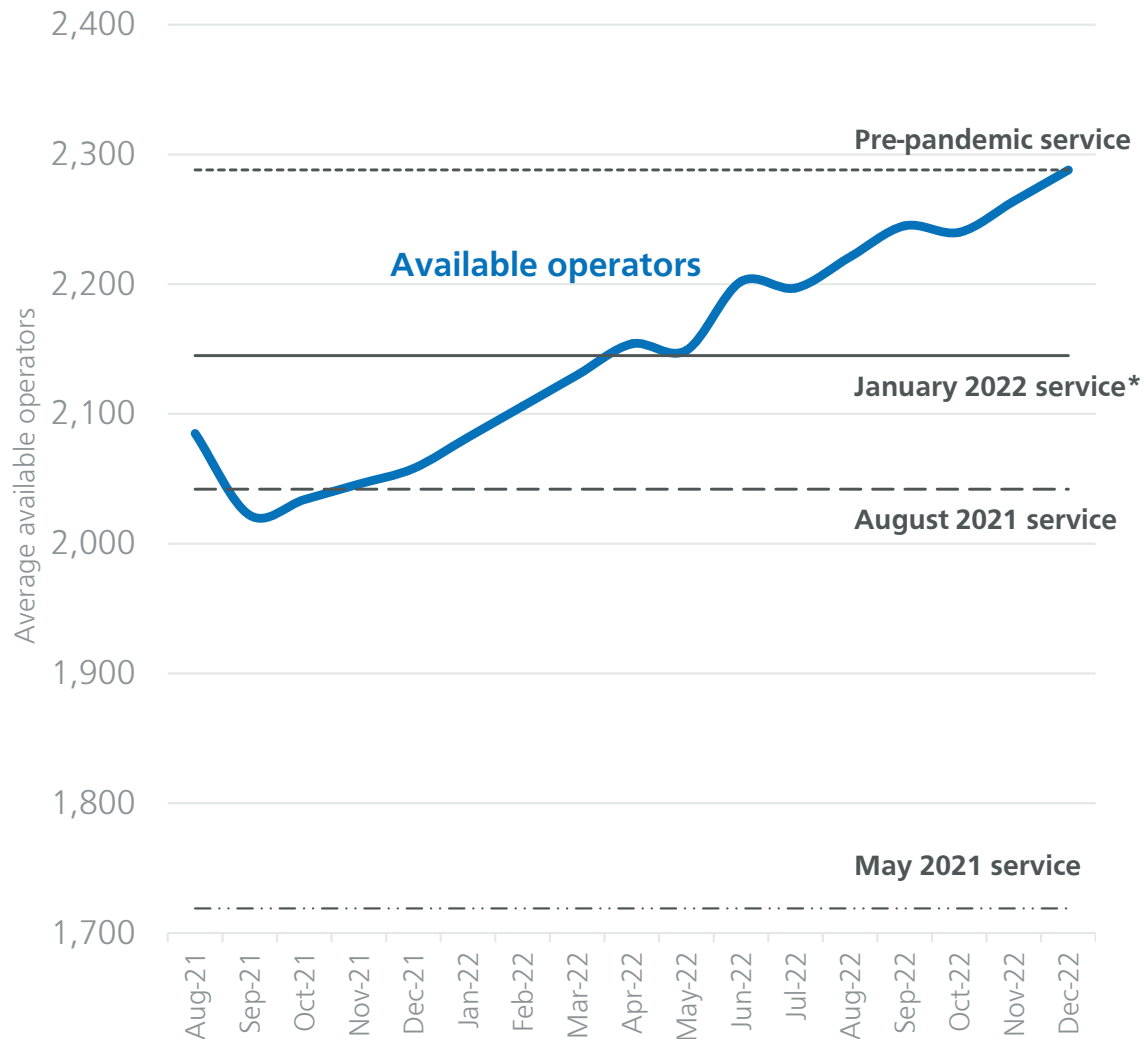
Transit Access: August 2021

98% of residents will have transit access within a 2-3 block walk by August 2021



During the recovery, the impacts of the pandemic will continue to be felt across the agency's operations—staffing poses a major challenge

Operator hiring and service demand



- Operator hiring and training currently underway will provide sufficient operators to deliver planned service in January 2022
- Further service restoration or future expansion, will require additional financial resources and training time
- Starting with the August 2021 service restoration, the SFMTA will be fully utilizing existing operator staffing

*January 2022 schedule is an estimate and subject to change
 All data are estimates based on past trends and are expected to require revision over time.

