



Agenda

COMMUNITY ADVISORY COMMITTEE Meeting Notice

DATE: Wednesday, September 6, 2023, 6:00 p.m.

LOCATION: Hearing Room, SFCTA Offices

Join Zoom Meeting: <https://us02web.zoom.us/j/81521573422>

Meeting ID: 815 2157 3422

One tap mobile:

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PUBLIC COMMENT DURING THE MEETING:

To make public comment on an item, when the item is called, members of the public participating by Zoom wishing to speak should use the “raise hand” feature or dial *9. When called upon, unmute yourself or dial *6. In order to get the full Zoom experience, please make sure your application is up to date.

MEMBERS: Kevin Ortiz (Chair), Kat Seigal (Vice Chair), Sara Barz, Rosa Chen, Najuwanda Daniels, Mariko Davidson, Sean Kim, Jerry Levine, and Rachael Ortega

Remote Access to Information and Participation

Members of the public may attend the meeting and provide public comment at the physical meeting location listed above or may join the meeting remotely through the Zoom link provided above.

Members of the public may comment on the meeting during public comment periods in person or remotely. In person public comment will be taken first; remote public comment will be taken after.



Written public comment may be submitted prior to the meeting by emailing the Clerk of the Transportation Authority at clerk@sfcta.org or sending written comments to Clerk of the Transportation Authority, 1455 Market Street, 22nd Floor, San Francisco, CA 94103. Written comments received by 5 p.m. the day before the meeting will be distributed to committee members before the meeting begins.

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

Consent Agenda

3. Approve the Minutes of the July 26, 2023 Meeting – **ACTION*** **page 5**
4. Community Advisory Committee Vacancies – **INFORMATION**

The Community Advisory Committee (CAC) currently has two vacancies for the District 4 and 6 representatives. Applications for the CAC can be submitted through the Transportation Authority's website at www.sfcta.org/cac. The Board will appoint candidates to the CAC at a future Board meeting. Neither staff nor CAC members can make recommendations regarding CAC appointments.

End of Consent Agenda

5. Adopt a Motion of Support to Release \$4,687,100 in Previously Allocated Sales Tax Funds, with Conditions, to the Transbay Joint Powers Authority for Downtown Rail Extension Engineering Development and Procurement Preparation – **ACTION *** **page 15**
6. Adopt a Motion of Support to Accept the Transportation Capital Projects Delivery Study – **ACTION*** **page 57**
7. Adopt a Motion of Support to Adopt the Treasure Island Supplemental Transportation Study [NTIP Planning] Final Report – **ACTION*** **page 119**
8. Adopt a Motion of Support to Increase the Amount of Professional Services Contract with WMH Corporation by \$350,000, to a Total Amount Not to Exceed \$3,050,000 for the Design Phase and Caltrans Right-of-Way Approval for the Yerba Buena Island Hillcrest Road Improvement Project – **ACTION*** **page 293**
9. Adopt a Motion of Support to Approve a Two-Year Professional Services Contract with WSP USA Inc. in an Amount Not to Exceed \$4,300,000 for Construction Management Services for the Yerba Buena Island Hillcrest Road Improvement Project; and Approve a Two-Year Professional Services Contract with GHD in an Amount Not to Exceed \$1,200,000 for Construction Management Services for the Torpedo Building Preservation Project and Pier E-2 Phase 2 Project – **ACTION*** **page 301**
10. Autonomous Vehicle Update – **INFORMATION*** **page 313**

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

Next Meeting: September 27, 2023

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

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

The Legislative Chamber (Room 250) and the Committee Room (Room 263) in City Hall are wheelchair accessible. Meetings are real-time captioned and are cablecast open-captioned on SFGovTV, the Government Channel 26 or 99 (depending on your provider). Assistive listening devices for the Legislative Chamber and the Committee Room are available upon request at the Clerk of the Board's Office, Room 244. To request sign language interpreters, readers, large print agendas or other accommodations, please contact the Clerk of the Transportation Authority at (415) 522-4800. Requests made at least 48 hours in advance of the meeting will help to ensure availability. Attendees at all public meetings are reminded that other attendees may be sensitive to various chemical-based products.

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

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code Sec. 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102; (415) 252-3100; www.sfethics.org.

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DRAFT MINUTES

Community Advisory Committee

Wednesday, July 26, 2023

1. Committee Meeting Call to Order

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

CAC members present at Roll: Rosa Chen, Najuwanda Daniels, Sean Kim, Jerry Levine, Rachael Ortega, and Kevin Ortiz (6)

CAC Members Absent at Roll: Sara Barz, Mariko Davidson (entered during item 6), Eric Rozell and Kat Siegal (4)

2. Chair's Report - INFORMATION

Chair Ortiz reported that the California Transportation Commission approved \$5 million in one-time Local Partnership Program (LPP) incentive funds to award San Francisco for passing Prop L in November 2022. These funds, along with an additional \$3.44 million in San Francisco's LPP Formula funds, will be available to the Transportation Authority for allocation and programming through June 30, 2026.

Next, Chair Ortiz announced that to help inform the development of their Active Communities Plan, the San Francisco Municipal Transportation Agency was partnering with local organizations to host a series of bike rides around the city and more information about specific rides could be found on the program website. Chair Ortiz announced that SFMTA also planned to add eight additional red-light cameras across Districts 2, 5 and 6. Finally, Chair Ortiz announced that Calvin Ho had stepped down from the District 4 CAC seat and he thanked Mr. Ho for his service.

There was no public comment.

Consent Agenda

3. Approve the Minutes of the June 28, 2023 Meeting - ACTION

4. Community Advisory Committee Vacancies - INFORMATION

5. Investment Report and Debt Expenditure Report for the Quarter Ended June 30, 2023 - INFORMATION*

There was no public comment on the Consent Agenda.

Member Levine moved to approve the Consent Agenda, seconded by Member Ortega.

The Consent Agenda was approved by the following vote:

Ayes: CAC Members Chen, Daniels, Kim, Levine, Ortega, and Ortiz (6)

Absent: CAC Members Barz, Davidson, Rozell, and Siegal (4)



End of Consent Agenda

6. San Francisco Municipal Transportation Agency Vision Zero Quick-Build Program Project Update – INFORMATION*

Jen Wong, Vision Zero Quick-Build Program Manager, presented the item per the staff memorandum.

During public comment, Edward Mason asked how much money had been allocated to the Vision Zero Quick-Build Program since its inception. He stated that the program was trying to compensate for a culture of disrespect for safety by building safety improvements. He asked if the SFMTA had considered trying to improve the cultural component of safety issues. He recommended two online publications that contained pertinent information on the topic of traffic safety, Smart Cities Dive and Route Fifty.

Roland Lebrun asked if the standard for pedestrian crossing timing was 1.5 feet per second, which he stated was the speed of mobility-impaired people.

During CAC member discussion, Member Ortega stated that she had read about mixed reception of the Valencia Street center-running bike lane pilot in a San Francisco Chronicle article. She stated that she had also heard from several of her friends that merging into the center-running bike lane felt unsafe. She asked how the safety of the merge could be improved. She stated that there were no-left-turn and no-U-turn signs posted on Valencia Street, but that they were not enforced. She asked what plans were in place to enforce the no-turn signs and ensure the functioning of the bike lane pilot.

Ms. Wong stated that the standard for pedestrian crossing timing was 3 feet per second, which allowed more crossing time than the previous standard of 3.5 feet per second. She noted that this standard was a general rule, and actual pedestrian crossing times occasionally varied to accommodate complex intersections. She stated that allocations to the Vision Zero Quick-Build program averaged about \$5,000,000 per year. She thanked Mr. Mason for recommending the online publications. She stated that the SFMTA's Slow Streets Mural Program added artwork to roadway pavement. She agreed with Mr. Mason's sentiment that improving the cultural component of safety issues was important.

Kimberly Leung, the project manager for the Valencia Street Bikeway Pilot project, stated that the center-running bike lane ran from 15th to 23rd street. She stated that bike signals had been installed on either end of the center-running lane on July 7, 2023, and were timed to first turn green to allow bikes to enter and exit the center-running lane, then red to stop the bikes, following which the traffic signals for cars would turn green for cars to enter the intersection. She stated that the SFMTA had been working with the SFPD since April, 2023, when the no-turn signs were installed. She noted that Parking Control Officers were working to handle the new parking and loading regulations introduced along Valencia Street.

Member Davidson expressed support for Member Ortega's comments on the Valencia Street Bikeway Pilot project. She stated that she regularly biked on Valencia Street, and that signage obstructing the bike lanes and lack of parking and driving enforcement made the bike lane dangerous. She asked how SFMTA would evaluate this pilot project. She expressed hope that Skyline Boulevard would get protected



bike and pedestrian infrastructure because it was a high-speed roadway. She expressed desire for a protected pedestrian and bike connection from District 11 to Lake Merced. She stated that the sidewalk connecting the two areas on Brotherhood Way was not useful in its current state.

Ms. Leung stated that signage remained in the center-running bike lane on Valencia Street because some work remained to be done along the corridor after the signals were finished, including the installation of new bollards and loading and parking signs. She stated that the SFMTA was working with the sign shop to complete the remaining work and remove the signs from the bike lane and hoped to be able to provide an update on this the following week.

Brian Liang, program manager for Livable Streets with SFMTA, stated that the SFMTA was developing educational materials for users of the Valencia Street Pilot which were being released throughout the summer, including visual content posted on social media and the SFMTA's project website and an educational video. He stated that the formal evaluation period of the Pilot had not yet begun because the Pilot had not officially started, but that the SFMTA had been receiving feedback on the project already and was working to resolve the issues.

Member Daniels stated that the introduction of autonomous vehicles had complicated the Valencia Street Pilot. She stated that the previous Saturday, she witnessed an autonomous vehicle respond to a bike exiting the center-running bike lane by attempting to pull out of the traffic lane, but then got stuck and blocked her exit from the parking lot, so she had to call 3-1-1 for help. She stated that the interaction of autonomous vehicles with the center-running bike lane would have to be considered. In regards to the quick-build projects on the Hunters Point Boulevard, Evans Avenue, and Innes Avenue corridors, and on Evans Avenue from Cesar Chavez Street to Third Street, she stated that she drove on these corridors frequently and didn't see a benefit from the projects. She asked what the data said about the success or unintended consequences of these projects.

Ms. Wong stated that the quick-builds on Evans Avenue and on the Hunters Point Boulevard, Evans Avenue, and Innes Avenue corridors were completed and that at least one of them was still being evaluated. She stated that she could share results from the Safe Streets Evaluation Program about these projects. She stated that the SFMTA was conducting outreach on the Hunters Point Boulevard, Evans Avenue, and Innes Avenue corridor to address the issues Member Daniels noted, and that it was possible adjustments could be made to the corridor as a result of this outreach.

Member Daniels asked that Ms. Wong send her the results of the evaluations for the quick build projects.

Ms. Wong agreed to do so.

Chair Ortiz asked about the status of completing safety treatments for the entire High Injury Network with quick-builds.

Ms. Wong stated that much of the remaining work would be completed with tools in the Quick-Build Toolkit, which had been developed to facilitate complete treatment of the High Injury Network. She stated that there were roughly 50 remaining untreated miles of the High Injury Network.



Chair Ortiz asked if the SFMTA was planning to complete treatment of the High Injury Network by the end of 2024, as was the goal.

Ms. Wong confirmed that was correct.

Chair Ortiz opined that this likely wouldn't happen.

Ms. Wong stated that the SFMTA was committed to prioritizing the completion of safety treatments on the entire High Injury Network and would dedicate the necessary resources to do so.

Chair Ortiz asked what standard the SFMTA employed for the length of daylighting zones on quick-build projects.

Ms. Wong stated that the length of daylighting zones varied by traffic speed and the width of streets, and that engineers used a formula to determine the appropriate length of a daylighting zone. She stated that as a general rule, daylighting zones were ten feet long for stop-controlled intersections and 20 feet long for signal-controlled intersections.

Chair Ortiz stated that he'd heard that some businesses were concerned about the quick-build project on 17th Street from Potrero to Pennsylvania avenues. He asked what approach the SFMTA was taking to do community outreach and address concerns from small businesses along the corridor, particularly at this critical moment in their economic recovery.

Ms. Wong stated that the 17th Street quick-build project team was engaging with businesses of all sizes to understand their needs for passenger loading and commercial deliveries. She stated that she could connect Chair Ortiz with the project managers so that they could share more about the engagement process of the project.

Chair Ortiz asked that Ms. Wong connect himself and Member Daniels with the project managers for the 17th Street quick build project. He asked that he be sent the formula used for determining the length of daylighting zones.

Member Kim asked what the standard evaluation period schedule was for quick-build projects.

Mr. Liang stated that the standard evaluation period started three months after project completion. He stated that data was not typically collected immediately following a project's completion to allow the street's users to adjust to the new configuration. He stated that some projects were evaluated immediately following completion, and some projects were evaluated over multiple periods.

Member Kim asked how long the standard evaluation period was, and how the evaluation findings were addressed.

Mr. Liang stated that the standard traffic data collection period was one to three days. He stated that a typical parking study consisted of occupancy counts for a 72-hour period, whereas vehicle speed and volume studies typically lasted 24 to 48 hours. He stated that following the evaluation period, SFMTA staff processed and cleaned the data to account for unusual circumstances like construction projects or street closures that may have affected it, then used the data to determine how well the quick build project was working and if any adjustments needed to be made.



Chair Ortiz asked that the SFMTA make the Transportation Authority staff and CAC members aware when the Valencia Street Pilot project was completed and when to expect evaluation results, as there was a lot of interest surrounding this project.

Ms. Leung confirmed that the SFMTA would do so.

7. Adopt a Motion of Support to Accept the Transportation Capital Projects Delivery Study – ACTION*

Yana Waldman, Deputy Director for Capital Projects, presented the item per the staff memorandum.

During public comment, Mr. Mason stated that the report does not mention anything about project management certification or project management professional designation. He questioned who would be running the program. He mentioned the Valley Transportation Authority hired an Inspection General for their major capital projects to bring a level of accountability and oversight.

Roland Lebrun stated that on Slide 13 of the presentation at the bottom where related projects were shown, the Link 21 crossing was missing. He said that crossing was a Transbay Joint Powers Authority legal mandate in Senate Bill 916, which was Regional Measure 2 [bridge toll measure]. Mr. Lebrun said they would have to take down a dozen buildings to build it. He expressed concern that no one was looking at this and said it needed to be addressed as a matter of urgency before the project could proceed.

During member discussion, Member Ortega noted she has done capital project work and requested further explanation about working on estimation and budgeting. She asked if the study looked at the bidding process during this study as she had found this to be an important piece in her own work. She stated that San Francisco did not have the best reputation of working with contractors and asked if the project team had talked to any contractors about how the bid process could be improved. Finally, Member Ortega noted the report seemed broad and a great first step, but strongly encouraged the Transportation Authority to pay extra attention to the details.

Ms. Waldman provided an example related to estimation noting there was a lot of concern about the low bid process. She explained that one benefit of doing better cost estimation up front was to have a stronger understanding of what the project estimate should be to support evaluation of low bids that may not match the engineer's estimate. Next, Ms. Waldman stated that there was not a section of the study where they spoke directly to the contractors; however, contractors were able to give feedback through the San Francisco Partnering Group that the study team worked with. Through this group, they heard that contractors wanted more efficient decision making. Ms. Waldman noted that when the report talked about partnership, it referred not just to City departments but to contractors, too. As an example, Ms. Waldman mentioned a partnering session for one of the Transportation Authority's projects which included contractors, the construction management team, the owners, and membership from almost all of the city departments that were going to be working on the project. That discussion was robust, and it was the first of many partnering sessions on that project.

Member Ortega expressed interest in continuing the discussion in further detail offline. She said she might send some written comments to staff after the meeting.



Member Kim inquired who the Capital Projects Management Office (CPMO) staff would be and if they would come from SFMTA or San Francisco Public Works or an independent organization.

Ms. Waldman responded that the current draft structure of the CPMO recommended in the report would be dedicated staff that would be under the City Administrator, so it would be a sub-group to the City Administrator's Office. There would be dedicated staff and support from City departments. They would also stand-up project offices on a case by case basis including specialists.. Those individuals would be qualified by city standards.

Member Kim spoke about the L Taraval Improvement Project where he said there were construction delays because departments were not organized and the street was closed for days. He asked who would be accountable for large projects that involved multiple departments. He asked if the study had looked at examples from other cities, states, or countries. He noted that the Central Subway took ten years to complete while other countries have completed similar projects in less time and with less money. He suggested they have a study for best practices not only limited to San Francisco, but best practices in the world.

Ms. Waldman referenced the long list of studies the project team reviewed which was listed at the back of the report and noted that it included reviews of studies outside of the region and outside of the country. She agreed that projects proceeded much faster in other areas and noted one of the leading challenges in the Bay Area was all of the different agencies and jurisdictions involved. She said that that was why one of the recommendations was to establish an efficient decision-making process so that when there was a decision that needed to be made, there was a clear group empowered to make the call. She noted that the Transportation Authority hoped to work with the City departments and City Administrator's office to roll out and implement the recommendations.

Member Levine stated he wanted to follow up on Member Kim's comments, as the impact of large projects on small businesses seemed to be a consistent problem. He inquired if this had been addressed in the study.

Ms. Waldman responded that it had been brought up by a number of the Transportation Authority board members. She stated that this issue was captured under stakeholder coordination, with improved stakeholder coordination during the planning phase to make sure the project could be planned in the best possible way to mitigate challenges for businesses in the project vicinity and then on-going communication with the stakeholders, businesses, and residents so everyone was keep apprised when something was happening. She said one of the ways to reduce confusion was to have better communication.

Member Levine added that the issue of impacts on small businesses was not only during the project but also after the project was completed. He asked if there was something in the study that would provide support for small businesses for a period substantially after the project is completed.



Member Ortega asked if they could make amendments to the report later on.

Maria Lombardo, Chief Deputy Director, noted that the Board unanimously had recommended accepting the report at its meeting the day before and would consider final approval of the report in September after Board recess. She said that the CAC could provide input at the current CAC meeting or members could provide input after the meeting (e.g. via email) to the project team for consideration before the report went to the Board for final approval.

Carl Holmes, Deputy Director of Capital Projects, noted that with the second reading of the Board item in September, it was possible that there would be feedback or minor adjustments, but that staff still wanted to advance the report because the work was completed. He noted that the actual implementation of the recommendations would require a substantial amount of work that still needed to be done.

Chair Ortez ask if there was a set timeline for when they would reevaluate the CPMO.

Mr. Holmes explained from the perspective of the report and recommendations, they were ready to hand the report over to the City Administrator's Office and city agencies so that the group could now turn their attention to supporting implementation. He said some time would have to pass before they would be able to evaluate what was working and what was not working. He added that the City Administrator's Office might have other recommendations as they proceed, but this working group was charged with providing recommendations from all the efforts that had been made up to this point.