Transit hiring plan: Support teams

- HR is embarking on a massive hiring plan to support the transit division
- These staff are essential behind the scenes support for the public-facing operations
- Filling vacancies is critical for service delivery

| Transit Function | Total Vacancies | Total Filled | Total | % Vacant |
|---|-----------------|--------------|--------------|------------|
| Transit Operations & Training | 184 | 369 | 553 | 33% |
| Vehicle Maintenance | 133 | 805 | 938 | 14% |
| Maintenance of Way + Mechanical Systems | 82 | 162 | 244 | 34% |
| Planning/Administration | 27 | 24 | 51 | 53% |
| Transit Capital Delivery | 18 | 39 | 57 | 32% |
| Cable Car | 23 | 99 | 122 | 19% |
| Safety | 2 | 6 | 8 | 25% |
| Scott Center | 2 | 13 | 15 | 13% |
| Total | 471 | 1,517 | 1,988 | 24% |

Vacancies as of July 15, 2021

Reliable service requires adequate staffing



Why study the network now?

San Francisco has changed.

**The system needs to adapt to meet
the needs of our future and more
accurately reflect our values.**

Service restoration plan

The service restoration plan will be circulated for public feedback this fall

1. The Familiar Network

- All routes currently suspended return
- Update frequencies to reflect resource constraints

2. The High Access Network

- Discontinue most duplicative routes and improve frequency on parallel or alternative routes
- Continue building out 5-Minute Network
- Expand the number of places people can go quickly
- Some alignment changes to improve access

3. The Hybrid Network

- A mix of the first two
- Most suspended routes return in some form
- Some alignment changes to improve access



Public Feedback for Service Restoration

Service restoration outreach questions

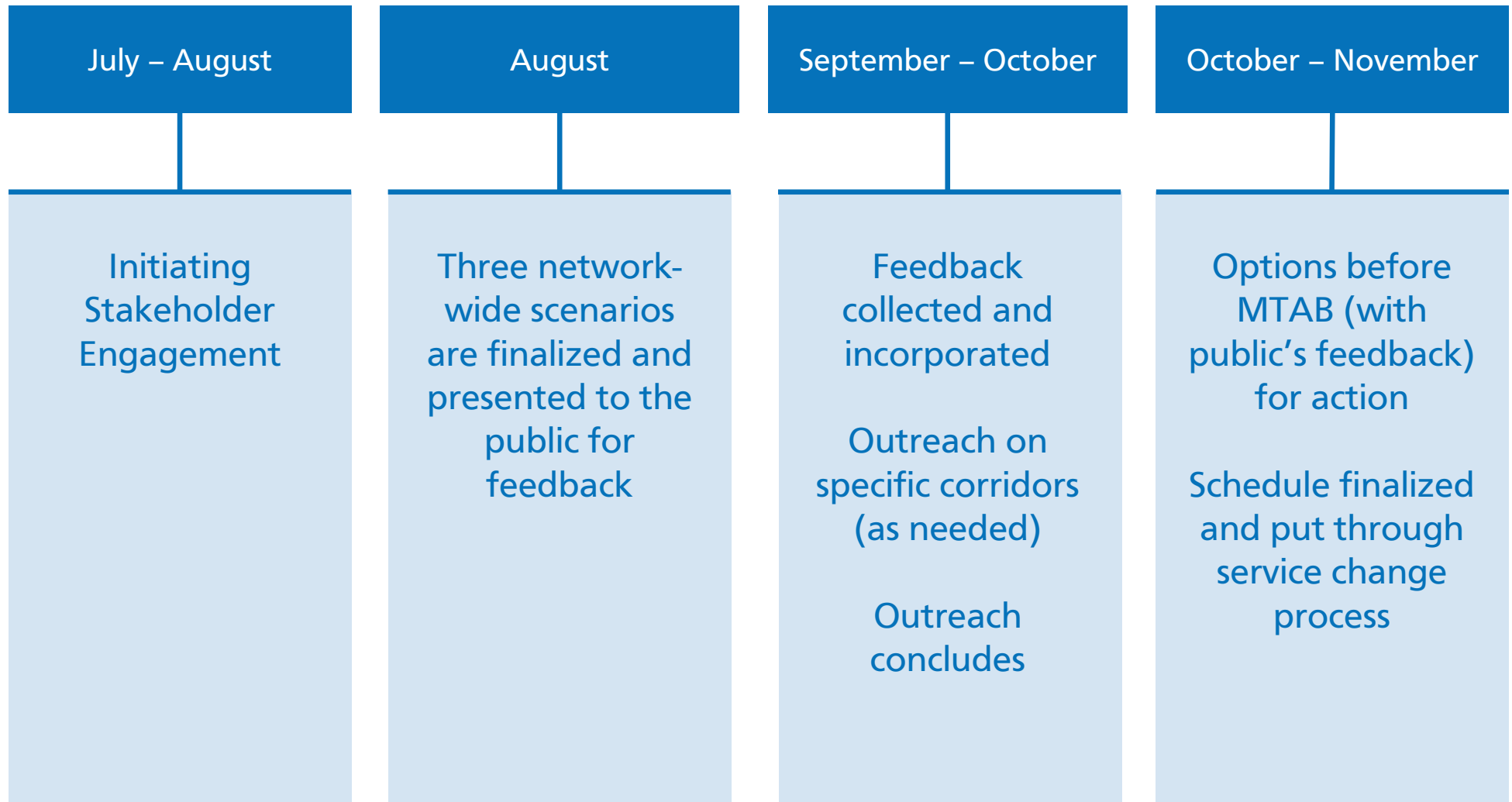
The service restoration plan will provide both a short-term (2022) and a long-term vision (2023-beyond) for public feedback:

- Who benefits most from each option?
Who benefits least?
- What mix of coverage and frequency is right for your community?
- Which service plan advances our commitment to equitable transit?



Service restoration outreach timeline

The service restoration plan will be determined by public feedback this fall



Outreach Tactics

- Online story map and webpage
- Briefings with key stakeholders, neighborhood associations and community-based organizations
- Multilingual informational flyers and posters
- Multilingual media outreach
- Virtual open house and office hours with interpretation available upon request
- Emails to stakeholders
- Agency blog posts





Thank You!

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San Francisco
County Transportation
Authority



Through Vision Zero SF we commit to
working together to prioritize street safety and
eliminate traffic deaths in San Francisco.

VISION ZERO SF ACTION STRATEGY UPDATE

San Francisco County Transportation Authority

Board Meeting Presentation

July 27, 2021

Ryan Reeves, SFMTA Vision Zero Program Manager

AGENDA & OBJECTIVES

- **Recap outreach that we've heard to date & process for strategy development**
- **Review the draft Action Strategy**
- **Share next steps on the release of Action Strategy**



ACTION STRATEGY UPDATE: ***PROCESS & OUTREACH RECAP***

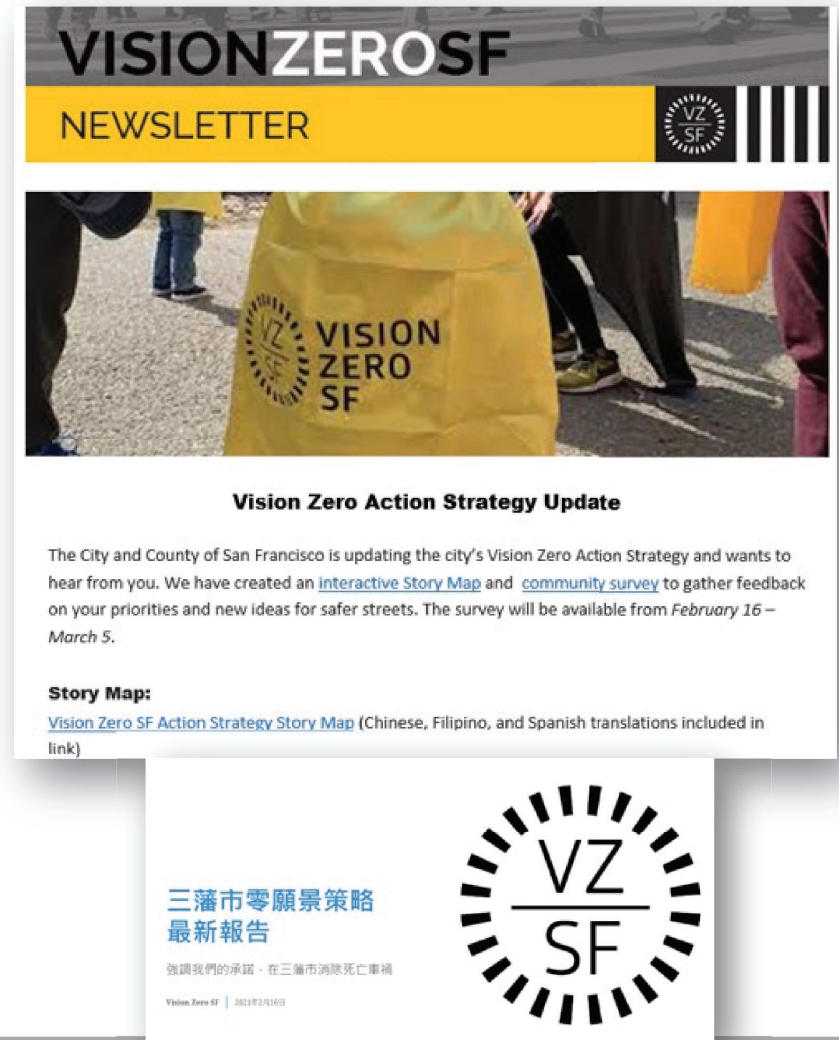
WHERE ARE WE IN THE PROCESS?