Member Levine inquired if they would have an opportunity in the future to get updates.

Ms. Waldman replied in the affirmative.

Chair Ortiz requested that Member Ortega include the CAC members when sending her comments to staff.

Member Levine moved to approve the item, seconded by Member Daniels.

The motion failed by the following vote:

Ayes: CAC Members Chen, Daniels, Davidson, Levine, Ortega (5)

Abstain: CAC Members Kim and Ortiz (2)

Absent: CAC Members Barz, Rozell, and Siegal (3)

Chair Ortiz asked what their options were since the motion failed.

Ms. Lombardo answered that a CAC member could make another motion and see if that passed or they could request to have the report be brought back to the September 6th CAC meeting. She stated if the item were to come back on September 6th, staff would bring back any comments or feedback received [which could be shared with the Board regardless of whether any changes were made to the report itself].

8. State and Federal Legislation Update – INFORMATION*

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



Member Levine asked for clarification on whether it would be cheaper to pay the toll violation rather than the toll under the equity provisions of the Senate Bill 532.

Ms. Crabbe clarified that the violators would pay the toll plus the violation amount.

Chair Ortiz asked what concerns the Transportation Authority had with Assembly Bill 825.

Ms. Crabbe responded that the author represented a district in Southern California which had a different streetscape than San Francisco. She added that allowing bikes and scooters to ride on the sidewalks of the City would cause safety issues for pedestrians, especially people with mobility issues.

Chair Ortiz asked what amendments the Transportation Authority would like to see.

Ms. Crabbe stated that the Transportation Authority would like to see local jurisdictions given more autonomy in how they chose to enforce the law [were it to pass], similar to the bill that decriminalized jay walking and recently passed.

Chair Ortiz stated that there were equity concerns in how these kinds of laws tended to be disproportionately enforced on certain communities and that he would appreciate the opportunity to connect with Transportation Authority staff offline.

Member Kim asked what the timeline was for the equity provisions in AB 532 to be implemented.

Ms. Crabbe stated that if the bill was passed, she estimated that it would take two years at the most to implement, however she hoped it would happen much quicker.

Member Davidson stated that she supported the speed safety camera bill.

During public comment, Ed Mason stated that hasn't seen any improvement with BART and that they were still running 10 car trains. He stated that the Central Subway was a waste of money and that SFMTA should focus their resources on different routes. He stated that he did not want bikes or scooters to be allowed to ride on the sidewalk. He closed by stating that he believed it should take a 2/3 voter majority to pass any kind of taxation.

Chair Ortiz echoed Mr. Mason's remarks about not allowing scooters on sidewalks.

Roland Lebrun stated that SB 532 should consider transit agencies' high level of fare evasion before asking for more funding. He stated he had personally seen a lot of fare evasion and that Muni needed to start making everyone pay and offering programs to low income riders.

9. Community Advisory Committee Ethics Training - INFORMATION*

Amber Maltbie, Nossaman, LPP, presented the item per staff memorandum.

Member Davidson asked whether there would be any change to the Brown Act to allow for remote participation by CAC members.

Clerk Saunders responded that there had not been.

There was no public comment.



Other Items

10. Introduction of New Business - INFORMATION

Chair Ortiz stated that in light of the recent events related to the Dolores Hill Bomb, there had been a lot of public discussion about skating infrastructure or the lack thereof and the criminalization of skating in public spaces. He stated that in accordance with Article 5 of the CAC By-Laws, as Chair he wanted to establish a subcommittee to look at the available skate infrastructure and local and state law around skating. The purpose of the subcommittee would be analyze this information and then make recommendations to the CAC and the Transportation Authority Board. He appointed Members Chen and Daniels to sit on the subcommittee with him.

There was no public comment.

11. Public Comment

During public comment, Ed Mason stated that many commuter shuttle buses had expired permits fiscal year basis sticker color violations have gone on for a long time there is not enough enforcement little surveillance.

Roland Lebrun stated that traffic crossing signal timing needed to be extended as they currently did not give people mobility impairments enough time to fully cross.
Adjournment

The meeting was adjourned at 8:32 p.m.

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Memorandum

AGENDA ITEM 5

DATE: August 31, 2023

TO: Transportation Authority Board

FROM: Carl Holmes - Deputy Director for Capital Projects
Anna LaForte - Deputy Director for Policy and Programming

SUBJECT: 9/12/2023 Board Meeting: Release \$4,687,100 in Previously Allocated Sales Tax Funds, with Conditions, to the Transbay Joint Powers Authority for Downtown Rail Extension Engineering Development and Procurement Preparation

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Release \$4,687,100 in Previously Allocated Sales Tax Funds, with Conditions, to the Transbay Joint Powers Authority (TJPA) for Downtown Rail Extension (DTX) Engineering Development and Procurement Preparation.</p> <p>SUMMARY</p> <p>TJPA is the lead agency for the DTX project, now known as The Portal, which will extend Caltrain from its current terminus at Fourth and King to the Salesforce Transit Center and which is also planned to accommodate future California High-Speed Rail operations. TJPA and The Portal partner agencies, including the Transportation Authority, are cooperating to develop the DTX project under the terms of a six-party Memorandum of Understanding (MOU) executed in 2020. The current MOU, which expires on December 31, 2023, is intended to bring the project to ready-for-procurement status. Under the MOU, the Transportation Authority and the Metropolitan Transportation Commission (MTC) have prepared The Portal Governance Blueprint, which was approved by the TJPA Board in August 2023 and which provides guidance to prepare a successor to the current MOU.</p> <p>In March 2023, the Transportation Authority Board allocated \$10,000,000 in Prop K funds, with conditions, to TJPA for DTX Engineering Development and Procurement Preparation. Of the \$10 million in allocated funding, \$4,687,100 was placed on reserve, subject to future release by the Board. The allocation specified that</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fund Allocation/Release <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input checked="" type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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such release be subject to a future presentation regarding the recommendations of the Governance Blueprint and the planned approach to project governance during procurement and construction.

The single largest planned source of funding for the project is a grant from the Federal Transit Administration (FTA) Capital Investment Grant (CIG) New Starts program. In August 2023, TJPA submitted an updated request to FTA to advance The Portal to the Engineering phase of the CIG process. The August submittal to FTA reflected the outcomes of FTA's comprehensive risk review of the project, as well as FTA's approval of TJPA's request to, for FTA grant purposes, include the scope and cost of the trainbox previously completed as part of construction of the Salesforce Transit Center. The estimated capital cost of the project is \$7.52 billion; with inclusion of the trainbox, the FTA-reported total is \$8.25 billion. TJPA is seeking CIG funding of 49.4 percent of the total cost inclusive of the trainbox, or approximately \$4.1 billion.

FTA approval of TJPA's request to advance The Portal into the Engineering Phase is anticipated this fall. At the time of entry to Engineering, the CIG funding amount will be locked in absolute dollars terms; to the extent project costs increase thereafter, non-CIG funding must cover all such costs. The Transportation Authority conducts enhanced oversight of The Portal, in concert with our direct role in leading or supporting MOU work program tasks and participating in project governance bodies. As the project advances into procurement and construction, our oversight role and requirements will deepen, to reflect the high-risk profile of the project. Our oversight efforts are complementary to the ongoing federal oversight that will be provided by FTA.

BACKGROUND

The Portal consists of the construction of a rail subway extension from Caltrain's current terminus at Fourth and King streets to the Salesforce Transit Center in downtown San Francisco. The Portal will fully realize investments in the Transit Center, including the underground trainbox. The project will bring Caltrain from its current northern terminal at Fourth and King streets into the heart of downtown San Francisco, and the project will serve as a critical element of the first phase of the California High-Speed Rail Project, linking the Bay Area to the Central Valley and Southern California. The Portal is also planned for compatibility with future rail expansion across the Bay. The Portal is environmentally cleared at both a state



and federal level, and the project received its environmental Record of Decision from FTA in July 2019.

Project Governance. The Portal is led by TJPA and represents the final phase of the Transbay Program. In April 2020, the Transportation Authority Board approved the San Francisco Peninsula Rail Program Memorandum of Understanding (Peninsula Rail MOU) between the major DTX stakeholders: TJPA, MTC, Peninsula Corridor Joint Powers Board (Caltrain), California High-Speed Rail Authority (CHSRA), City and County of San Francisco (CCSF), and the Transportation Authority. Under the MOU, these six agencies agreed to jointly undertake a multi-year effort to develop the DTX to ready-for-procurement status. The six agencies executed a time-only amendment to the MOU in Spring 2023, extending the term of the agreement to December 31, 2023.

The Peninsula Rail MOU codified agreement to pursue most of the recommendations of the 2019 Expert Panel review, commissioned by the Transportation Authority Board, of best practices for governance, oversight, management, funding, and project delivery for DTX. The MOU established a governance structure to support the TJPA Board in the development of The Portal project, specifically an Executive Steering Committee (ESC), composed of senior executives from the MOU agencies, supported by an Integrated Program Management Team (IPMT), composed of senior technical staff.

The Peninsula Rail MOU describes various tasks to be conducted to ready the project for procurement and construction. One of the MOU tasks is a study to consider the institutional arrangement and governance for the delivery of The Portal through construction, with recommendations to be provided to the TJPA Board. Per the MOU, the Transportation Authority and MTC co-led The Portal Governance Study during 2022 and 2023, in cooperation with TJPA and the other MOU partners. In August 2023, the TJPA Board approved The Portal Governance Blueprint, as prepared by the Transportation Authority and MTC, and as recommended by the ESC.

FTA Process. The single largest planned source of funding for The Portal is the FTA CIG New Starts program, through which TJPA will seek up to 49.4 percent of the project's capital costs. The Portal is a longstanding local and regional priority for funding from the CIG program. The Portal project schedule targets securing the CIG Full Funding Grant Agreement (FFGA) with FTA by Spring 2025.

In December 2021, FTA notified TJPA that The Portal had been admitted into the Project Development phase of the New Starts process, the first formal step in putting the project forward for CIG funding. In February 2023, TJPA submitted an initial request to FTA to advance the project into the Engineering phase, which follows Project Development in the CIG process.

Since the February submittal, FTA and its Project Management Oversight Consultant (PMOC) have conducted a comprehensive risk review of The Portal, which has led to adjustments to



the project's schedule and cost. In August 2023, TJPA submitted an updated request to FTA to advance the project into the Engineering phase of the CIG process. Submission of this request in August keeps the project on track for consideration in the White House's March 2024 budget recommendation and for completion of the FFGA by Spring 2025. The August submittal reflected: the outcomes of the PMOC-led risk review, revised FTA guidance for project submissions, and other updated information.

March 2023 Prop K Allocation and Reserved Funds. In March 2023, the Transportation Authority Board allocated \$10,000,000 in Prop K funds, with conditions, to TJPA for DTX Engineering Development and Procurement Preparation (Attachment 3). This action allowed for remaining Prop K programming for The Portal to be allocated to TJPA prior to the sunset of the Prop K Expenditure Plan on March 31, 2023. Of the \$10 million in allocated funds, \$4,687,100 was placed on reserve, subject to future release by the Board. The allocation specified that such release be subject to a future presentation regarding the recommendations of the Governance Blueprint and the planned approach to project governance during procurement and construction.

In addition to the condition with respect to the reserved funds, the allocation specified a number of other special conditions, including: TJPA's continued compliance with the Transportation Authority's Oversight Protocol for The Portal and periodic presentations on The Portal by TJPA staff to the Board and CAC, at the discretion of the Board Chair.

DISCUSSION

We recommend the release of \$4,687,100 in Prop K funds for The Portal that were placed on reserve by the Board at time of allocation in March 2023. The memorandum summarizes project activities since that time including the updated cost estimate; discusses the project's progress with respect to the allocation's special condition for the release of reserved funds; and describes upcoming project milestones.

FTA Project Definition and Trainbox. TJPA's August 2023 submittal to FTA reflected a number of updates to project scope, for purposes of the CIG funding request.

The August submittal included additional scope and cost for electric maintenance-of-way equipment (needed to maintain The Portal's tunnel) and for retrofits of Caltrain's EMU fleet to allow level boarding at The Portal's stations. The combined estimated additional cost of these items is \$60 million, including escalation and contingencies. It is anticipated that CIG funding would cover 49.4 percent of this cost while local funds would be required for the remaining amount.

In June 2023, TJPA submitted a request to FTA to include the Salesforce Transit Center's trainbox in The Portal's project definition and in the project's capital funding plan as non-CIG match funding. The trainbox was constructed as part of the first phase of the Transbay Program and has no utility absent completion of The Portal. In July 2023 FTA approved



TJPA's request; accordingly, the trainbox capital cost of \$728.5 million has been added to both the capital cost estimate and funding plan, for FTA purposes. The inclusion of the trainbox allows the project to demonstrate a higher level of non-CIG funding as well as to request an increased amount of CIG funds.

Risk Review and Capital Cost Estimate. The preliminary Financial Plan for The Portal, as presented to the TJPA Board in February 2023, reflected a total capital cost estimate of \$6.68 billion in year-of-expenditure dollar (YOES) terms, exclusive of financing costs.

In Spring 2023, the PMOC completed its comprehensive risk review of the project on behalf of FTA. The review was facilitated in part through a multi-day risk workshop convened in May. The PMOC recommended a modest increase in assumed escalation and an approximately 6-month increase in schedule to better account for risks associated with items such as right-of-way acquisition, utility relocation, and railyards site work. These changes resulted in a recommended \$407 million increase in capital cost (an approximately 6 percent increase compared to TJPA's estimated cost).

The February 2023 estimate was exclusive of financing costs. Earlier this year, FTA published policy guidance including a requirement to reflect financing costs as part of the request to enter into Engineering. This requirement also permits financing costs to be eligible for CIG reimbursement. Based on this guidance, TJPA and its financial advisors have estimated financing costs for the project of approximately \$375 million.

Attachment 1 presents the updated estimate for the capital cost of the project. This estimate is subject to further refinement as FTA completes its review of TJPA's request to enter the Engineering phase. TJPA staff plans to bring forward a baseline cost/budget and schedule to the TJPA Board later this calendar year, following FTA's approval to admit the project into Engineering, at which time the CIG funding amount will be fixed in dollar terms.

Capital Funding Plan. The Transportation Authority and TJPA have prepared an updated funding plan for The Portal, in alignment with the adjusted cost estimate and in consultation with the other MOU partner agencies. The Portal funding plan relies on several sources, at a local, regional, state, and federal level. The foundation of the funding plan is a set of local funding sources, including sales tax funds and multiple land-based sources implemented as part of the Transbay Program. Attachment 2 presents the current capital funding plan, which was reflected in TJPA's August submittal to FTA.

With the passage of Prop L in November 2022, the resolution of the Regional Measure 3 (RM3) litigation, the State's award of \$60 million in TIRCP funds, and FTA's approval of TJPA's request to include the trainbox in The Portal project definition, TJPA is able to demonstrate that approximately \$1.9 billion of funding is currently committed to the project, or approximately 46 percent of the non-CIG funds, more than the minimum threshold of 30 percent for requesting entry to Engineering.



The funding plan identifies a CIG request of 49.4 percent of the project capital cost, or approximately \$4.1 billion. The actual CIG dollar amount approved by FTA will be determined by FTA at the time of entry to Engineering. Any cost increases subsequent to entry into the Engineering phase would not be funded by CIG. Prior to execution of the FFGA, planned for Spring 2025, all non-CIG funding sources must be committed to the project.

Significant additional work will be required over the next 18 months to complete the funding plan and secure remaining funding commitments. This work will include: pursuing other competitive grants for which the project is eligible; undertaking coordinated advocacy at the state and federal levels; furthering the region's prioritization and support of the project; and developing new and/or expanded local and regional funding sources.

A particular focus in the immediate term is furthering the State's funding support for the project, by securing additional state TIRCP funding and by advancing coordinated work in partnership with CHSRA. There is not currently a confirmed funding source available to CHSRA to back the planned \$550 million investment to reflect the critical role of The Portal in the statewide HSR system, and there is a need for continued advocacy for additional Federal and State investment, including potentially through extension of the State's Cap-and-Trade program beyond its current legislated expiration of 2030.

At a local level, a number of strategies to further leverage existing funding sources – such as extending Transbay District Net Tax Increment and accessing Central SoMa impact fees – will be considered, along with assessment of the potential role of long-term financing mechanisms sponsored by the U.S. Department of Transportation. Finally, the near-term work program for The Portal includes consideration of further value engineering opportunities, with the aim to reduce project cost.

FTA Rating. In order to consider advancing the project into the Engineering phase, FTA must prepare an evaluation/rating of the project. TJPA's August submittal provides all those materials necessary for FTA to conduct its rating. Under authorizing legislation and CIG policy guidance, FTA evaluates projects with respect to "Project Justification" and "Local Financial Commitment." In order to be recommended for funding, projects must achieve at least a "Medium" rating for both Project Justification and Local Financial Commitment. The Portal project team has developed preliminary estimates of anticipated ratings in both areas, which indicate an expectation of at least Medium for both evaluation categories; however, the ratings will be formally established through FTA's review of project information submitted by TJPA.

Governance Blueprint and Successor MOU. The Portal Governance Blueprint, approved by the TJPA Board in August 2023, provides policy guidance for the preparation of a new MOU (Successor MOU) among The Portal partner agencies, which would succeed the existing Peninsula Rail MOU and serve the project through construction and commissioning.



The Blueprint recommends continued and deepened multi-agency collaboration to successfully deliver The Portal, facilitated in part through the following governance bodies:

- *The Portal Board Committee*, established as a standing committee of the TJPA Board with three voting members, including representation from Caltrain and San Francisco, and with non-voting membership by MTC, providing transparent and dedicated venue for review and recommendation to the TJPA Board of policy matters.
- *Executive Working Group*, convened by the TJPA Executive Director, with senior executive representation from the six partner agencies.
- *Change Control Board*, serving as multi-agency body to review and recommend changes in project scope, schedule, budget, and contracts, informed by the project's risk management program, composed of senior technical representation from the six partner agencies.
- *Integrated Management Team*, led by The Portal Project Director, supporting the active management of delivery and aligning management activities across the partner agencies.
- *Project Delivery Team*, the integrated team of TJPA staff, consultants, and partner agency resources.

The Blueprint provides recommended parameters for each of these governance bodies, which will be confirmed and elaborated on in the Successor MOU. In addition to governance bodies, the Blueprint provides recommendations with respect to policy baseline documents, stage gates, change control, project reporting, and procedures for decision-making. A link to the full Blueprint document and the accompanying TJPA Board report is provided under Supplemental Materials below.

The Blueprint identifies recommended steps to advance the proposed governance approach, specifically in the following areas:

- Preparation of the Successor MOU among the six partner agencies for The Portal;
- Establishment of a framework for delegation of authorities to the executive and management levels, including levels/thresholds for review and decision-making; and
- Formation of the governance bodies recommended in the Blueprint.

The Transportation Authority, MTC, TJPA, and the other partner agencies have initiated work to prepare the Successor MOU.

Intergovernmental Agreements. The Blueprint focuses on the broad structure for multi-agency collaboration across The Portal partner agencies and does not address individual agencies' commitments, responsibilities, and decision rights. Multiple bi-lateral agreements between TJPA and individual partner agencies will be developed to enable implementation of The Portal.



In Summer 2023, TJPA and CCSF executed an Interagency Cooperation Agreement (ICA) to underpin the City's role in the project. Among other provisions, the ICA provides for an annual process to establish work programs for those City agencies with a direct role in the project. TJPA and Caltrain are developing a Master Cooperative Agreement (MCA) to define the relationship, rights, and responsibilities of Caltrain, as first operator, for The Portal. The MCA will codify key project decisions, including the division of long-term responsibility for project infrastructure. TJPA and Caltrain plan to complete the MCA by October 2024. Both TJPA and Caltrain have established Ad Hoc Board Committees to support respective staff in preparing the MCA. Although San Francisco is not party to the MCA, we have a strong interest, as a member of both joint powers entities, in the terms of this forthcoming agreement, and we will continue to work with TJPA staff and Caltrain staff as the MCA is developed.

Upcoming Project Milestones. TJPA is preparing for upcoming milestones to initiate the procurement of the project's primary/major contracts, including Progressive-Design-Build (PDB) procurement for tunneling/civil works and Construction Management/General Contractor (CMGC) procurement for core and supporting systems and certain other works. TJPA also plans to pursue an "enabling program" of early works, including utility relocation and site preparation, to ready the project for the award of the major contracts. This contracting approach was recommended to the TJPA Board in 2022 through a project delivery strategy co-led by TJPA and the Transportation Authority. In addition to procuring construction contractors, TJPA must acquire right-of-way required for project implementation.

The procurement process for the first of the major contracts, the PDB, is scheduled to be initiated later this year through the issuance of a Request for Qualifications (RFQ). The existing Peninsula Rail MOU calls for the ESC to recommend the initiation of procurement to the TJPA Board. This milestone is also consistent with the Stage Gate approach recommended in the recently approved Governance Blueprint.

Transportation Authority Oversight. The Transbay Program, including The Portal, is the single largest investment in both the Prop K and Prop L expenditure plans. The Transportation Authority conducts enhanced oversight of The Portal, in concert with our direct role in leading or supporting MOU work program tasks and participating in project governance bodies. As the project advances into procurement and construction, our oversight role and requirements will deepen, to reflect the high-risk profile of the project. Our oversight efforts are complementary to the ongoing federal oversight that will be provided by FTA's PMOC.

Prop L. The Prop L Strategic Plan Baseline, approved by the Board in June 2023, programs \$300 million in Prop L funds for The Portal. In early 2024, we will present the Prop L 5-Year Prioritization Program (5YPP) for the DTX program for Board approval. Approval of the 5YPP is a prerequisite to the allocation of Prop L funds.



FINANCIAL IMPACT

The recommended action would not allocate any additional funds; however, it will allow for expenditure of previously allocated funds that have been held on reserve. Sufficient funds are included in the Fiscal Year 2023/24 budget to accommodate the recommended action. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distributions in those fiscal years.

CAC POSITION

The CAC will consider this item at its September 6, 2023, meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 - The Portal Capital Cost Estimate
- Attachment 2 - The Portal Funding Plan
- Attachment 3 - Allocation Request: DTX Engineering Development and Procurement Preparation (Resolution 23-38, March 2023).
- The Portal Governance Blueprint: www.tjpa.org/uploads/2023/08/Item12_DTX-Governance-Blueprint.pdf



Attachment 1: The Portal Capital Cost Estimate (August 2023)

Capital Cost Item	Cost Estimate (millions of YOES)
Capital Estimate as of February 2023 (exclusive of financing costs)	\$6,680
Scope Adjustments related to rolling stock (maintenance-of-way equipment; level boarding retrofits)	\$60
Risk Review Adjustments	\$407
Financing Costs	\$375
Miscellaneous Updates	(\$4)
The Portal Grand Total	\$7,517
Trainbox Investment (previously funded and completed)	\$729
FTA-Reported Total	\$8,246



Attachment 2: The Portal Capital Funding Plan (August 2023)

Funding Source/Category	Est. Amount (millions of YOES)
FTA Capital Investment Grant	~\$4,100
Other Federal Programs (e.g., CRISI, Mega, FSP, etc.)	~\$690
State Transit Intercity Rail Capital Program (TIRCP)	\$560
High-Speed Rail (State/Federal Funds and/or CHSRA TBD)	\$550
MTC Regional Measure 3 (RM3)	\$325
Other/Future Regional Source(s)	TBD
Partner Agency Contributions to Project Development/Engineering	\$12
Transit District Sources (CFD, Tax Increment, etc.)	~\$925
SFCTA Sales Tax (Prop K and Prop L)	~\$320
Regional Transportation Improvement Program (RTIP)(SFCTA)	\$18
Other Local Sources	~\$50
New/Expanded Local Sources and Private Sources	TBD
Total Excluding Trainbox	~7,550
Trainbox Construction Cost	\$729
Total Including Trainbox	~\$8,280

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2022/23
Project Name:	DTX Engineering Development and Procurement Preparation
Grant Recipient:	Transbay Joint Powers Authority

EXPENDITURE PLAN INFORMATION

PROP K Expenditure Plans	Transbay Terminal / Downtown Caltrain Extension
Current PROP K Request:	\$10,000,000
Supervisory District	District 06

REQUEST

Brief Project Description

Extension of Caltrain 1.3 miles from Fourth and King Streets to the Salesforce Transit Center at First and Mission Streets, with accommodations for future high-speed rail.

Detailed Scope, Project Benefits and Community Outreach

The requested allocation will fund the preparation of 90%, 100%, and Issue for Bid Documents for Advance Utility design work, preparation of Progressive Design Build Bid Documents for the Main Civil Construction package for the DTX tunnel and structures and, Program Management support. The work is scheduled to be complete by December 31, 2023. See attached document for details.

Project Location

Fourth and Townsend Streets to the Salesforce Transit Center at First and Mission Streets

Project Phase(s)

Design Engineering (PS&E)

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop K 5YPP/Prop AA Strategic Plan?	Named Project
Is requested amount greater than the amount programmed in the relevant 5YPP or Strategic Plan?	Greater than Programmed Amount
Prop K 5YPP Amount:	\$3,000,000

Justification for Necessary Amendment

This request includes a cost-neutral Prop K Strategic Plan amendment to advance programming, but not the cash flow reimbursement schedule for \$7,000,000 in the Downtown Extension to a Rebuilt Transbay Terminal category from FY 2023/24 to FY 2022/23 to allow the Transportation Authority to fully allocate Prop K DTX funds prior to the sunset of the Prop K Expenditure Plan on March 31, 2023.

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2022/23
Project Name:	DTX Engineering Development and Procurement Preparation
Grant Recipient:	Transbay Joint Powers Authority

ENVIRONMENTAL CLEARANCE

Environmental Type:	EIR/EIS
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PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering (PLAN)				
Environmental Studies (PA&ED)			Oct-Nov-Dec	2019
Right of Way	Apr-May-Jun	2022	Apr-May-Jun	2025
Design Engineering (PS&E)	Oct-Nov-Dec	2021	Oct-Nov-Dec	2025
Advertise Construction	Oct-Nov-Dec	2023		
Start Construction (e.g. Award Contract)	Oct-Nov-Dec	2025		
Operations (OP)	Jul-Aug-Sep	2032		
Open for Use			Jul-Aug-Sep	2032
Project Completion (means last eligible expenditure)			Jul-Aug-Sep	2033

SCHEDULE DETAILS

DTX schedule information in above table reflects the DTX Master Schedule prepared by TJPA. Master Schedule currently contemplates Progressive Design-Build (PDB) procurement approach for the general civil and tunnel contract package, Construction Manager/General Contractor (CMGC) procurement approach for Station Fit-out and Supporting System and Core Systems and Trackwork contract packages, and Design-Bid-Build (DBB) procurement approach for the enabling works packages for the project. Design Engineering dates in above table reflect development of reference design and preparation of PDB, CMGC, and DBB procurement documents. Dates for advertisement and contract award are for the PDB Contract. DTX schedule dates are subject to funding availability to proceed to successive project phases.

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2022/23
Project Name:	DTX Engineering Development and Procurement Preparation
Grant Recipient:	Transbay Joint Powers Authority

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
EP-105: Transbay Terminal / Downtown Caltrain Extension	\$0	\$10,000,000	\$2,300,000	\$12,300,000
Caltrain Contribution FY 2022/23	\$0	\$0	\$1,500,000	\$1,500,000
Caltrain Contribution FY 2023/24	\$1,500,000	\$0	\$0	\$1,500,000
CFD Bond 2021B	\$0	\$0	\$12,000,000	\$12,000,000
CFD Bond 2022B	\$0	\$0	\$40,443,300	\$40,443,300
CFD Pay-Go Funds	\$0	\$0	\$11,400,000	\$11,400,000
CFD Reimbursements (previous issuances)	\$0	\$0	\$6,750,000	\$6,750,000
CHSRA Contribution	\$3,000,000	\$0	\$0	\$3,000,000
TIRCP Cycle 6	\$60,000,000	\$0	\$0	\$60,000,000
Phases In Current Request Total:	\$64,500,000	\$10,000,000	\$74,393,300	\$148,893,300

FUNDING PLAN - ENTIRE PROJECT (ALL PHASES)

Fund Source	Planned	Programmed	Allocated	Project Total
PROP K	\$0	\$10,000,000	\$2,300,000	\$12,300,000
Caltrain Contribution FY 2022/23	\$0	\$0	\$1,500,000	\$1,500,000
Caltrain Contribution FY 2023/24	\$1,500,000	\$0	\$0	\$1,500,000
CFD Bond 2021B	\$0	\$0	\$12,000,000	\$12,000,000
CFD Bond 2022B	\$0	\$0	\$40,443,300	\$40,443,300
CFD Pay-Go Funds	\$0	\$0	\$11,400,000	\$11,400,000
CFD Reimbursements (previous issuances)	\$0	\$0	\$6,750,000	\$6,750,000
CHSRA Contribution	\$3,000,000	\$0	\$0	\$3,000,000
DETAILS IN ATTACHED FUNDING PLAN	\$0	\$0	\$0	\$6,531,106,700
TIRCP Cycle 6	\$60,000,000	\$0	\$0	\$60,000,000
Funding Plan for Entire Project Total:	\$64,500,000	\$10,000,000	\$74,393,300	\$6,680,000,000

COST SUMMARY

Phase	Total Cost	PROP K - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering	\$0		
Environmental Studies	\$0		
Right of Way	\$340,000,000		January 2023 Project Cost Estimate
Design Engineering	\$148,893,300	\$10,000,000	January 2023 Project Cost Estimate
Construction	\$6,191,106,700		January 2023 Project Cost Estimate
Operations	\$0		
Total:	\$6,680,000,000	\$10,000,000	

% Complete of Design:	30.0%
As of Date:	01/31/2023
Expected Useful Life:	70 Years

1. Pre-Construction Budget & Funding Plan

Cost Category/Sub Category		Dec 2021 - Jun 2023	FY 23-24	July 2024 - Dec 2024	Total
Project Management	TJPA	\$ 4,329,420	\$ 3,001,920	\$ 1,500,960	\$ 8,832,300
	Program Management/Project Controls	\$ 9,539,400	\$ 6,614,400	\$ 3,307,200	\$ 19,461,000
Design Engineering	Project Development	\$ 15,700,000	\$ -	\$ -	\$ 15,700,000
	Enabling Works Design	\$ 3,752,000	\$ 1,848,000	\$ -	\$ 5,600,000
	Progressive Design Build Bid Documents	\$ 2,775,000	\$ 2,775,000	\$ -	\$ 5,550,000
	CM/GC Track & Systems Design		\$ 5,400,000	\$ 14,600,000	\$ 20,000,000
	CM/GC Station Fitout Design		\$ 15,390,000	\$ 35,910,000	\$ 51,300,000
Interagency Coordination		\$ 4,085,000	\$ 3,610,000	\$ 1,805,000	\$ 9,500,000
Other Consulting & Engineering Services		\$ 1,280,000	\$ 1,280,000	\$ 640,000	\$ 3,200,000
Professional Services		\$ 1,978,000	\$ 1,548,000	\$ 774,000	\$ 4,300,000
Permits		\$ 160,000	\$ 160,000	\$ 80,000	\$ 400,000
Real Estate Services		\$ 505,000	\$ 2,525,000	\$ 2,020,000	\$ 5,050,000
TOTAL		\$ 44,103,820	\$ 44,152,320	\$ 60,637,160	\$ 148,893,300

Funding Source	Status	Dec 2021 - Jun 2023	FY 23-24	July 2024 - Dec 2024	Total
CFD Reimbursements	Allocated	\$ 2,250,000	\$ 3,000,000	\$ 1,500,000	\$ 6,750,000
CFD Pay Go	Allocated	\$ 11,400,000	\$ -	\$ -	\$ 11,400,000
CFD Bond 2021B	Allocated	\$ 12,000,000	\$ -	\$ -	\$ 12,000,000
CFD Bond 2022B	Allocated	\$ 9,340,920	\$ 1,965,220	\$ 29,137,160	\$ 40,443,300
Prop K	Allocated	\$ 2,300,000	\$ -	\$ -	\$ 2,300,000
Prop K	Programmed	\$ 5,312,900	\$ 4,687,100	\$ -	\$ 10,000,000
Caltrain Contribution	Allocated & Budgeted	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 3,000,000
CHSRA Contribution	Planned	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000
TIRCP Cycle 6	Planned	\$ -	\$ 30,000,000	\$ 30,000,000	\$ 60,000,000
		\$ 44,103,820	\$ 44,152,320	\$ 60,637,160	\$ 148,893,300

2. Prop K Allocation Request Budget

Task	Scope	FY 22-23	FY 23-24	Total	Average Rate	Hours
	PMPC Total	\$ 650,600	\$ 3,132,400	\$ 3,783,000	\$ 257.38	14,698
A	Program Management		\$ 517,600	\$ 517,600	\$ 310.30	1,668
B	Program Implementation	\$ 650,600	\$ 592,900	\$ 1,243,500	\$ 283.90	4,380
C	Design Management/Coordination/Main Civil Procurement Package Front End Specifications		\$ 1,405,200	\$ 1,405,200	\$ 255.95	5,490
D	Project Controls		\$ 164,100	\$ 164,100	\$ 186.40	880
E	Quality Control/Quality Assurance		\$ 21,600	\$ 21,600	\$ 216.00	100
F	Document Control/Administrative/Technical Editing		\$ 431,000	\$ 431,000	\$ 197.70	2,180
	Design Team Total	\$ 4,662,300	\$ 1,554,700	\$ 6,217,000	\$ 307.53	20,216
C: DT-PM	Project Management & Coordination	\$ 884,600	\$ 294,900	\$ 1,179,500	\$ 315.03	3,744
C: DT-PDB	Main Civil Procurement Package	\$ 3,032,200	\$ 1,010,800	\$ 4,043,000	\$ 311.00	13,000
C: DT-AUP	Advance Utility Design and Procurement Package	\$ 745,500	\$ 249,000	\$ 994,500	\$ 286.42	3,472
	TOTAL	\$ 5,312,900	\$ 4,687,100	\$ 10,000,000	\$ 286.42	34,914

Task	TJPA, PMPC, and Design Team Scope	FY 22-23	FY 23-24	Total	Average Rate	Hours
A	Program Management	\$ -	\$ 517,600	\$ 517,600	\$ 310.30	1,668
B	Program Implementation	\$ 650,600	\$ 592,900	\$ 1,243,500	\$ 283.90	4,380
C	Design	\$ 4,662,300	\$ 2,959,900	\$ 7,622,200	\$ 292.10	25,706
D	Project Controls	\$ -	\$ 164,100	\$ 164,100	\$ 186.40	880
E	Quality Control/Quality Assurance	\$ -	\$ 21,600	\$ 21,600	\$ 216.00	100
F	Document Control/Administrative	\$ -	\$ 431,000	\$ 431,000	\$ 197.70	2,180
	TOTAL	\$ 5,312,900	\$ 4,687,100	\$ 10,000,000	\$ 286.42	34,914

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2022/23
Project Name:	DTX Engineering Development and Procurement Preparation
Grant Recipient:	Transbay Joint Powers Authority

SFCTA RECOMMENDATION

Resolution Number:	2023-038	Resolution Date:	3/21/2023
Total PROP K Requested:	\$10,000,000	Total PROP K Recommended	\$10,000,000

SGA Project Number:	105-914041	Name:	DTX Engineering Development and Procurement Preparation
Sponsor:	TJPA	Expiration Date:	12/31/2024
Phase:	Design Engineering	Fundshare:	6.7%

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY2021/22	FY2022/23	FY2023/24	FY2024/25	Total
PROP K EP-105	\$0	\$1,000,000	\$3,000,000	\$6,000,000	\$10,000,000

Deliverables

- Monthly progress reports shall be submitted through the Transportation Authority's grants portal. Quarterly progress reports shall include % complete of design, work performed in the prior month, Quarterly Program Master Schedule update, and any issues that may impact schedule, in addition to all other requirements described in the Standard Grant Agreement.
- On completion of sub-tasks within Task B.1: 1) Contract Model Selection Report (estimated June 2023); 2) Contract Integration and Interface Management Program Plan (estimated July 2023); and 3) Implementation Roadmap Update (estimated December 2023).
- On completion of sub-tasks within Task C.4: 1) Advance Utility potholing memorandum (estimated April 2023); 2) Advance Utility 90% plans and technical specifications (estimated July 2023); 3) Advance Utility 100% plans and technical specifications (estimated August 2023); 4) Advance Utility Issue for Bid plans and technical specifications (estimated October 2023); and 5) Draft Main Civil Package Progressive Design Build Procurement reference plans, reports, and technical specifications (estimated December 2023).

Special Conditions

- Allocation is contingent upon concurrent approval of a cost-neutral Prop K Strategic Plan amendment to advance programming, but not the cash flow reimbursement schedule for \$7,000,000 in the Downtown Extension to a Rebuilt Transbay Terminal category from FY 2023/24 to FY 2022/23 to allow the Transportation Authority to fully allocate Prop K DTX funds prior to the sunset of the Prop K Expenditure Plan on March 31, 2023.
- Allocation is conditioned on ongoing compliance with the attached SFCTA Oversight Protocol.
- Presentations on the Transbay Phase 2/DTX project, including intergovernmental agreements (e.g., Master Cooperative Agreement with Caltrain, Intergovernmental Coordination Agreement with CCSF), will be calendared periodically on the SFCTA Board and/or SFCTA CAC meeting agendas, at the discretion of the Board Chair. TJPA staff shall be in attendance to present or answer questions from Board/CAC members, if requested.