RECAP: PROCESS & OUTREACH

Spring 2021: Survey, Community Presentations, Virtual Office Hours

- Where should we continue to **focus our resources**?
- What **new strategies** should we consider to slow speeds, change traffic safety culture and ensure safer vehicles?
- How can we ensure our **commitment to equity**?



INPUT FROM COMMUNITY GROUPS & COALITION

| | | |
|--|---|---|
| The Arc San Francisco | Family Connections Centers | San Francisco Marin Medical Society |
| Bay Area Families for Safe Streets | Felton Institute | San Francisco Transit Riders |
| Bayview Hunters Point Mobilization for Adolescent Growth in our Communities (BMAGIC) | Friends of Monterey Blvd | San Francisco Housing Action Coalition |
| Bicycle Advisory Committee | Hayes Valley Neighborhood Association | Self-Help for the Elderly |
| California Alliance for Retired Americans | India Basin Neighborhood Association | Senior & Disability Action |
| Community Living Campaign | Inner Sunset Park Neighbors | Senior & Disability Workgroup of the Vision Zero Coalition |
| CC Puede | La Voz Latina | South Beach Rincon Mission Bay Neighborhood Association |
| Central City SRO Collaborative | Livable City | South of Market Community Action Network (SOMCAN) |
| Chinatown Community Development Center | Lower Haight Merchants and Neighbors Association (LoHaMNA) | St. Francis Square Cooperative |
| Curry Senior Center | Multimodal Accessibility Advisory Committee | Tenderloin Housing Clinic |
| Diversability | North of Panhandle Neighborhood Association (NOPNA) | Tenderloin Neighborhood Development Corporation |
| Dogpatch Neighborhood Association - Executive Committee | Potrero Boosters Neighborhood Association Executive Committee | TLCBD Safe Passage |
| Duboce Triangle Neighborhood Association | Richmond Family Transportation Network | Yerba Buena Community Benefit District (YBCBD) |
| East Cut Community Benefit District | San Francisco Bicycle Coalition | Walk San Francisco |
| | San Francisco Interfaith Council | |

RECAP: KEY THEMES FROM OUTREACH

- **Slow speeds through street re-design** (quick-builds and traffic calming) and decreasing speed limits on streets
- **Reducing conflicts at intersections** for vulnerable road users
- Expand **Slow Streets** program to support mode shift
- Use **speed detection systems** to support traditional enforcement
- Focus **education on the most dangerous driving** behaviors
- Focus investments in **Communities of Concern** and the **High Injury Network**

**ACTION STRATEGY UPDATE:
*BUILDING ON LESSONS
LEARNED SINCE 2014***

NATIONAL CONTEXT: TRAFFIC FATALITIES ARE INCREASING

Why are there so many Seattle traffic fatalities when so few people are commuting?

Jan. 27, 2021 at 12:51 pm | Updated Jan. 28, 2021 at 9:22 am

Traffic deaths rose 8% in 2020, even as Americans drove fewer miles during pandemic

Associated Press

Published 7:36 a.m. ET Mar. 5, 2021 | Updated 2:42 p.m. ET Mar. 5, 2021

Traffic deaths on the rise in Portland

The number of deaths is up by 100% compared to the same time last year

Alarming spike in Philadelphia traffic fatalities, including hit-and-runs, this year