4. Following public release/presentation of the DTX Governance Study Blueprint (anticipated April 2023), TJPA staff will report to the SFCTA Board on the recommendations of the Governance Study Blueprint and the planned approach to project governance during DTX procurement and construction.

5. Funds planned for expenditure from July 1, 2023, forward, in the amount of \$4,687,100, are placed on reserve, subject to future release by the SFCTA Board following presentation to the SFCTA Board, as described in Special Condition #4.

Notes

1. The SFCTA is preparing the inaugural Prop L Strategic Plan and the Prop L Five-Year Prioritization Programs (5YPPs), which are a prerequisite for allocation of Prop L funds. The TJPA has requested advancement of all the Prop L funds designated for the DTX, in order to support the August 2023 deadline to demonstrate to FTA that 50 percent of non-CIG funds are committed or budgeted. The SFCTA anticipates programming the funds as requested but may condition allocation upon satisfactory progress toward implementation of the recommendations from the Governance Study Blueprint.

Metric	PROP K	TNC TAX	PROP AA
Actual Leveraging - Current Request	91.74%	No TNC TAX	No PROP AA
Actual Leveraging - This Project	99.82%	No TNC TAX	No PROP AA

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2022/23
Project Name:	DTX Engineering Development and Procurement Preparation
Grant Recipient:	Transbay Joint Powers Authority

EXPENDITURE PLAN SUMMARY

Current PROP K Request:	\$10,000,000
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- 1) The requested sales tax and/or vehicle registration fee revenues will be used to supplement and under no circumstance replace existing local revenues used for transportation purposes.

Initials of sponsor staff member verifying the above statement:

OQ

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Alfonso Rodriguez	Oscar Quintanilla
Title:	DTX Project Director	Budget & Procurement Director
Phone:	(415) 597-4620	(415) 597-4619
Email:	arodriguez@tjpa.org	oquintanilla@tjpa.org

Transbay Program Phase 2 Scope of Work, Deliverables and Schedule January 1, 2023, to December 31, 2024

The San Francisco Peninsula Rail Program Memorandum of Understanding (the MOU) executed by the Transbay Joint Powers Authority (TJPA), Metropolitan Transportation Commission (MTC), San Francisco County Transportation Authority (SFCTA), Peninsula Corridor Joint Powers Board-Caltrain (PCJPB), California High-Speed Rail Authority (CHSRA), and the City and County of San Francisco (the City) (the project partners) outlines the actions required by the project partners to advance the positioning, governance, funding and finance, and development and delivery of the Downtown Rail Extension (DTX), also known as Transbay Program Phase 2 (Phase 2) and as The Portal.

The Federal Transit Administration's (FTA) New Starts policy guidance outlines the requirements for transit capital projects seeking Capital Investment Grants (CIG) Program funding. This work plan is consistent with the requirements of the MOU, as well as guidance as required by FTA for eligibility to participate in the CIG Program. The work discussed herein, a subset of the Comprehensive Work Plan approved by the TJPA Board of Directors in December 2020, would generally be required for any project of this scope and significance.

This document describes pre-construction scope of work. Activities excluded from this scope that may occur during the same period include:

- Right-of-way (ROW) acquisition;
- Construction of enabling works;
- Final design of the main civil and tunnel contract;
- Certain procurement activities for primary PDB/CMGC contract mechanisms, including contract award and associated activities/costs.

As determined by the Integrated Program Management Team (IPMT), in collaboration with the Executive Steering Committee (ESC), certain policy-related deliverables will be presented to the ESC for review, comment, and/or approval. Final approval, as appropriate, will rest with the TJPA Board of Directors.

In December 2021, DTX was accepted into the Project Development phase of FTA's CIG program. During the next 24 months the project team will complete the Project Development and Engineering requirements and, contingent on securing additional funding, be ready to receive construction funding from FTA's CIG program.

The project team is comprised of TJPA staff, a consultant Program Management/Program Controls (PMPC) team, and a General Engineering Consultant (GEC) team.

I. Overall Work Plan

1.0: TRANSBAY JOINT POWERS AUTHORITY STAFF

Transbay Joint Powers Authority Staff lead the development and implementation of Phase 2 of the Transbay Program, the Downtown Rail Extension (Program). Staff oversee and are responsible for the Program scope, schedule and budget. Staff work closely with the PMPC and GEC teams to implement the Program. Some TJPA Staff are fully dedicated to Phase 2, while others are only part-time. See organizational description below.

A. TJPA Staff

The following positions are those that support the Program on a full-time or part-time basis. The list of deliverables that follow are those that TJPA Staff are solely responsible for and do not fit in any other portion of the Overall Work Plan through December 2024.

- A.1 TJPA Staff Full-Time on DTX.** TJPA Staff that are full-time on the Program include the Project Director, Project Controls Manager, Deputy Project Director – Engineering, and a Project Coordination Manager.
- A.2 TJPA Staff Part-Time on DTX.** TJPA Staff that are part-time in support of the Program include the Executive Director, the Communications and Legislative Affairs Director, the Chief Financial Officer, the Budget and Procurement Director, and other members of the Finance Team.

Deliverables:

1. *Program Oversight and Budget*
2. *Staffing IPMT, ESC, and TJPA Board meetings*
3. *Procurement and Contracting Plan*
4. *Quarterly Reporting*

2.0: MANAGEMENT/ PROGRAM CONTROLS

The Program Management/Program Controls team (PMPC) provides support for the TJPA. The PMPC manages the Program scope of work and develops and implements Program Management and Program Controls and provides administrative support. Administrative support includes, but is not limited to, technical editing, document control, documentation of meetings, report writing, preparation of presentations including graphical support, and preparation of correspondence.

A. Program Management Policies and Procedures

Develop and implement Management Policies, Procedures and guidelines and other documents needed to standardize management of the Program and its component projects.

- A.1 Configuration Management Plan.** The Configuration Management Plan will be updated by PMPC to document the baseline configuration and the processes for ensuring that the baseline configuration is not changed without a systematic review of the changes to the design and the impact that design changes may have on all other aspects of the project. The Configuration Management Plan will address how changes are handled during the design and construction phases, interface management, operations and maintenance (O&M) interfaces, and procurement and bid documents.

Deliverable: *Configuration Management Plan*

- A.2 Program Management Plan.** Update the Program Management Plan (PMP) including Program policies that address aspects of Program delivery. Management practices and procedures for the Transbay Program are documented in the Transbay Program Management Plan (PMP).

Deliverable: *Project Management Plan*

- A.3 Safety and Security Management Plan.** Update to focus on the rail program, the safety management organization, and how safety and security activities will be managed. Following FTA guidelines, this work will analyze known hazards and vulnerabilities, categorize them as to their potential severity and probability of occurrence, and develop an approach to resolving them.

Deliverable: *Safety and Security Management Plan*

B. Program Implementation and Support Activities

Coordinate various Program support activities outlined below. The Program Coordinator will be responsible for the following services:

- B.1 FTA New Starts Support.** Provide support for advancing through phases of the New Starts program. PMPC will support TJPA in preparing a letter to request entry into the Engineering Phase. PMPC will provide support to TJPA staff to request the FFGA.

***Deliverable:** Letter Requesting Entry into FTA New Starts Engineering Phase*

- B.2 Project Implementation Plans.** Prepare a Systems-focused industry sounding review, project contract packaging strategy, and a project delivery implementation roadmap method report in consultation with the design teams and consistent with the TJPA Board-approved Project Delivery Alternatives Study (PDAS) report.

1. **Industry Sounding Review:** It is important that the Phase 2 construction contract procurements be attractive to potential bidders to encourage bid competition and better enable TJPA to realize its project cost goals. The PDAS recommended a delivery strategy that included a single Progressive Design Build (PDB) approach for the heavy civil works and either one or two Construction Manager / General Contractor (CMGC) contracts for the track and systems and station fit out works, respectively. The decision regarding one or two CMGC contracts is to be made after an industry sounding is conducted with transit systems providers.

This work would comprise developing a Request for Information (RFI) and project presentation and holding individual interviews with interested contractors to discuss construction method feasibility, contract packaging, procurement methods, and contractual risk sharing mechanisms that can result in lower bid contingencies. Contractor feedback will again be used to inform the decision regarding one or two CMGC contract.

2. **Project Implementation Roadmap:** The implementation roadmap work required to produce procurement / bridging documents for early works, civil Progressive Design Build, and one or CMGC contracts for station finishes and track & rail systems. Timely completion of these procurements is essential to provide a meaningful duration of preconstruction and to allow TJPA sufficient time to negotiate the construction costs in a manner that represents fair value and allows construction to commence on time.

Completing the procurement plan is an important first step in detailing the overall approach for each procurement and will result in more efficient and coordinated production of the procurement / bridging documents.

Deliverables:

1. *Industry Sounding Review RFI, Presentation, Interviews and Report*
2. *Contract Packaging Implementation Roadmap*

- B.3 Progressive Design Build Bid Documents.** In collaboration with TJPA and outside counsel, prepare bid document suitable for one PDB contract encompassing the heavy civil works generally including tunnel and station shell works, u-wall, tunnel stub and ventilation/emergency exiting shaft structures, and two CMGC contracts encompassing rail track and core systems, and station fit out and non-core systems, respectively. The CMGC contracts may be combined into one contract depending upon the outcome of Task B.2.1 above.

Using a task force approach, PMPC will organize working groups including various project stakeholders to develop bid documents to define contractor requirements for proposal, evaluation, and selection consistent with the PDAS recommendations. The documents will specify the minimum requirements for contractor qualifications, identify the technical and pricing selection criteria, and convey the information developed in the Project Development and Project Engineering phases of the project. Additionally, relevant TJPA and federal requirements for bidding will be provided, along with all details of the selection process.

Deliverables:

1. *Division 00 and Division 01 documents (PMPC support)*
2. *Instructions and Proposal Requirements*
3. *Evaluation Criteria*
4. *Technical Reference documents*
5. *Draft Contract(s) (by TJPA)*

- B.4 Design Criteria.** Maintain the design criteria which summarize and describe the objectives, status, key decisions made and outstanding key issues of design to date and provides the designer with a basis to advance the design. The report is a living document and will be revised as needed to reflect the intended function and configuration of the project, as well the criteria, codes, and standards to be used in its design.

Deliverable: *Updated Design Criteria, as needed*

- B.5 Issue Resolution.** Track and resolve issues related to design, construction and operations with regulatory agencies and other stakeholders that have an interest or are participants in the Program. Maintain issue-action logs. The Issue / Action logs list the issue, who is currently responsible for action to resolve the issue, and a description of the action that is being taken, or series of actions. A sequential numbering system will be employed to track the issues. These logs will be updated in progress meetings, posted on-line, and issued monthly if required.

Deliverables: *Issue Action Logs*

- B.6 Risk Management.** Manage the risk process and lead quarterly risk reviews workshops with stakeholders and prepare a quarterly risk memorandum. The risk register will be maintained in conjunction with the GEC, the project team, and stakeholders.

Deliverables: *Quarterly risk register and memorandum*

- B.7 Value Engineering.** A rigorous program of value engineering (VE) will be implemented to satisfy the required project function at the lowest total cost (capital, operating, and maintenance) over the life of the project. A formal VE workshop will be undertaken at appropriate milestones in the design process. A VE report will incorporate the VE recommendations developed during the workshop along with an evaluation of those recommendations, including recommendations for implementation, further study, or rejection. The VE report will also identify items that do not meet the cost/benefit requirements established during the workshops and by the client. Additionally, targeting areas of residual risk as part of the VE process may reduce risk and increase confidence in the project bottom line.

Deliverable: *Value Engineering Report*

- B.8 Constructability Review.** Constructability reviews of the various contract packages are a key component of all design and construction management projects. These reviews can be performed simultaneously with the technical design review to evaluate the contract documents for conformance with the overall goals, objectives, and program mitigation

requirements. In addition to a general check of the plans and specifications to make sure they are accurate, complete, and consistent, and that the design conforms to program standards, the PMPC's constructability reviews will focus on items such as site access and truck routes, maintenance and protection of traffic, lay-down and storage areas, work means and methods in general, and consistency with work by other contractors or utility companies in the vicinity. The constructability reviews will also evaluate construction activities in the Program Schedule to determine whether they are consistent with the plans and specifications. The constructability review of the Program schedule will evaluate the assumptions for sequence of activities, overall production rates, durations for long lead-time procurement items, and conformance with project milestones. The findings of the review will be summarized in a memorandum.

Deliverable: *Constructability Review Memorandum*

- B.9 Contract Administration.** Provide contract administration, including maintaining contract files, records, performing invoice reviews, independent cost estimates, Disadvantaged Business Enterprise (DBE) compliance, verifying compliance with City and County of San Francisco requirements, and FTA and TJPA procurement and contracting policies and procedures.

Deliverables: *Contract files with compliance records, log of invoices, independent estimates, DBE compliance records, etc. Provide a reporting system listing all contracts, their compliance status, and status of invoices received and paid.*

- B.10 Real Estate Acquisition Management.** Provide support, supervision, and management of various consultant disciplines providing services related to right-of-way pre-acquisition activities. Coordinate the selection process of various ROW contractors. Edit and complete a Real Estate Acquisition and Management Plan which will encompass all phases of work necessary for the acquisition and delivery of right-of-way. Ensure that all ROW requirements have been secured by the date required for construction to proceed. Ensure documents, reports, written correspondence, notices, forms, and related materials associated with ROW activities are uniform, complete, and comply with all applicable federal and state requirements and the TJPA's policies and protocols. Establish and maintain files and recordkeeping related to ROW acquisition. Support the TJPA's liaison to stakeholders and interested parties relative to design coordination at a level per approved staffing plan.

Deliverable: *Updated Real Estate Acquisition and Management Plan*

- B.11 Utility Coordination.** Provide utility coordination oversight to verify project teams progressing with timely and cost-effective relocations of existing facilities. Provide written comments on utility relocation plans and schedule submittals. Maintain issue / action log of utility relocation activities.

Deliverables: *Review utility relocation plans and schedule submittals from design teams. Utility coordination meetings, records and documentation of utility relocation agreements.*

C. Design Management

PMPC is responsible for managing the project scope, schedule, budgets and contracting during the design and construction phases of the Program including engineering contract management and negotiations and invoice reviews. PMPC will manage the design team's work for the preparation of final design and/or bid documents for each design package.

- C.1 Design Submittal Reviews.** Organize independent reviews of design submittal packages, where necessary, to verify that design intent is properly implemented, project scope is accurately represented in various contracts and QC/QA plans are effective.

Deliverables: As-needed design submittal reviews

D. Program/Project Controls

The Program Controls support staff will work with the TJPA's Project Controls Manager and other Project Managers in preparing an updated preliminary Program budget and in accomplishing the following scope of work.

- D.1 Work Breakdown Structure.** Update the Work Breakdown Structure (WBS) for the implementation of the Program that will be used in managing cost, schedule, scope and resources. Provide a document that describes the updated Work Breakdown Structure graphically. The Work Breakdown Structure may be modified to reflect changes in project or contract packaging as the Program progresses.

Deliverable: Updated Work Breakdown Structure

- D.2 Program Master Schedule.** Update the Program master schedule monthly based on current information regarding project and contract progress. The Program Master Schedule will include summary graphical schedule information for all components of the Program. The schedule will be time scaled and will include a critical path for the Program. Real estate acquisition and other critical activities impacting planning, design, and construction will also be included in the schedule.

Deliverable: Monthly Updated Program Master Schedule

- D.3 Status Reporting.** Prepare quarterly project and contract status reports outlining the progress, cost, schedule, issue resolution and other aspects of the project or contract.

Deliverables: Quarterly Program Status Reports

E. Quality Control/Quality Assurance (QC/QA) Program

- E.1 QA Audits.** Quarterly quality control/quality assurance audits will be performed, and findings summarized in a quarterly memorandum

Deliverables: Quarterly Quality Audit Reports

3.0: DESIGN

The General Engineering Consultant (GEC) team will undertake technical studies and prepare design documents in keeping with the planned project procurement strategy.

A. Project Development

The design team will complete the project development phase of design.

- A.1 Basis of Design Report.** Prepare Basis of Design Report, to document relevant agreements between TJPA, the train operators, FRA, and other regulators, particularly regarding train operations, objectives, and safety; governing design criteria for each discipline; existing or

planned design variance requests; other critical assumptions; and an outline of expected technical specifications.

Deliverable: *Basis of Design Report*

- A.2 Value Engineering Assessments.** Perform technical studies and prepare cost estimates for concepts developed during the Value Engineering workshop. Prepare summaries of each concept including technical considerations and cost impacts, where applicable. The assessments will be an input to the PMPC's Value Engineering Report.

Deliverable: *Value Engineering Assessment Forms*

B. Enabling Works Design

Enabling works are early construction activities that will facilitate the main civil construction work. The design team will progress the design of these enabling works from a conceptual design level to Issue for Bid documents.

- B.1 DTX 4th and King Site Works.** Prepare advance package design drawings, specifications, and bid documents. This will include:

- a. Track Design
 1. Development of track demolition, upgrade, realignment, and new track plans including alignment data tables and typical sections.
 2. Prepare technical memorandum documenting assumptions, outstanding issues, and design variances.
 3. Develop CAD construction staging/phasing plans.
 4. Provide track alignment and profile design calculations.
- b. Systems Design
 1. Overhead Catenary System (OCS)
 - a. Development of OCS demolition and relocation plans including interim support structures and wiring and cross sections.
 - b. Prepare technical memorandum documenting assumptions, outstanding issues, and design variances.
 - c. Develop construction staging/phasing plans for the interim Caltrain OCS.
 - d. Provide interim OCS profiles and structure design calculations.
 - e. Support TJPA coordination with Caltrain, CCSF, and FRA.
 2. Signals
 - a. Development of signal layout plans for phases of work to support the operational cutovers at both project interfaces.
 - b. Prepare technical memorandum documenting assumptions, outstanding issues, and design variances.
 - c. Develop location (houses/cases) for phases.
 - d. Develop conceptual installation drawings for each type of signal equipment.
 - e. Support for Operations Simulations for each phase.
 - f. Field verification of affected Caltrain signal locations.
 3. Communications
 - a. Development of communications demolition and relocation plans.
 - b. Prepare technical memorandum documenting assumptions, outstanding issues, and design variances.
 - c. Develop construction staging/phasing plans for the interim Caltrain Fiber Optic Backbone and Radio shelter.

- d. Provide backbone fiber link budget calculations.
 - e. Support TJPA coordination with Caltrain, CCSF, and FRA.
 - f. Coordination effort for construction cost estimate.
 - g. Foundation design for Radio Shelter and Antenna pole including attachment to structures.
4. Traction Power
- a. Review Caltrain's PCEP traction power design.
 - b. Provide traction power design support as needed to other disciplines.
- c. Utilities Design
- 1. Development of utility protection, demolition, and relocation plans including utility disposition tables, and typical sections.
 - 2. Prepare technical memorandum documenting assumptions, outstanding issues, and design variances.
 - 3. Provide utility disposition and design of relocations, where necessary.
- d. Survey
- 1. Review survey information provided by Caltrain, Prologis, and others.
 - 2. Provide feedback on coordinate system, datums, etc.
 - 3. Support TJPA in obtaining access to the Railyard for further survey work.
 - 4. Perform full topographic survey of agreed upon features and limits.

Deliverables:

- 1. 30% Design Plans and Memoranda
- 2. 60% Design Plans and Technical Specifications
- 3. 90% Design Plans and Technical Specifications
- 4. 100% Design Plans and Technical Specifications
- 5. Issue for Bid Plans and Technical Specifications

- B.2 Building Demolition.** Prepare advance package design drawings, specifications, and bid documents for each building to be demolished to allow for cut-and-cover construction access and provide space for ventilation structures.

Deliverables:

- 1. 30% Design Plans and Memoranda
- 2. 60% Design Plans and Technical Specifications
- 3. 90% Design Plans and Technical Specifications
- 4. 100% Design Plans and Technical Specifications
- 5. Issue for Bid Plans and Technical Specifications

- B.3 Utility Relocation.** Prepare advance package design drawings, specifications, and bid documents. The scope for this task will include:

- 1. Preparation and submittal utility relocation plans and technical specifications
- 2. All associated coordination with both private and public utility companies. and agencies to achieve a design with stakeholder input.
- 3. Preparation of a Traffic Management Plan for Advanced Utility Relocation.
- 4. Utility potholing and preparation of a summary report.

Deliverables:

- 1. 60% Design Plans and Technical Specifications
- 2. 90% Design Plans and Technical Specifications
- 3. 100% Design Plans and Technical Specifications
- 4. Issue for Bid Plans and Technical Specifications

C. Progressive Design Build Bid Documents

Develop other drawings and documents, as required, based on the selected project delivery method, such as instrumentation, specifications, technical requirements, and Geotechnical Baseline Report.

C.1 Main Civil Package. In general, work will include providing technical support services to the TJPA and PMPC in developing and advertisement of the Main Civil progressive design build package.

1. Development of Bid Documents
 - a. Assist in determining what technical information is to be provided to the bidders as Contract Documents and as Reference Documents.
 - b. Package the following 30% preliminary engineering documents (e.g. drawings and reports) in the agreed upon format for inclusion in the Contract and Reference Documents.
 - i. Mined tunnel plans (current base case SEM mined tunnel)
 - ii. Cut-and-cover subway structure plans (at the Throat, and Second and Townsend streets)
 - iii. Emergency ventilation/exiting building architectural, structural, mechanical, and electrical plans at the Second and Harrison and Third and Townsend ventilation structures
 - iv. Track plan updates, including adjustments for updated/verified property boundaries (ROW work by others)
 - v. Fourth and Townsend Street Station structural, architectural, emergency ventilation plans including updating the station design for a revised track profile (3% grade on u-wall)
 - c. Provide inputs to updates of Design Criteria.
 - d. General support from: track, systems, and architecture including a longitudinal CFD model in Ventilation Zone 2 (Throat).
 - e. LIDAR as-built survey in Platform and Lower Concourse levels of the transit center.
 - f. Provide technical input on the Design and Construction General Requirements and Standards and Specifications sections of the Technical Provisions.
 - g. Perform necessary redesign services as may be required due to VE concepts and other considerations.
 - h. Preparation of Geotechnical Baseline Report, including additional borings, as necessary.

Deliverables:

1. *Repackaged 30% documents including redesigned elements*
2. *Transit Center Train box LIDAR As-built Survey*
3. *Geotechnical Baseline Report*

D. Track and Systems

Develop final design and procurement documents based on the Construction Manager/General Contractor project delivery method for the track and systems package.

D.1 Track and Systems Package. The scope includes final design work in support of the planned Track and Systems CMGC package. This design focuses on:

- Signals/Train Control
- Communications
- Overhead Contact System (OCS)
- Water/Air
- Tunnel Ventilation
- Tunnel Lighting and Electrical
- Trackwork

- Traction Power, as required

Deliverables:

1. *60% Design Plans and Technical Specifications*
2. *90% Design Plans and Technical Specifications*
3. *100% Design Plans and Technical Specifications*
4. *Issue for Bid Plans and Technical Specifications*

E. Station Fitout

Develop final design and procurement documents based on the Construction Manager/General Contractor project delivery method for the station fitout package.

E.1 Station Fitout Package. The scope includes final design work in support of the planned Station Fitout CMGC package for the fit-out of the train box of the Salesforce Transit Center and the Fourth and Townsend Street Station as well as two ventilation structures along the tunnel alignment. This design focuses on:

- Interior finishes including platforms, partitions, and doors
- Vertical circulation
- Above grade structures
- Mechanical
- Electrical
- Plumbing
- Signage
- Fare collection systems, as required

Deliverables:

1. *60% Design Plans and Technical Specifications*
2. *90% Design Plans and Technical Specifications*
3. *100% Design Plans and Technical Specifications*
4. *Issue for Bid Plans and Technical Specifications*

4.0: INTERAGENCY COORDINATION

Technical and approvals coordination with the relevant agencies having jurisdiction (AHJs), including the negotiation of critical and non-critical third-party agreements between TJPA and the various AHJs as needed. Regular meetings between TJPA and AHJs to advance that coordination and to advance those agreements.

Deliverables:

1. *Third Party Agreements Plan*
2. *Critical Third Party Agreements*
3. *Non-critical Third Part Agreements*

5.0: OTHER ENGINEERING SERVICES

Other engineering services as needed, including, potentially, but not limited to, economics, construction management.

A. Economic Impact

Determine the role of DTX in the region's planned growth and the broader state and national economies. Inform talking points for project benefits.

A.1 Economic Impact Study. TJPA and their consultants will prepare an impact study that looks at the role of the DTX in the region's planned growth and the broader state and national economy will be needed as the TJPA and stakeholders redefine the DTX project as part of a regionwide transportation strategy. The report will describe achieved and expected job, office, and residential growth in the vicinity of the Fourth and Townsend and Salesforce Transit Center Stations. Short- and long-term job growth, and overall economic benefits that can be attributed to the Transbay Program.

Deliverables: *Economic Impact Study*

6.0: PROFESSIONAL SERVICES

Other professional services as needed, including but not limited to, archaeology, right of way support services, and property management services.

7.0: PERMITS

Permit application fees as necessary, including SF Planning, the Dept. of Building Inspection, Caltrans, and others.

II. San Francisco Proposition K Allocation Request Scope: DTX Engineering Development and Procurement Preparation

The subject Prop K allocation request will fund the preparation of 90%, 100%, and Issue for Bid Documents for Advance Utility design work, preparation of Progressive Design Build Bid Documents for the Main Civil Construction package for the DTX tunnel and structures, and Program Management support. This work will be performed by TJPA's consultant team for Program Management/ Program Controls (PMPC) and the General Engineering Consultant (GEC). This work will be supported and supervised by TJPA Staff, though no TJPA Staff time is anticipated to be funded by this request. The work is scheduled to be complete by December 31, 2023. Previous Proposition K allocations for NTP 1, NTP 2A, and NTP 2B assisted TJPA to achieve 30% design and meet FTA's requirements under the Capital Investment Grant (GIG) program. The current allocation request will bring the DTX project closer to ready for procurement status.

A. Program Management \$517,600

Manage program scope of work and develop and implement Program Management and Program Controls. Other direct office costs. Manage staff and coordinate the following activities.

A.1 Program Management Staff. (PMPC)

- Provide a Program Manager and Deputy Program Manager (referred to collectively herein as the "Program Manager") with overall responsibility for managing the program scope of work and developing and implementing PMPC. The Program Manager provides staff planning, supervision, and support for the Program Team, including coordination among project teams. The Program Manager also assist the TJPA in completing other program requirements such as developing scope for funding applications, developing third party agreements, assisting TJPA in securing Program approvals, and providing other related services. The Program Manager and Deputy Program Manager are designated as key personnel positions.
- Program Management staff serve as a point of technical contact in connection to the planning and Phase 2 design. Coordinate and maintain contact with key Program members, PMPC consultant team members, the Transit Center design team, outside agency representatives, and others as directed.
- Assist in the development and management of project design criteria, cost estimates and schedule.
- Provide technical and project specific assistance to TJPA, including preparation of letters and presentations.

A.2 Program Meetings and Coordination. (PMPC)

PMPC will plan and attend project meetings including, but not limited to: bi-monthly meetings with SFCTA staff and the design team, IPMT, Executive Steering Committee, and TJPA Board meetings. PMPC Program Coordination activities include organizing project meetings with outside agencies and other stakeholder coordination activities to support design and stakeholder management efforts.

Deliverables/Schedule:

1. *Bi-weekly meetings/meeting minutes (ongoing)*
2. *As-needed coordination with stakeholders (ongoing)*
3. *Analyze preliminary level impacts to the project if a specific concern or comment from a stakeholder increases project risk, scope, cost, or duration (ongoing)*
4. *Coordinate with rail operators on design criteria (ongoing)*

B. Program Implementation and Support Activities \$1,243,500

B.1 Project Implementation Plan and Contract Model Selection/Development. (PMPC)

Advance the work outlined in the Project Implementation Roadmap prepared in 2022. Including contract model selection and contract development, development of a Contract Integration and Interface Management Program Plan, facilitation of stakeholder workshops to drive impactful engagement with project partners, continued market engagement aligned with the selected packaging and procurement methods. Support interface management.

Deliverables/Schedule:

1. *Contract Model Selection Report: June 2023*
2. *Contract Integration and Interface Management Program Plan: July 2023*
3. *Implementation Roadmap Update: December 2023*

B.2 Issue Resolution. (PMPC)

Track and resolve issues related to design, construction and operations with regulatory agencies and other stakeholders that have an interest or are participants in the Program. Maintain issue-action logs.

Deliverables/Schedule: *Issue Action Logs: On-going*

B.3 Risk Management. (PMPC)

Provide Risk Manager. Organize and facilitate quarterly risk management workshop in conjunction with FTA and stakeholders. Update Risk Register quarterly. It is assumed that any external experts required to attend the workshop would be provided by the funding partner.

Deliverables/Schedule: *Update Risk Register: Quarterly*

B.4 Utility Coordination. (PMPC)

Provide limited utility coordination oversight to verify project teams are successful in making arrangements for timely and cost-effective relocations of existing facilities.

B.5 Real Estate Acquisition Management. (PMPC)

Provide support, supervision, and management of various consultant disciplines providing services related to right-of-way pre-acquisition activities. Coordinate the selection process of various ROW contractors. Ensure that all ROW requirements have been secured by the date required for construction to proceed. Ensure documents, reports, written correspondence, notices, forms, and related materials associated with ROW activities are uniform, complete, and comply with all applicable federal and state requirements and the TJPA's policies and protocols. Establish and maintain files and recordkeeping related to ROW acquisition.

B.6 FTA New Starts Coordination Support. (PMPC)

Support coordination with the FTA and their Program Management Oversight Consultant, this will include monthly calls/virtual meetings with FTA. These meetings will primarily serve to keep FTA staff up to date regarding project and potential decisions that maybe made in the coming weeks and months, as well as keep FTA informed regarding decisions that have been made regarding the project.

C. Phase 2 Design

\$7,622,200

The PMPC Engineering Manager and support staff will be responsible for managing the project scope, schedule, budgets and contracting during the design phase. The General Engineering Consultant (GEC) will perform design and procurement packaging work on the advance utility construction package and the main civil package.

C.1 Engineering Contract Management. (PMPC)

Assist in finalizing the scope, deliverables, schedule and budget for Engineering Contract.

C.2 Project Management. (PMPC)

Provide project management oversight of the design team.

C.3 Design Submittal Reviews and Support for Contract Specifications. (PMPC)

Perform independent reviews of design submittal packages to verify that design intent is properly implemented, project scope is accurately represented in various contracts and QC/QA plans are effective. Assist TJPA in the preparation of the front-end contract specifications (Division 00 and Division 01) for the Progressive Design Build bid documents for the Main Civil Package.

Deliverables/Schedule:

1. *Comments on design submittals, as needed (ongoing)*
2. *Contract Specifications for Progressive Design Build bid documents (Support for TJPA)*

C.4 Design and Procurement Package Work. (GEC)

Perform design and procurement package preparation work as described below:

- **Advance Utility Relocation:** Preparation and submittal of 90%,100%, and Issue for Bid design and procurement utility relocation plans and technical specifications. Coordination with both private and public utility companies and agencies. Utility potholing and preparation of a summary report.
- **Main Civil Package:** Package, and where necessary, update the 30% plans for the: mined tunnel, cut-and-cover structures, ventilation structures, trackwork, and Fourth and Townsend Street Station. Prepare technical specifications. Provide input to the design criteria.
- **Design Team Management and Stakeholder Coordination:** Monthly status reports, project meetings, monthly GEC input to Program Master Schedule, Quality Control and Quality Assurance, coordination with: train operators, federal/state/local agencies, adjacent projects, and property owners/developments. Including coordination with Caltrain's designer for enabling works in the Fourth and King Railyard. Other direct costs.

Deliverables/Schedule:

1. *Advance Utility potholing memorandum: April 2023*
2. *Advance Utility 90% plans and technical specifications: July 2023*
3. *Advance Utility 100% plans and technical specifications: August 2023*
4. *Advance Utility Issue for Bid plans and technical specifications: October 2023*
5. *Draft Main Civil Package Progressive Design Build Procurement reference plans, reports, and technical specifications: December 2023*
6. *Status reports: Monthly*

D. Project Controls**\$164,100**

The TJPA Project Controls Manager will develop and implement program/project controls. The TJPA Program Controls Manager will work with TJPA and PMPC support staff to accomplish the following scope of work. The budget to fund the TJPA Project Controls Manager is not included in this request. What follows is the PMPC support costs.

D.1 Program Master Schedule. (PMPC)

Maintain Program master schedule based on the WBS and the Project Delivery and Procurement Plan. Update the Program master schedule monthly, to include current information regarding project and contract progress.

Deliverables/Schedule: *Program Master Schedule Update: Monthly*

D.2 Status Reporting. (PMPC)

Prepare monthly and quarterly reports of Program status.

Deliverables/Schedule:

1. *Quarterly Program Status Reports to the Authority Board, Stakeholders and Funding Agencies (ongoing)*
2. *Monthly Progress Reports to Authority staff*

D.3 Work Breakdown Structure. (PMPC)

Maintain a work breakdown structure (WBS), as needed, for the implementation of the Program that will be used for organizing and reporting on cost, schedule and scope.

D.4 Invoicing and Subconsultant Contract Management. (PMPC)

Draft and receipt of appropriate approvals of subconsultant agreements, amendments and work authorizations in accordance with company and contractual guidelines. Coordination with TJPA staff on approvals of subconsultants scopes of work and authorizations including management of billing rates, overhead, coding of invoices and eligibility of charges.

E. Quality Control/Quality Assurance (QC/QA) \$21,600**E.1 QA Oversight. (PMPC)**

Provide oversight of design activities relative to implementation of the adopted QC/QA program. Identify areas needing improvement, recommend corrective action plans and provide oversight to confirm compliance.

Deliverables/Schedule: *Audit Reports: Quarterly*

F. Document Management and Administrative Support \$431,000**F.1 Administrative Support/Technical Editing. (PMPC)**

Administrative support including, but not be limited to, documentation of meetings, report writing, and preparation of correspondence. Edits and produces technical documents and presentations issued by the PMPC team for the Transbay Program. This includes, but is not limited to: status reporting, Board reports and presentations, program plans and procedures, and letters and reports. Ensures that all documents reflect standard practices for good technical writing, are complete and accurate, and adhere overall to the Program's quality standards. Administrative staff are also responsible for day-to-day operations of the Program office operations and for management of office resources such as scheduling conference rooms. Other direct costs.

F.2 Document Control. (PMPC)

Maintain document control to serve as the official records management function for the Program and be the source for all official documentation and provide storage for all Program records and files. Perform day-to-day handling of all documents provided to Document Control for coding, reproduction, distribution, file sharing, storage and document searches and retrieval, and trouble-shooting office equipment such as printers and copiers. Provide quality assurance audits by checking documents for completeness. Provide the Program Information and Support Services as program software administrator responsible for creating and monitoring user accounts, profiles, permission levels, and training and assisting system users by trouble-shooting problems. Develop and updates databases used mostly by Document Control (e.g., software Interface, Protected Information List, Nondisclosure Agreements List, Annual Office Inventory, Reprographic Services, Messenger Services, and Agreements Lists). Implements the PMPC team's compliance to its Protected Information Procedure by maintaining the Protected Information List and List of Approved Nondisclosure Agreement Holders while adhering to proper document handling protocol particularly involving the disseminating and securing of such documents.

F.3 Presentation Support. (PMPC)

Provide data, graphics and other materials as required for internal, external and public presentation. Develop maps, diagrams, infographics, and general graphics for the program including those needed for funding applications. Assist with all property issues including reviews of plats and legals, and existing and future use planning.