Traffic Deaths in 2020 Soared to Highest in 13 Years

By Alissa Walker

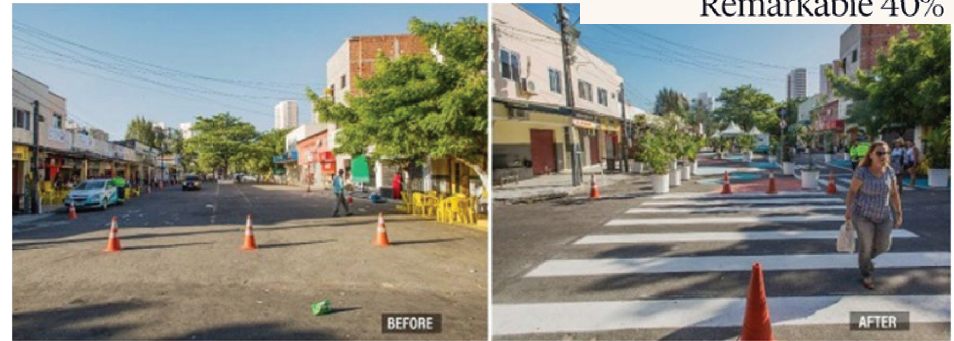
VISION ZERO IS POSSIBLE

Oslo got pedestrian and cyclist deaths down to zero. Here's how

More cities are starting to pedestrianise central zones to minimize cars and eliminate deaths on public roads



How One City In Brazil Reduced Road Crash Deaths By A Remarkable 40%



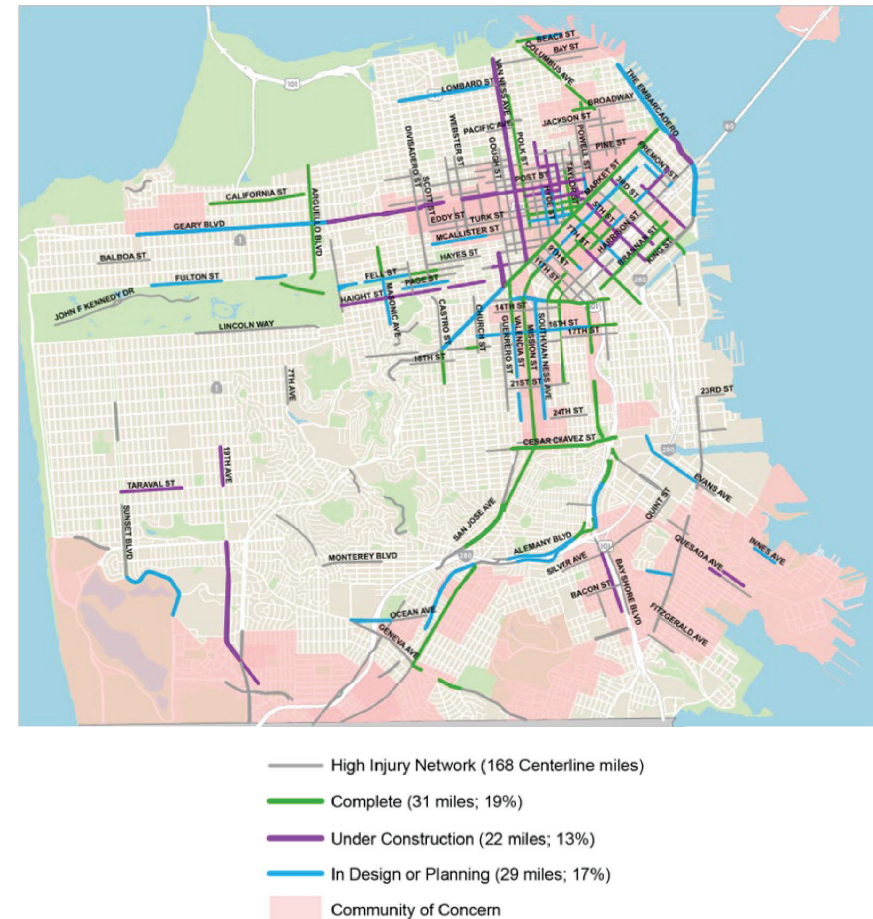
City of Helsinki records zero pedestrian fatalities in 2019

Precise statistics on accidents have been kept since 1960, and during this time there have been no years in which there were zero pedestrian lives lost in traffic.



OUR STRATEGY REFLECTS AN EVOLVING APPROACH

- **Quick-Build Program** to deliver safety improvements more quickly at 1/10 of the cost of major capital projects
- **Network level approach** to key safety treatments
- **Focus on self-enforcing streets** and seeking alternatives to traditional enforcement, such as speed cameras
- **Targeted advertising, marketing & culturally competent outreach**
- **Testing new approaches and pushing the limits** of our authority



GETTING TO ZERO WILL REQUIRE MAJOR SHIFTS IN POLICY, POLITICS & CULTURE

Major Street Redesign: Car free zones, quick builds, protected bike lane network, transit only lanes

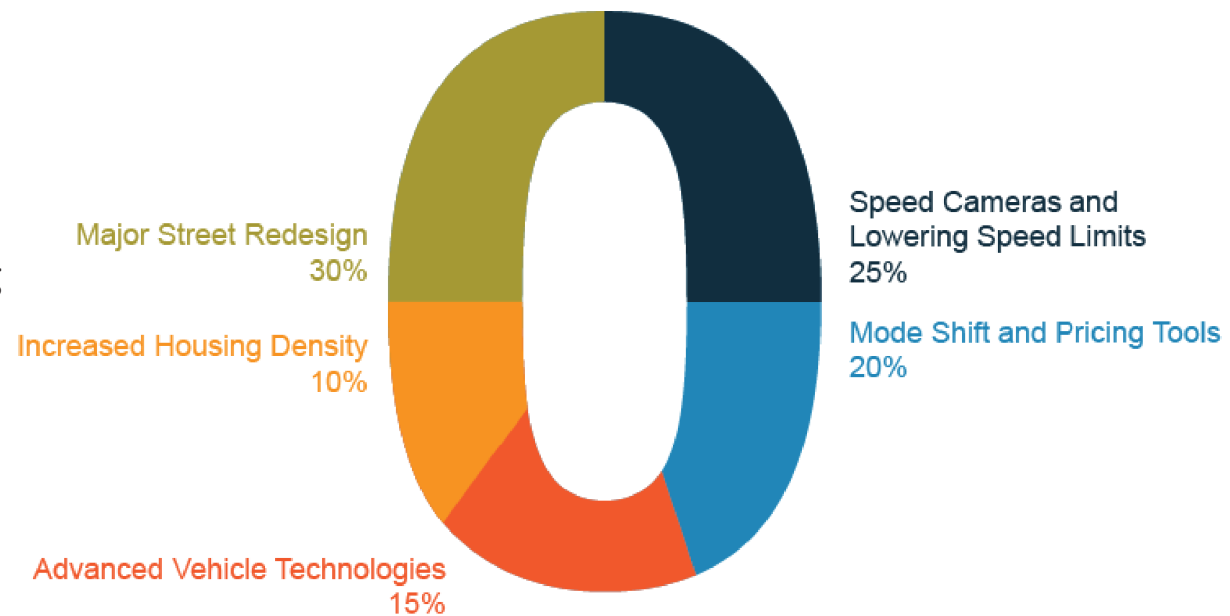
Speed Cameras & Lowering Speed Limits

Mode Shift & Pricing Tools: Moving to active transportation modes, using tools like pricing

Advanced Vehicle Technologies: Advanced driver-assistance systems, smaller vehicles

Increased Housing Density: Housing near jobs/services, especially affordable housing and services for unhoused populations