DTX FUNDING PLAN

	Amount (YOES Millions)
Currently Committed Funding Sources	
Regional	
MTC Regional Measure 3	\$ 325
MTC Contribution to Engineering (via Prop K)	\$ 3
Local and Caltrain	
Caltrain FY22/23 Contribution to PD/Engineering	\$ 1.5
SF Sales Tax	
SFCTA Contribution to Engineering (via Prop K)	\$ 3
Other Prop K	\$ 18
Prop L	\$ 300
Transit Center District Funds	
CFD Bond Proceeds/Pay-Go (previous issuances)	\$ 32
CFD Bond Proceeds 2021B & 2022B	\$ 73
CFD Pay-Go Funds	\$ 28
CFD Future Proceeds Thru FY28/29	\$ 89
Tax Increment Bond Proceeds	\$ 114
Transit District Impact Fees	\$ 16
Developer Funds	\$ 62
Subtotal	\$ 1,064

	Amount (YOES Millions)
Budgeted Funding Sources	
State	
CHSRA Contribution to Engineering	\$ 3
Local and Caltrain	
Caltrain FY23/24 Contribution to Engineering	\$ 1.5
Transit Center District Funds	
Future CFD Funds	\$ 465
Additional Tax Increment Bond Proceeds	\$ 40
Land Sale Revenues	\$ 6
Subtotal	\$ 515

	Amount (YOES Millions)
Planned Funding Sources	
Federal	
Federal CIG New Start	\$ 3,300
Federal Non-CIG (e.g., MEGA, CRISI, FSP, etc.)	\$ 623
State	
TIRCP (Multi-Cycle)	\$ 560
High-Speed Rail (State/Federal Funds and/or CHSRA TBD)	\$ 550
Local	
Regional Transportation Improvement Program	\$ 18
Central SOMA Impact Fees and/or Other Local Source(s)	\$ 50
Subtotal	\$ 5,101

	Amount (YOES Millions)
Potential/Future Funding Sources	
Regional	
Regional Grants	TBD
Other Regional/County-Level Sources or Contributions	TBD
Local	
New/Expanded Transit District Sources	TBD
Other Future/Additional Local Sources	TBD
Passenger Facility Charge	TBD
Private Contribution or Investment	TBD
Subtotal	TBD
Total	\$ 6,680

	Amount (YOES Millions)
Funding and Cost	
Federal CIG New Start – Planned	\$ 3,300
Currently Committed Funding	\$ 1,064
Total Estimated Capital Cost (subject to refinement)	\$ 6,680

49%
31% of non-CIG

DTX COST ESTIMATE**DRAFT 2023 Full DTX Cost Estimate**

Subject to change due to FTA review and adjustments after FTA submittal in February 2023. Baseline budget to be adopted by TJPA Board in August 2023

Category	Cost Estimate (\$m)
Utility Relocation	\$34
Demolition	\$8
Civil / Tunnel	\$2,336
Station Fit Out	\$698
Systems & Trackwork	\$526
Allowances	\$114
Subtotal Construction	\$3,716
ROW acquisition	\$340
Programwide	\$904
Design Contingency	\$856
Construction Contingency	\$370
Program Reserve	\$494
Subtotal	\$2,964
GRAND TOTAL	\$6,680

* Estimate is presented in Year of Expenditure Dollars
 **Values do not total due to rounding

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

SFCTA OVERSIGHT PROTOCOL FOR DOWNTOWN RAIL EXTENSION

This oversight protocol sets the framework for a partnership between the Transbay Joint Powers Authority (TJPA) and the San Francisco County Transportation Authority (SFCTA) for the purpose of achieving the shared goal of on-time and on-budget delivery of the Downtown Rail Extension (DTX). The intent is to integrate the SFCTA Project Management Oversight team (SFCTA PMO) into the TJPA Project Management Team's processes and protocols, in order to serve as a resource to the project, in addition to serving a traditional oversight role. In order to add value to this partnership, the SFCTA agrees that its PMO will have the appropriate technical, project management skills, and background to perform its duties. All SFCTA costs related to SFCTA oversight will be borne by the SFCTA.

SFCTA oversight is intended to be consistent with, and complementary to, the work program and governance established by the existing San Francisco Peninsula Rail Program Memorandum of Understanding (Existing MOU). It is expected that a successor arrangement for multi-agency governance of DTX (Successor Framework) will be established to replace the Existing MOU following its conclusion. SFCTA oversight is and will be in addition to any specific work program task roles for SFCTA established by the Existing MOU and/or the Successor Framework.

SFCTA oversight is additionally intended to complement oversight by the Federal Transit Administration (FTA) and its Project Management Oversight Consultant (PMOC). Performance of FTA oversight does not satisfy or replace SFCTA oversight requirements.

1. The TJPA Project Management Team (TPMT) will have an open-door policy and work closely with the SFCTA PMO, which will have access to project Section Managers and available information through TJPA staff. The SFCTA understands that some information will be confidential and commits to honor that confidentiality by not sharing or divulging any information so defined.
2. The SFCTA PMO will attend all appropriate progress meetings with the TPMT, in order to stay abreast of all project activities and, when warranted, may also attend, as an observer, partnering sessions and progress meetings with project contractors. The TPMT will periodically provide a list of current and anticipated regularly-scheduled meetings, and the SFCTA PMO and TPMT will jointly determine the meetings that would be most useful for SFCTA attendance.
3. Subject to FTA concurrence, the SFCTA PMO will attend meetings with the FTA and its PMOC and Financial Management Oversight Consultant (FMOC).
4. The TPMT will make available to the SFCTA PMO all project deliverables, reports, plans, procedures, and progress and cost reports for review and comment, which will be performed within the stipulated review period and submitted to the TPMT for consideration. Should the SFCTA PMO not provide comments by the due date, the TPMT may assume that they are not forthcoming.
5. The SFCTA PMO will review progress and cost reports and provide comments.
6. The SFCTA PMO will participate as an observer in consultant selection panels and contractor proposal/bid reviews.
7. The SFCTA PMO will monitor quality through regular discussions with the TPMT and the DTX Quality Manager.

8. The SFCTA PMO will be a member of the Risk Management team and participate in Risk Management meetings and receive copies of the project risk register, its monthly or quarterly updates, and risk reports.
9. The SFCTA PMO will serve as a voting member of the Configuration Management Working Group (CMWG) and any successor body established by the Successor Framework (i.e., Configuration and Change Management Body, as contemplated in the initial DTX Governance Study recommendations approved in September 2022). The SFCTA agrees that its PMO will have the appropriate technical and Project Management background and will not have veto power.
10. The SFCTA PMO will provide support to the TPMT on funding and financing issues, including proactively identifying grants and other funding opportunities.
11. The SFCTA PMO will review and approve project invoices submitted to the SFCTA and assure that they are processed in a timely manner.
12. The SFCTA PMO will assist the TPMT with development of grant amendments and funding requests which are submitted to the SFCTA for approval.

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Transportation Capital Projects Delivery Study



San Francisco
County Transportation
Authority

San Francisco County Transportation Authority CAC — Agenda Item 6
September 6, 2023

Study Purpose and Objectives

Purpose

Identify lessons learned and develop recommendations to improve project delivery performance and outcomes:

- On-time
- On-budget
- Of high quality

Promotion of San Francisco as an
“Owner of Choice.”

Study Purpose and Objectives

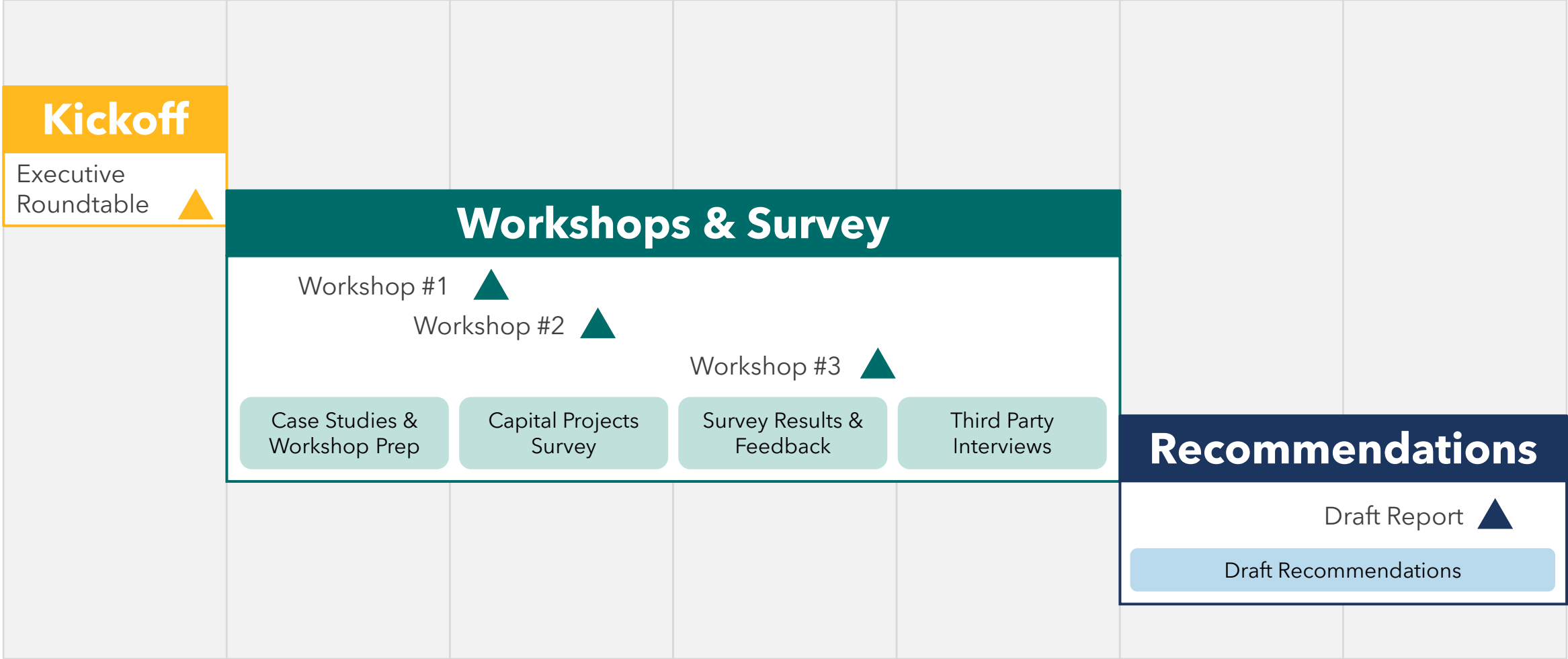
Objectives

1. Uncover barriers to efficient capital project delivery.
2. Identify process and policy improvement opportunities.
3. Increase communication and collaboration between project partners and public.
4. Improve measurement and accountability.

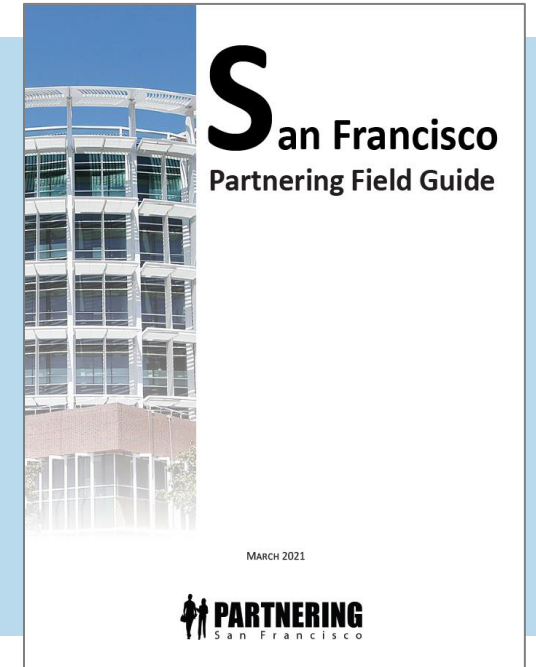
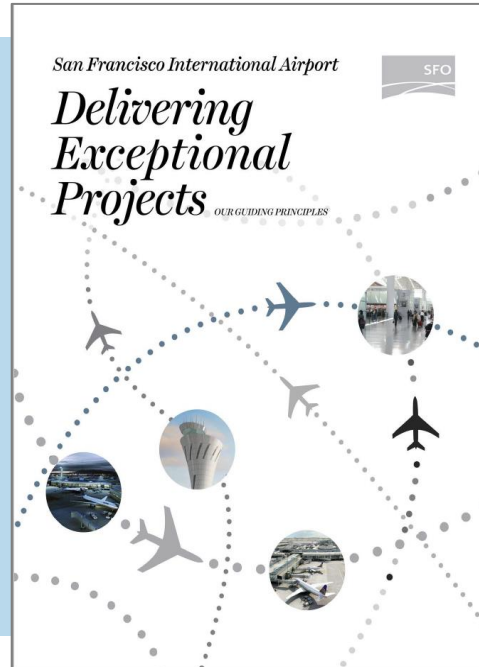
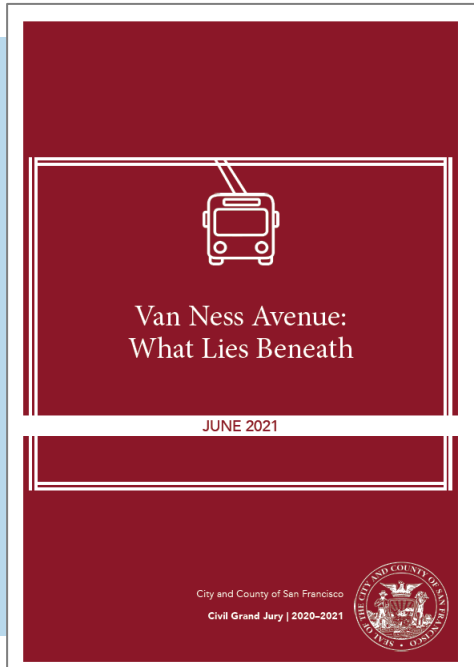
Study Participants

- Transportation Authority Board
- Mayor's Office
- City Administrator's Office
- Controller's Office
- Office of Resilience and Capital Planning
- SF Municipal Transportation Agency
- SF Public Utilities Commission
- SF Public Works
- Port of San Francisco
- Transbay Joint Powers Authority
- San Francisco International Airport

Approach



Case Studies & Initiatives



Additional Documents

- 2019 DTX Expert Panel Peer Review
- 2021 SFCPSC Survey of San Francisco Contractors
- 2021 SFCPSC Staff Partnering Survey

Key Points from Workshops and Surveys

Areas for Improvement

- Timely Hiring, Retention and Training of Project Managers and Key Staff
- Coordination between Stakeholders starting preconstruction
- Interdepartmental Issue Resolution and Decision Making
- Administrative Processes and Payment Procedures for large projects
- Budgeting and Financial Structures to improve cost estimation accuracy
- Proactive Risk Identification and Management
- 3rd Party Utility Coordination and Undocumented Utilities

Insight from Previous Executive Leadership

- Executive Leadership/Ownership is most critical
- City processes need to be streamlined
- Partner with trades/unions to support the effort
- Consider dedicated project offices, e.g. Waterfront Project – Loma Prieta
- Utilize outside subject matter experts when needed

Key Study Findings

There is a need for improved processes in several areas:

- 1. Streamline the City department decision making processes** by focusing on timely decision-making across departments. Establish clear roles and responsibilities across departments to actualize a “One City” project delivery objective
- 2. Provide additional training for Project Managers**, stressing accountability while empowering and resourcing them to perform their work effectively
- 3. Expand access to project management tools and software** to improve tracking of scope, schedule, and budget
- 4. Accelerate hiring of needed project staff** and procurement of consultants
- 5. Improve collaborative risk identification** and management processes

Preliminary Recommendations

- 1. Establish a Capital Projects Management Office (CPMO)**
- 2. Strengthen Construction Cost Estimating Process**
- 3. Invest in Right of Way and Utility Investigation Programs**
- 4. Expand Interdepartmental Risk Reviews and Management**
- 5. Facilitate Structured Collaborative Partnering**

CPMO Concept

Key Functions

- Set consistent Project Standards for design quality, completeness and review (i.e. at 35%, 65%, 95% Design)
- Enable efficient decision making on multi-agency projects
- Streamline hiring of staff and consultants

Details

- Reports to the City Administrator's Office
- Include full time staff and Department leadership participation
- Pilot program with set of key projects

CPMO Concept: Large/ Complex Projects

Case Study Project Examples

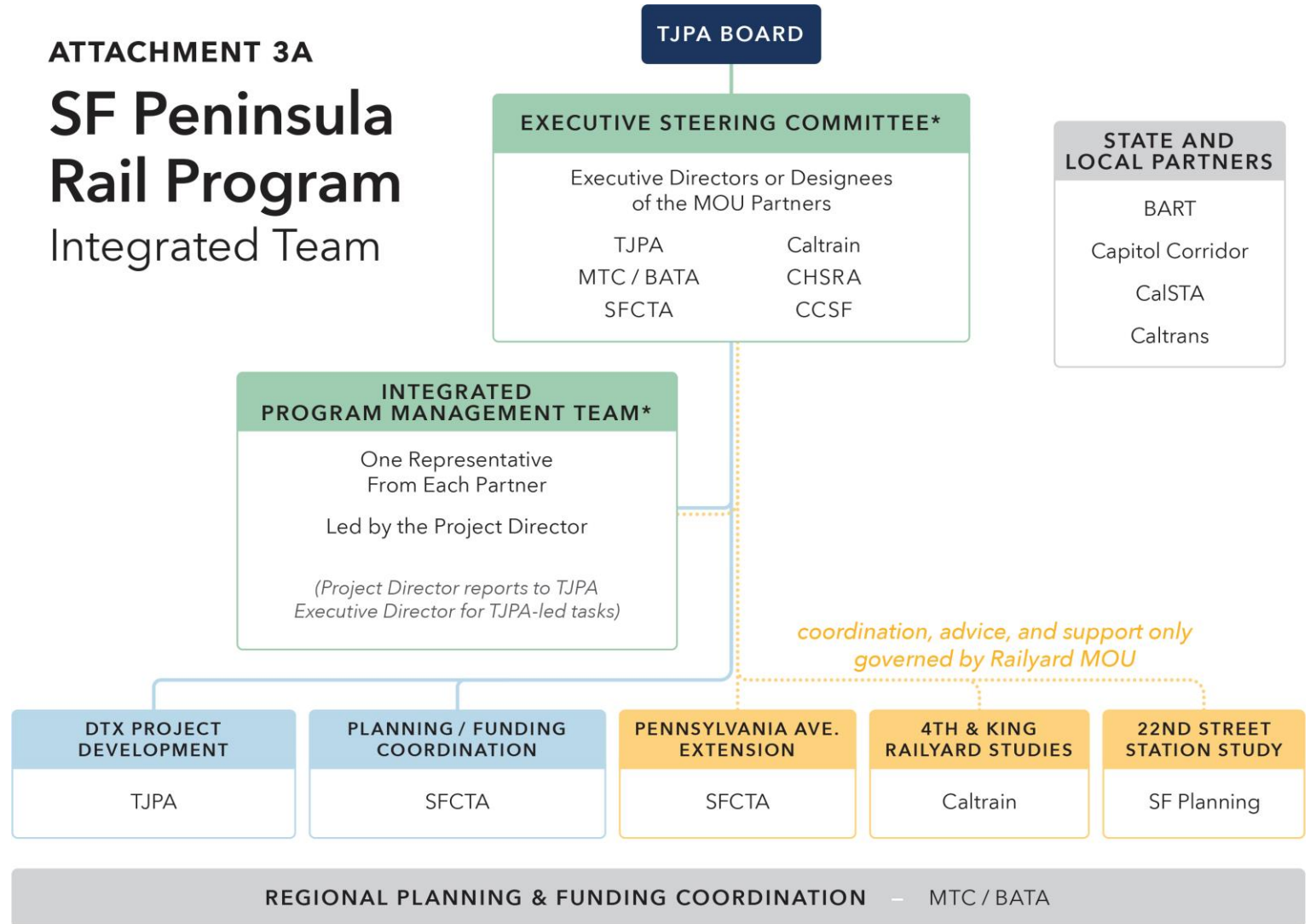
- The Portal (DTX) MOU – Project Development phase
- SFO Partnering Model
- Geary Phase I

Potential Projects for Pilot Program

- The Portal (DTX) – Project Delivery phase
- Better Market Street
- Other Large, Complex Interdepartmental Projects

Case Study: The Portal (DTX) MOU Structure

ATTACHMENT 3A SF Peninsula Rail Program Integrated Team



* Consistent with and limited to the Summary Work Program (Attachment 2) defined by the San Francisco Peninsula Rail Program MOU approved by TJPA Board on April 9, 2020

CPMO

Concept: Measures of Success

- Higher degree of on-time and on-budget project progress, with good quality work.
- Improved communication, collaboration, accountability and transparency between the project team.
- Decreased time to approve change orders and other major scope decisions.
- Improved cost estimation accuracy through early budgeting.
- Greater ability to manage risks and address challenges as they arise.
- Improved responsiveness to stakeholders and the public.
- Centralized office to quickly adopt emerging contracting methodologies, project management and HR best practices.