Roadmap to Zero in SF



Based on national data & adapted for SF trends

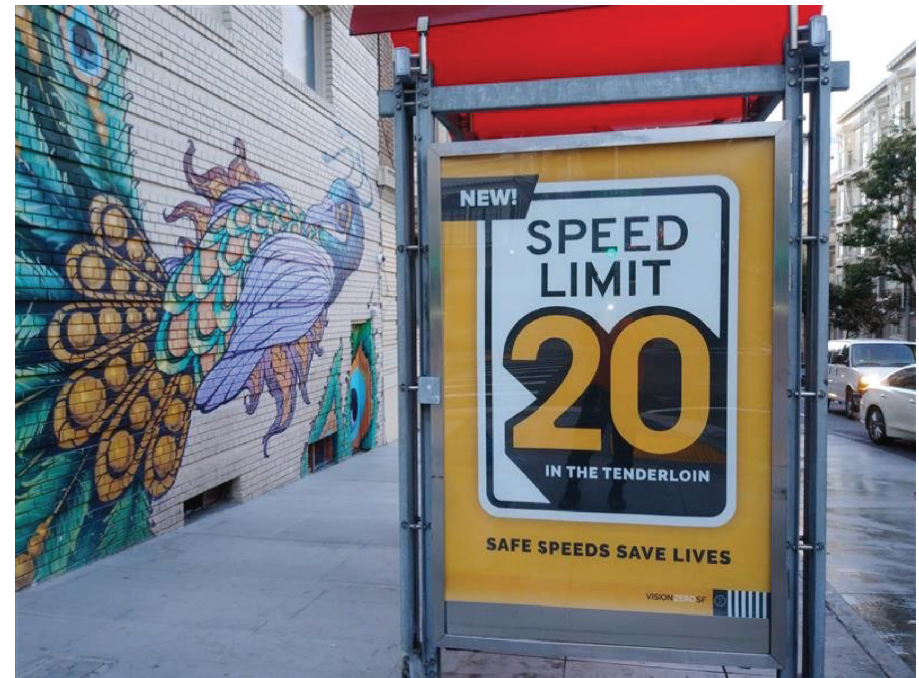
ACTION STRATEGY: **DRAFT ACTIONS**

SAFE STREETS: DRAFT ACTIONS

Slowing Vehicle Speeds

1. **NEW:** Complete All Eligible Quick-Builds on the HIN by 2024*
2. **NEW:** Develop comprehensive speed management plan by 2022, including reducing posted speed limits & plan for automated tools
3. **NEW:** Complete 100 traffic calming devices annually, including in areas with seniors, people with disabilities, and schools

*Unfunded need: \$5M annually



SAFE STREETS: DRAFT ACTIONS

Safer Crossings

1. **Upgrade all HIN intersections by 2024 with:**
 - Continental crosswalks and daylighting
 - Slower Walking speeds and Leading Pedestrian Intervals
2. **Expand Turn Related Treatments including:**
 - **NEW:** Complete all eligible left turn traffic calming locations by 2024 (approximately 12 per year)
 - **NEW:** Evaluate Turn on Red Restrictions in the Tenderloin in 2022 and expand based on findings
 - **Expand Red Light Camera program** with 8 new locations by 2022
3. **Upgrade signals on the HIN with:**
 - 40% of all eligible Accessible Pedestrian Signals (APS)
 - 95% of all eligible Pedestrian Countdown Signals (PCS)

SAFE SPOT



NO TURN ON RED:

Keep crosswalks open for people walking and rolling.

NO VOLTEAR EN ROJO:
Mantenga los cruces
peatonales libres para
las personas que
caminan y ruedan.

紅燈時禁止轉彎：
保持馬路暢通，
以便行人橫過馬路

BAWAL LUMIKO KAPAG
PULA ANG ILAW:
Panatilihin bukas ang
mga tawiran para sa mga
naglalakad at gumagamit
ng de-gulong na kagamitan.

This street improvement
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#VisionZeroAtWork

VISIONZEROSF.ORG



SAFE PEOPLE: *DRAFT ACTIONS*

Ensure Compliance with Traffic Laws

1. Continue focus on dangerous driving behaviors:

- Continue 50% Focus on the Five goal
- Conduct monthly High Visibility Traffic Safety Event actions on the HIN focused on dangerous driving behaviors
- Extend monthly safe speeds enforcement program

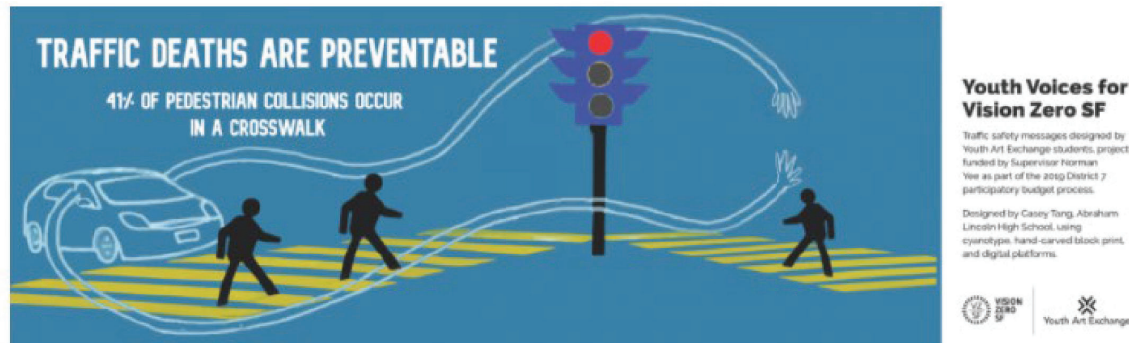
2. **NEW:** Pursue next steps from Budget & Legislative Analyst report that analyzes racial disparities in traffic stops