Thank you.

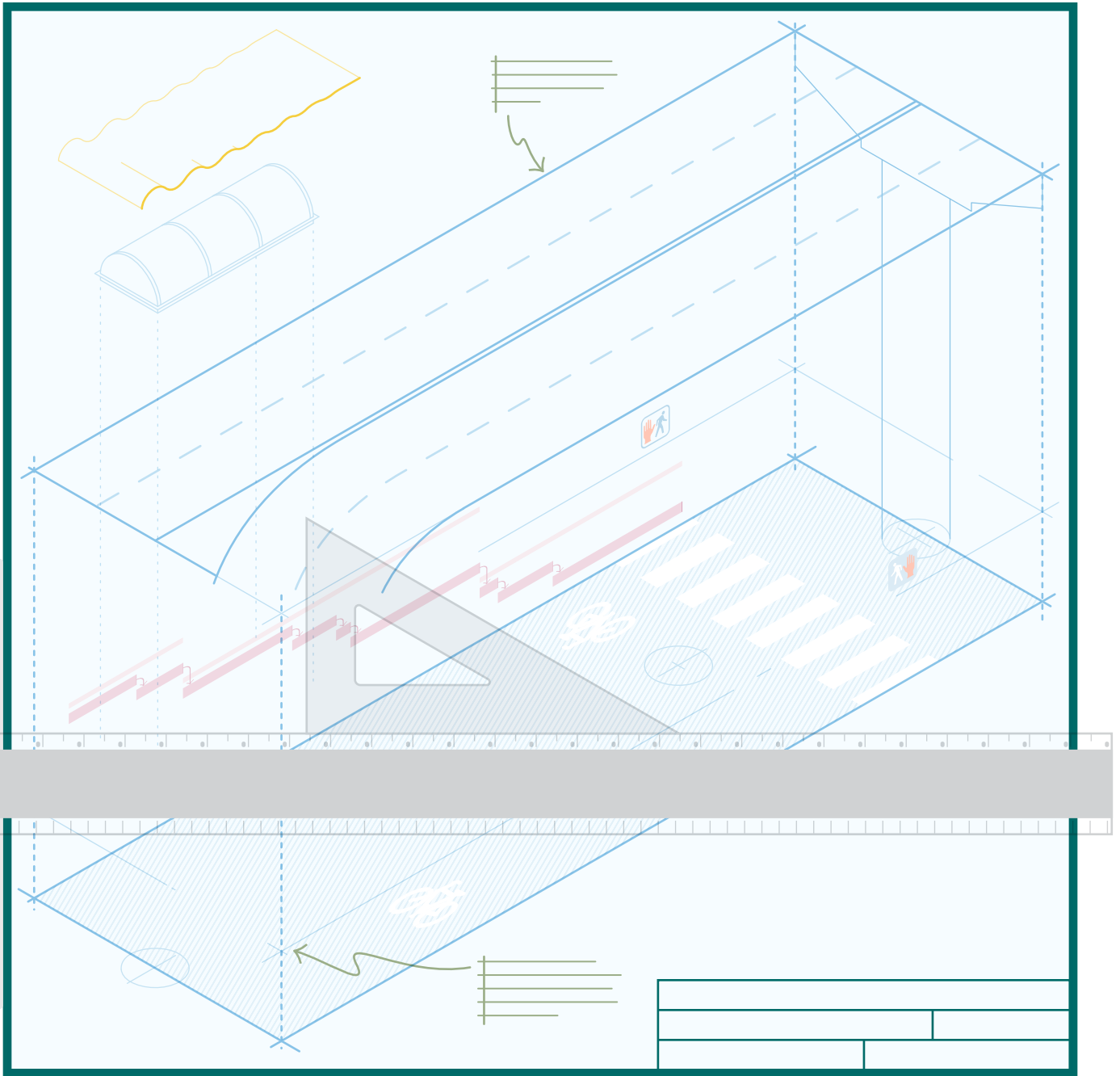
Yana Waldman

Assistant Deputy Director
for Capital Projects



San Francisco
County Transportation
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     sfcta.org/stay-connected



Transportation Capital Projects Delivery Study



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DRAFT

Draft Report: July 2023

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Acknowledgments

The San Francisco County Transportation Authority (Transportation Authority) would like to thank the Capital Projects Executive Roundtable participants for their guidance and input on the project.

CAPITAL PROJECTS EXECUTIVE ROUNDTABLE

Rafael Mandelman Chair, San Francisco Transportation Authority Board
Aaron Peskin San Francisco Transportation Authority Board
Sean Elsbernd Chief of Staff, Mayor's Office
Carmen Chu City Administrator
Ben Rosenfield Controller's Office
Brian Strong Director, Office of Resilience and Capital Planning
Jeffrey Tumlin Director, San Francisco Municipal Transportation Agency
Dennis Herrera General Manager, San Francisco Utilities Commission
Carla Short Interim Executive Director, San Francisco Public Works
Elaine Forbes Director, Port of San Francisco
Adam Van de Water Executive Director, Transbay Joint Power Authority
Ivar Satero Director, San Francisco International Airport
Tilly Chang Executive Director, San Francisco County Transportation Authority

Transportation Authority former Deputy Director for Capital Projects Eric Cordoba and Assistant Deputy Director for Capital Projects Yana Waldman led the Study with assistance from Motive Power and OrgMetrics. Special thanks to the following Management Working Group (MWG) members for their support throughout the project:

MANAGEMENT WORKING GROUP

Alex Sweet Mayor's Office
Mark De La Rosa Controller's Office
Tom Maguire, Jane Wang, Bijan Ahmadzadeh, Dora Chang, Steven Tabak
San Francisco Municipal Transportation Agency
Douglas Legg Office of Resilience and Capital Planning
Alan Johanson and Algynon Collymore San Francisco Public Utilities Commission
Albert Ko, Ron Alameida, Iqbalbhai Dhapa, Patrick Rivera, John Thomas
San Francisco Public Works
Rod Iwashita Port of San Francisco
Judi Mosqueda San Francisco International Airport
Alfonso Rodriguez and Anna Harvey Transbay Joint Power Authority



**San Francisco
County Transportation
Authority**

1455 Market Street, 22nd Floor,
San Francisco, CA 94103

TEL 415-522-4800

EMAIL info@sfcta.org **WEB** www.sfcta.org



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Executive Summary

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Study Purpose and Methods

On July 27, 2021, at the request of Chair Rafael Mandelman and then Vice Chair Aaron Peskin, through Resolution 22-04, the Transportation Authority Board appropriated Prop K sales tax funds for Transportation Authority staff to lead a review of current City and County of San Francisco (City) business practices for delivery of large-scale transportation capital projects. The goal of the review was to identify lessons learned and to develop recommendations to improve project delivery performance and outcomes, e.g., on-time, on-budget and of high quality, toward promotion of San Francisco as an “Owner of Choice.” The study scope assessed the current state of inter-agency capital project delivery practices, including review of existing case studies on recent complex interdepartmental projects, expert interviews and workshops. Key contributors included an inter-departmental Executive Roundtable comprised of City department Executives and a Management Working Group (MWG) comprised of senior management from each corresponding department.

Findings

The study findings are based on information gathered from previous studies, workshops with the inter-departmental Executive Roundtable and MWG, focus groups, one-on-one interviews, and surveys.

Many recent studies have found that large, complex transportation projects are challenging to deliver on-time and on-budget, due to factors within and outside of project owners’ control.

UC Berkeley’s Center for Law, Energy & the Environment reports that California has a relatively mixed record in terms of delivering rail transit projects:

On average, according to a national and international comparison of costs and timelines..., California rail transit projects do not significantly over- or under-perform compared to their national or international counterparts. But these projects have nonetheless become slower and costlier to build compared to previous decades, which harms the public acceptance of future investment.¹ Teams delivering large transportation projects in San Francisco experience major challenges due to the complex interdepartmental owner’s entity, geographic constraints on traditional laydown areas and storage access, unreliably mapped infrastructure in seismically

¹ Ethan Elkind, Emmett Institute on Climate Change and the Environment, “Back in the Fast Lane: How to Speed Public Transit Planning & Construction in California” (August 2014), available at https://law.ucla.edu/sites/default/files/PDFs/Publications/Emmett%20Institute/_CEN_EMM_PUB%20Back%20in%20the%20Fast%20Lane.pdf.

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sensitive and varying geotechnical conditions, and difficulty with contracting methods, among other factors.

The Transportation Authority study team led the MWG through a series of Process Improvement workshops and exercises and found that there was a need for reform and innovation in the City's Capital Project Delivery processes. The primary findings included the need to:

- Streamline the City department decision making processes by focusing on timely decision-making and improved communication across departments. This includes establishing clear roles and responsibilities across departments to achieve a "One City" project delivery objective.
- Develop a consistent set of Project Management procedures, standards and practices across departments. This pairs with empowering project managers and giving them the resources to perform their work effectively, while holding them accountable for project delivery.
- Provide additional training for Project Managers and expand access to state-of-the art project management tools and software to improve tracking of project scope, schedule, and budget.
- Accelerate hiring of needed project staff and streamline procurement of consultants.
- Improve collaborative risk identification and management processes.

A red, rounded rectangular stamp with the word "DRAFT" written in bold, black, uppercase letters, tilted slightly to the right.

Recommendations

The MWG developed the following five recommendations. These recommendations were evaluated both in terms of potential positive impact on interdepartmental project delivery and ease of implementation.

1. **Establish a Capital Project Management Office (CPMO):** Create a CPMO led by a Director of Transportation Project Delivery and supported by existing department leadership with additional subject matter experts for major interdepartmental capital projects. The goals of the new office would be to provide consistent, coordinated decision-making support, champion needed project management resources and promote effective inter-departmental and external coordination and communications:
 - » The CPMO would issue project management guidelines and be a resource for large, complex projects and provide consistency reviews on a quarterly basis and/or at major project development milestones such as Planning, Environmental, 35%, 65%, 100% design, Right of Way Certification, and through Construction.
 - » The CPMO would help procure needed technical expertise (city staff or consultants) and promote needed investments (such as joint training or technologies) to ensure that projects have proper resources for success.
 - » The CPMO would ensure timely decision-making, where needed. The new Director would report to the City Administrator's Office (CAO), working closely with the Capital Planning Committee.

City departments are already incorporating many project delivery lessons learned and best practices on projects like the Geary Rapid and L Taraval Rail Replacement projects. Potential projects that could pilot the CPMO approach include:

- » Better Market Street Project
- » The Portal (DTX) Project Delivery
- » Other large, complex projects involving multiple City departments

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2. **Strengthen Construction Cost Estimating processes:** Invest in construction cost estimating expertise to perform detailed constructability reviews and detailed cost estimates beginning early in the design and pre-construction phase. The goal is to provide reliable cost estimates and contingencies to inform the project scope and budget.
3. **Invest in Right of Way and Utility Investigation Programs:** Increase utility identification services such as potholing, radar detection and other industry best practices to inform project designs and risk registers. The goal is to proactively plan, budget and implement necessary right-of-way and utility relocations in a timely manner to avoid costly delays and impacts to adjacent businesses and residences during the construction phase.
4. **Expand Collaborative Interdepartmental Risk Review and Management:** Require additional investment in cross department risk analysis during the planning, programming, design and construction phases. Expand staff knowledge of risk planning and mitigation across all engineering and project delivery disciplines. The goal is to proactively assess, manage and decrease risk as a project moves through the project development process.
5. **Facilitate Structured Collaborative Partnering:** Encourage interdepartmental team building using structured partnering (similar to the SFO Model) throughout the life of the project. The goal is for the teams to build trust, identify issues and resolve problems at the lowest responsible level. Additionally enhanced training for City Project Managers would support the ability to reduce significant impacts to budget, schedule and quality while emphasizing City department's "Teamwork, Transparency, Trust, Respect, and Communication."

In addition to the five primary recommendations listed above, the following additional recommendations were discussed with the MWG as worthy of consideration to institute:

6. **Invest in improved software solutions:** Improve overall project controls, design management, Requests for Information and submittal response, construction change order processing, timely payment, etc. The goal is to improve project management and issues tracking, as well as payment of vendors and contractors in a timely manner to avoid costly interest/finance charges and improve contractor relations.

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-
7. **Provide Project Management Training:** Invest in joint City staff training on project management and, as appropriate, industry best practices for implementation of alternative project delivery methods such as Construction Manager/General Contractor or CM/GC and Progressive Design/Build. The goal is to develop and cultivate this new project delivery expertise to move towards quality-based selection for large, complex construction contracts.

 8. **Strengthen Strategic Partnerships:** Launch initiative between City departments and third-party stakeholders, e.g., Bay Conservation and Development Corporation (BCDC), PG&E, Caltrans, affected property owners. The goal is to engage external stakeholders in a proactive way and develop improved coordination protocols and issue escalation procedures.

Study Development Process

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The Transportation Capital Projects Delivery Study was requested by Transportation Authority Chair Mandelman and Vice-Chair Peskin in 2021 with the aim of understanding and uncovering barriers to efficient capital project delivery, identifying process and policy improvement opportunities, increasing collaboration between project partners, and improving measurement and accountability.

The study objectives were accomplished by identifying new practices that could reduce risk, improve schedule and cost management, while incorporating more empathetic communication and collaboration into business practices. The result would also include more clearly defined success standards, metrics, and performance tracking.

The study team conducted workshops, surveys, and interviews between January and June 2022. The workshops included an Executive Roundtable Kick-off, case study and report reviews, three sessions with the MWG, multiple surveys, and one-on-one interviews with each of the City departments. A detailed description of the study approach is included in Appendix A. The general inputs, process, and outputs can be summarized as follows:

Inputs

The inputs for this study included project case studies, best practice guides, participant surveys, workshops, expert interviews, and documents developed by the San Francisco Collaborative Partnering Steering Committee (see Background Materials presented in Appendix B). A list of the Project Case Studies is presented in Appendix C.

Process

Following convening of the Executive Roundtable, the workshops included key City departments senior management and technical staff regularly involved in complex transportation projects. The workshops gathered lessons learned, best practices, and barriers to successful project delivery through group discussions. The participants were given surveys on current practices and potential priority improvements in an effort to develop a set of research-based recommendations that would improve project delivery. A more detailed description of the workshop outcomes is presented in Appendix A. Some of the key discussion topics include:

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WHAT IMPROVEMENTS ARE CURRENTLY BEING MADE?

- Improving collaboration and communication across City departments through partnering and other processes, despite separated department structure.
- Implementing Alternative Project Delivery which attracts top contractors and enables contractors to assist with planning and design, improving project outcomes.
- Empowering Project Managers and each member of the team to manage the project, identify risks and deal with issues in a timely manner.

WHAT TOOLS OR PRACTICES ARE FURTHER NEEDED?

- Streamlining of administrative processes and procedures for projects to:
 - » Ensure more timely execution and payment of monthly invoices and change orders,
 - » Simplify contracting rules preventing the development of cohesive project teams
 - » Simplify hiring requirements, to recruit and retain top talent
- Build a “One City” mentality by improving consistency of project management tools, training and decision-making procedures.
- Develop early budgeting and financial structures to improve cost estimation accuracy and consistency.

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Recommendations

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The following recommendations for Continued Process Improvement aim to foster improving transportation project delivery. The recommendations are first steps toward incorporating “Best Business” Practices which should lead to more timely delivery of projects and adherence to construction cost estimates.

To become an “Owner of Choice” requires many culture and practice changes: A “Team Building” mindset is imperative for the City to be successful. Building a “Trust Based” working environment is a fundamental building block. Timely functions from invoice payment to decision-making are also instrumental.

Success will require strong Executive Management commitment and an initial and continued investment to implement these recommendations.

This is a good time to improve the City’s collective business practices as the next big wave of transportation infrastructure investment is under development.

Recommendation 1: Establish a Capital Projects Management Office

Create a Capital Project Management Office (CPMO) led by a Director of Transportation Project Delivery and supported by department leadership.

SUMMARY

Establish a CPMO within the City Administrator’s Office which would be led by a Director of Transportation Project Delivery. The project-based CPMO would be comprised of liaisons from department leadership and be supported by key staff as well as a bench of independent subject matter experts to support, guide, advise on and provide peer review of select Interdepartmental Projects. Select large-sized projects requiring extensive interdepartmental coordination (for example the Better Market Street project) with high complexity (scope, duration/intensity, stakeholders/environment) are potential candidates.

The CPMO would provide review of projects on a quarterly basis and/or at major project development milestones such as Planning, Environmental Clearance, 35%, 65%, 100% of design. Right of Way Certification, and Construction. In each of these stages, the CPMO would support application of best practices/agreed project management protocols and help procure needed technical expertise (City staff or consultants) as needed. The goal is to provide consistent, coordinated, and empowered decision-making support. The CPMO would also champion needed project management resources (training/technology/software systems) and promote effective overall communications.

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OBJECTIVES

Provide interdepartmental empowered decision making by enabling the CPMO Director of Transportation Project Delivery to report directly to the City Administrator's Office (CAO), Capital Planning Committee.

- Create effective mechanisms to identify and support incorporation of best practices, for the City departments, to refine and implement them for large, complex interdepartmental projects.
- Inform initiatives related to other recommendations in this report concerning citywide policies that ensure access to project management resources and support services, e.g. joint trainings and partnering sessions, technologies and software systems, and staff hiring or procurement of specialized consultant support.
- Empower the CAO to serve as final decision-maker in case the interdepartmental CPMO cannot come to a resolution.
- Ensure consistent and effective communication across multi-agency teams and with external stakeholders.
- Provide a funding source to support the additional cost estimation, risk management and utility investigation services to support successful project delivery.