SAFE PEOPLE: DRAFT ACTIONS

Advancing Traffic Safety Culture Change

1. Develop ongoing education campaigns that highlight top crash factors and conduct citywide outreach to create traffic safety champions*
2. **NEW:** Implement education campaign on impacts of impaired driving **
3. Facilitate motorcycle safety training for riders**
4. Provide annual grants to engage seniors, people with disabilities, service providers, and community-based organizations



**This includes approximately \$2M in unfunded needs to extend the program after FY22*

***These actions are dependent on grant awards*

SAFE VEHICLES: *DRAFT ACTIONS*

Autonomous Vehicles (AV) & City Fleet

1. Ensure federal, state, and local AV policy increases safety for all road users
2. Release annual telematics report that includes driving trends and corrective actions
3. Explore additional collision avoidance technologies for SFMTA vehicles



DATA SYSTEMS: *DRAFT ACTIONS*

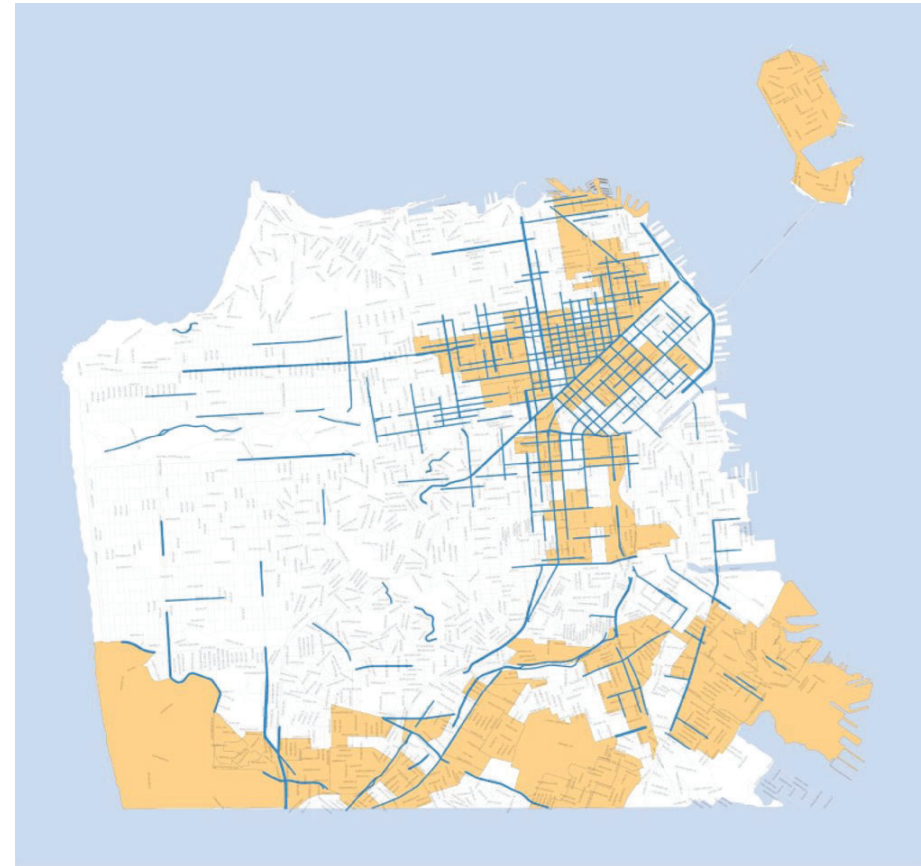
1. Data Reporting

- Regularly update public-facing TransBASE dashboard
- Integrate SFPD traffic collision data into Crime Date Warehouse
- Release annual severe injury trend report

2. Trends & Analysis

- Update HIN Map using linked police, hospital, and emergency medical services data with most recent data
- Issue annual research brief to address traffic injury and inequities such as homelessness, race/ethnicity, language, income and immigration status*

**Unfunded*



METRICS & INDICATORS

- **Achieve zero traffic fatalities by 2024**
- **Deliver 13+ miles of annual safety improvements** on HIN, including at least 50% in Community of Concern
- **Issue 50% of traffic citations** for Focus on the Five
- **Conduct outreach to 15,000 people annually** and achieve 250 million media impressions
- **Issue 8 community grants** for traffic safety outreach
- **Achieve 20% community awareness/understanding** of Vision Zero
- **Conduct 45+ community events**, with 100% translated

ACTION STRATEGY NEXT STEPS & TIMELINE





Thank you!

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