BENEFITS

The creation of a CPMO for large, complex, interdepartmental projects would ensure that these projects benefit from:

- More timely decision making
- Standardization of key processes across departments
- Consistent and more accurate project delivery estimates and results
- Reduction in costs and schedule overruns
- Improved overall communications with the numerous external stakeholders with the goal of better planning for construction implementation and minimizing negative impacts to adjacent residents and businesses
- Enable the creation of a "One-City" culture across the departments

SUGGESTED IMPLEMENTATION PROCESS

- Create a funding mechanism to support the new CPMO, e.g. potentially a small percentage of large, complex construction budgets, to establish and maintain the interdepartmental CPMO.

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- The CPMO would be comprised of a Director of Transportation Project Delivery, department leadership), key staff and independent subject matter experts for large, complex interdepartmental projects.
- The CPMO would guide and advise project teams to ensure City protocols and processes pertaining to outreach and construction planning are followed, with an emphasis on evaluating construction implementation efforts and minimizing public disruption. Project reviews would be on a quarterly basis and/or at major project development milestones such as Planning, Environmental, 35%, 65%, 100% design, Right of Way Certification, and during Construction.
- The CPMO model would be established on a per project basis through a Memorandum of Understanding (MOU). See The Portal (DTX) Case Study discussed below.
- The initial projects that may be candidates for piloting of the CPMO approach are:
 - » Better Market Street Project
 - » The Portal (DTX) Project Delivery Phase
 - » Other large, complex projects involving multiple City departments
- CPMO would provide quarterly project updates to the CAO and potentially to funding agencies including the Transportation Authority, Metropolitan Transportation Commission (MTC)/Bay Area Toll Authority (BATA) and Caltrans.

THE PORTAL (DTX) CASE STUDY

The CPMO arrangement has some similarity in concept to the current project governance strategy in place for The Portal (Downtown Rail Extension) mega-project:

The Portal, also known as the Downtown Rail Extension (DTX), is an approximately \$6.68 billion project that will bring Caltrain and California High-Speed Rail into the completed Salesforce Transit Center in the heart of Downtown San Francisco. The project will knit together 11 transit operators, unlocking connectivity across the mega-region and setting the stage for the coming generation of rail expansion in the Bay Area and California. The Portal has been environmentally cleared and is currently preparing for project procurement. The Portal is led by the Transbay Joint Powers Authority (TJPA), which is composed of the City and County of San Francisco, Caltrain, California High-Speed Rail Authority (CHSRA), and AC Transit. In 2020, the TJPA and five other partner agencies entered into the Peninsula Rail Program Memorandum of Understanding (MOU), which established an integrated management and governance approach to bring the project forward to full readiness for procurement and implementation. Signatories to the MOU are TJPA, the City and County, the two rail operators (Caltrain and CHSRA), and two major funding partners (the Transportation Authority and MTC).

The MOU codified the six agencies' agreement to collaboratively deliver on a comprehensive project development work program, and the MOU established a governance structure to manage and guide this work program, in support of the TJPA Board's overall mandate and authority. Under the MOU, an Executive Steering Committee (ESC), composed of senior executives from all six partner agencies, meets monthly to guide the work program and to make recommendations to the TJPA Board. The ESC is supported by an Integrated Program Management Team (IPMT) of senior technical staff and consultants representing the MOU agencies, with the IPMT responsible for executing on the agreed project development work program.



Over the past three years, The Portal's structured and collaborative approach to project development has borne fruit:

- In December 2021, the Federal Transit Administration (FTA) admitted the project into FTA's "New Starts" project pipeline, in anticipation of a multi-billion dollar federal investment in the project.
- The project team has undertaken an ongoing project risk management and review process, which includes quarterly risk workshops with the IPMT and regular reporting to the ESC. In May 2023, the first FTA risk workshop was conducted.
- Over the course of 2022 and early 2023, the project team completed a comprehensive, "bottom-up" capital cost estimate for the project. The process to develop this estimate included an independent third-party review.
- The project's primary contracts will be procured through a combination of Progressive Design Build and Construction Manager/General Contractor models, which will enable early contractor involvement in the preparation of design and finalization of construction-phase agreements. This contracting approach was the outcome of a project delivery alternatives study, which included industry sounding sessions with the contractor community.
- The project will pursue an Enabling Program of early scope activities intended to de-risk the large contracts to follow. Key early works will include right-of-way, utilities, demolition, and site preparation.
- In addition to federal New Starts funds, TJPA continues to pursue grant funding opportunities at the regional, state, and federal levels to supplement committed local funds from the Transit Center District and the Transportation Authority's sales tax program.
- The Portal project is advancing consistent with its TJPA Board-adopted master schedule. The work program over the next 24 months is focused on securing FTA funds through a Full Funding Grant Agreement, initiating implementation of the Enabling Program, and finalizing preparations for procurement of the primary contracts.
- The Transportation Authority and the MTC are currently co-leading development of recommendations for a governance structure to succeed the current MOU and meet the needs of project procurement and construction. Successful project delivery will continue to require a deeply integrated approach across all delivery partners and funding partners.

MEASURES OF SUCCESS

- Higher degree of on-time and on-budget project progress, with good quality resulting infrastructure.
- Improved communication and collaboration, accountability, and transparency between the project team, City departments and the public.
- Centralized office that can more quickly adopt emerging contracting methodologies, project management and Human Resources best practices to improve capital project delivery.
- Empowered Project Managers and team members to manage the project and decrease the time to approve change orders and other major scope decisions, subject to review by CPMO.
- Early budgeting and financing structures to improve cost estimation accuracy.
- Improved responsiveness to stakeholders and public resulting in fewer complaints; greater ability to manage challenges as they arise.

Recommendation 2: Strengthen Construction Cost Estimating Processes

Invest in reliable cost estimation techniques and knowledgeable constructability review expertise early in the design and pre-construction phases.

SUMMARY

Improving the accuracy of the cost estimation process greatly improves the chances of completing projects within budget. Various departments indicated that engineers' construction cost estimates typically make use of an analogous construction estimation approach, which is derived by using the average of previously bid items in a given area, such as the average cost per square foot of asphalt that a department has experienced in the past and applying a factor to develop a unit price cost. This method can lead to inaccuracies and typically tends to lead to lower cost estimates. Without taking constructability, construction sequencing risks, and current market factors into account, potential construction challenges are not identified and, more often than not, result in cost and schedule overruns during construction.

In contrast, a cost base estimate (developed by a seasoned construction cost estimator) is developed from the base up identifying all project costs including actual current labor and materials pricing, a detailed analysis of project site conditions, constructability review, and risks including supply-chain challenges and market uncertainty around raw materials.

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Best practices call for cost estimates to be updated at critical planning, design and through the procurement phase to ensure the estimate is reliable.

OBJECTIVES

The goals for the enhanced construction cost estimating recommendation are:

- Provide more reliable cost estimates that inform the appropriate level of project funding and contingency.
- Limit potential overruns due to a lack of information considered during estimation phase.
- Incorporate risk and escalation potential in cost estimates.

BENEFITS

Construction cost estimation provides the foundation for the planning of a construction project. The accuracy of an estimate frequently determines whether the construction project meets its scope objectives or not. The main value propositions that were identified for the construction estimation recommendation are:

- Project owners can more accurately determine the suitability and feasibility of a project.
- It assists the owner and procurement team in incorporating appropriate levels of contingency and securing sufficient funds to finance the project.
- Taking constructability and construction sequence into account will provide a more accurate project plan and construction schedule estimate, resulting in greater on-time, on-budget project delivery.
- The public experience is greatly improved if cost and time estimates are more accurate as they can better plan for the disruptions, both anticipated and unanticipated.

SUGGESTED IMPLEMENTATION PROCESS

- It is proposed that each agency make use of a base cost estimation approach taking base item values, constructability, and construction sequence into account.
- The CPMO with assistance from seasoned construction cost estimation experts should independently review a projects' estimate at the 35%, 65%, 95% and final design stages to confirm the estimate is reliable given current market conditions.

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MEASURE OF SUCCESS

- More accurate construction cost estimates measured by contractor bids being closely aligned with the agency's construction cost estimate.
- More accurate identification of construction contingency needs.
- Reduced number of projects with cost and time overruns.
- Reduced number of change orders and commercial conflicts due to poor design and construction planning.

Recommendation 3: Invest in Right of Way and Utility Investigation Programs

Enhanced investment in right of way and utility investigation programs during the planning and design phase will help to inform interdepartmental project designs and help facilitate more timely construction implementation.

SUMMARY

Unknown utilities in a current or proposed construction area typically have significant negative impact on the schedule, cost, and overall constructability of a project and typically result in additional disturbance to adjacent property owners. Typical industry standard is for designers to review public records, walk the project site and request utility agency as-built drawings to assess the location of utilities. Underground Service Alerts (USA) requests are also typically sent to utility companies at the 35% design phase for utility companies to physically locate and mark underground utilities. Often the field marking locations and records have inherent inaccuracies and require further investigation to create an accurate underground utility report. This recommendation offers guidelines to ensure that adequate investigation and discovery has taken place to minimize the risk for delays and cost overruns, and to enable improved active risk management in this area.

OBJECTIVES

The goal is to enhance the City's current right of way and utility investigations and increase coordination efforts with adjacent businesses, residences and utility companies before and during construction so project teams can better plan and budget for and implement utility relocations and other related construction activities in a timely manner to avoid costly construction contract delays and minimize impacts to adjacent stakeholders.

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BENEFITS

- Decrease in Construction Duration along Adjacent Property Owner's Frontage – Decreased business disruption and potential loss of access.
- Decrease in Contractor Utility Delay Claims – Utility delay claims are a common occurrence on projects. More extensive utility investigations should lead to less delay claims from contractors.
- Access to Information and Insight – There is immense advantage to pinpointing precisely where underground service lines exist before beginning a project. Even armed with charts, plans and specifications with utility maps (which are frequently incorrect or out of date), teams run the risk of striking critical underground infrastructure. Having visual verification is as accurate as it gets in terms of understanding the work area. Utility televising and use of ground penetrating radar can be worthwhile investments and benefit from consistent guidance documents.
- Hazard Mitigation for Work Crews – Data shows that construction crews face digging-related deaths and injuries every year. Without a reliable way to locate and bypass crucial underground utility infrastructure, the wellbeing of excavation operators is at risk, particularly with regard to strikes on natural gas lines.
- Accumulated Efficiencies – It is common to assume that a utility investigation is an extra step in the construction process that incurs even more time on the project clock. The truth, though, is that this method can actually save time in the long run. It is also worth noting that utility pothole investigations can be a much faster method of identification than relying on charts and maps.
- Overall Project Cost Savings – Project downtime is not the only contributor to unplanned expenses on a construction project. There is also the potential significant cost to repair unforeseen vital utility lines ranging from water, electrical and gas to telecommunications and fiber optic.
- Legal Compliance – As the industry has pushed for both safer working conditions and less risky digging methods, state and local regulations have evolved over time. State laws, for instance, generally prohibit the use of mechanized equipment within 18 to 36 inches around all sides of a marked utility.

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- Third-Party Utility Coordination – Enhance third-party coordination efforts including piloting a structured partnering approach with utility companies to establish agreed upon construction timeframes and reduce response times.

SUGGESTED IMPLEMENTATION PROCESS

Pre-construction utility investigations such as potholing and ground penetrating radar should be implemented during the design phase on civil construction projects within the City. Potholing is typically the most accurate way to locate and mark the position of underground assets prior to moving forward with final excavation. Unfortunately, potholing can also be a disruptive activity in any public space, therefore it's important to plan accordingly for this critical activity during the design and construction phases. From safety and compliance advantages to time and cost savings, there is significant benefit to be derived from applying this practice during the design phase before major construction activities start.

MEASURE OF SUCCESS

- Reduced costly construction critical path delays caused by unforeseen underground utilities.
- Reduction in the number of public service interruptions due to incorrectly located or unknown service routes.
- No critical utility outages or construction personnel injuries due to incorrectly marked service routes.

Recommendation 4: Expand Collaborative Interdepartmental Risk Reviews and Management

Additional investment in analyzing projects for risk across all departments by incorporating active risk management best practices throughout the project development process.

SUMMARY

Department staff indicated that Risk Management is an area where improvements can be made. In this context, the Study looked at risk management as it encompasses the identification, analysis, and response to risk factors that form part of the [life of a project](#). By improving the risk management approach across all departments, attempting to control, as much as possible, future outcomes by acting proactively rather than reactively, projects are less likely to experience budget and schedule overruns.

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Therefore, effective risk management offers the potential to reduce both the possibility of a risk occurring and its potential impact.

OBJECTIVES

Proactively manage and decrease risk as a project moves through the project development process from planning, through design and construction by formalizing risk identification and assessment, developing and implementing risk mitigation measures, use of risk registers and action tracking, as well as training and application of pro-active communications and problem-solving strategies.

BENEFITS

Improving the risk management approach across all the departments will:

- Better manage and mitigate the project's exposure to risk.
- Minimize the financial loss from unidentified project risks.
- Improve the confidence of meeting the project cost, schedule, and performance targets.
- Have an auditable system for risk identification, assessment, and control.
- Ensure active real-time risk management throughout design and construction.

SUGGESTED IMPLEMENTATION PROCESS

Conduct industry standard risk management activities to identify and mitigate potential risk on projects:

- Develop Risk Management Plan.
- Hold interdepartmental risk identification workshops with subject matter experts.
- Follow industry standard risk management guidelines such as FTA and Caltrans to estimate potential likelihood and impact of events.
- Assign ownership of risks to those parties best suited to mitigate and resolve issues.
- Mitigate the impact of risks through early identification, mitigation strategy development and reduction.
- Track and monitor risk throughout project development and to the completion of construction.

MEASURE OF SUCCESS

- Comprehensive understanding of total project risk exposure to inform project cost estimates and program schedules. Detailed risk mitigation plan including action plans and insurance for possible events.
- Clearer understanding of risk ownership and responsibility which can help support negotiations for allocation/assignment of risks.
- Reduced project cost and schedule overruns due to foreseeable conditions and risk avoidance/minimization.
- Fewer claims/commercial and legal conflicts.

Recommendation 5: Facilitate Structured Partnering and Team Building

Enhanced investment in team building and “Structured Collaborative Partnering” where the approach includes improving trust, collective issue identification, dispute resolution processes, and establishing project goals.

SUMMARY

Structured Collaborative Partnering is a construction industry best practice focused on enhancing project delivery by aligning the project team around a common purpose. The structure, which is currently specified in all City public works projects, involves the team co-creating one set of goals from the outset of the project. The team also develops an Issue Resolution Ladder and issue escalation procedures, which at minimum helps prevent construction disputes and claims and has demonstrated consistent improvements to budget and schedule outcomes as well as team member satisfaction. This alignment is essential, particularly for projects delivered with support from multiple departments, which increases the complexity and heightens the need for rapid decision-making by a complex owner entity.

OBJECTIVES

- The goals are to identify and resolve problems at the lowest responsible level to optimize budget, schedule and quality while emphasizing City department’s “Teamwork, Transparency, Trust, Respect, and Communication.”
- To achieve the goals, the team builds an executive and project delivery structure that acknowledges and responds to the complexity of each project.

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- It is recommended that Project Managers on CPMO-led projects be granted access to industry training on alternative delivery methods, building cohesive team structures, and emerging project management tools and practices.

BENEFITS

- Effective Structured Collaborative Partnering supports large, complex projects by building a forum to develop a high performing team. It is typical to develop an Executive Team that operates similar to a Board of Directors for the project; a Core team, that focuses on day-to-day operations and delivery of the project; and to offer a forum for key project stakeholders who will eventually operate and maintain the facility.
- According to the International Partnering Institute, effective Structured Collaborative Partnering at a level commensurate with the risk of the project saves project teams on average 4% schedule, 5% budget and improves personal satisfaction by more than 12%, while costing the project less than 0.1% of the project budget.
- Effective partnering further supports the project delivery team by preventing construction claims and improving timeliness of issue resolution. Unresolved issues slow momentum and leave schedule and budgetary risks unresolved to the end of the project.
- The cost of formally facilitated partnering is typically up to 0.1% of the project budget. Partnering is particularly effective for large, complex projects due to the sheer size and complexity of the project and the size of the team delivering it. Partnering creates a forum for the executive team to hear from the project delivery team and for the project delivery team to receive direct feedback from key project stakeholders and end-users to ensure the project delivers what is intended.

SUGGESTED IMPLEMENTATION PROCESS

Project teams should fully implement Structured Collaborative Partnering (first implemented by San Francisco International Airport on more recent projects and now being demonstrated through the TJPA's The Portal (Downtown Extension) project integrated team/MOU), which involves integrated Executive, Core and Stakeholder teams. City departments should also continue to focus on developing a collaborative project culture focused on exceptional project outcomes.

Project Managers and staff on CPMO-led projects should also be offered training in emerging best practices to improve retention, skill development and project execution.

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MEASURE OF SUCCESS

- Reduction of litigated construction claims resulting from project disputes.
- Reduction in reliance on City Attorney's Office to resolve project issues while the project is being delivered.
- Enhanced teamwork and collaboration so projects teams more routinely want to build projects again.
- Participation in the San Francisco Collaborative Partnering Awards program.
- Optimize effective implementation of alternative delivery methods on interdepartmental projects.

In addition to the primary recommendations listed above the following additional recommendations were discussed with the MWG as viable recommendations to also consider instituting:

- **Invest in improved software solutions:** Improve overall project controls, design management, RFI Request for Information and submittal response, construction change order processing, timely payment, etc. Goal is to pay vendors and contractors in a timely manner to avoid costly interest/finance charges.
- **Provide Project Management Training:** Once a common set of project management practices and standards has been established, it is appropriate to invest in joint Project Management trainings. These may include topics such as industry best practices on implementation of alternative project delivery methods such as CMGC and Design/Build. Goal is to develop and cultivate this new project delivery expertise to move towards qualifications-based selection for select construction contracts.
- **Strengthen Strategic Partnerships:** Launch initiative between City departments and third-party stakeholders (e.g., BCDC, PG&E, Caltrans, etc.). Goal is to engage key stakeholders in a proactive way and develop issue escalation procedure.

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Conclusion

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Large, complex transportation projects are historically challenging to deliver, typically taking 20% longer than anticipated to finish in addition to costly budget overruns. Teams delivering these projects in San Francisco experience an even higher level of challenge due to the complex interdepartmental owner's entity, geographic limitations preventing traditional laydown and storage access, aging infrastructure and frequently unreliable mapping in an environmentally and seismically sensitive zone. In addition, market conditions currently add further cost escalations and inflation factors, making projects more challenging to cost estimate and fund.


The study team recommends the five following efforts to improve project delivery results:


1. Establish a Capital Projects Management Office (CPMO)
2. Strengthen Construction Cost Estimating processes
3. Invest in Right of Way and Utility Investigation
4. Collaborative Interdepartmental Risk Reviews and Management
5. Structured Partnering and Team Building

Each of these recommendations is intended to support systematic and cultural changes to promote continuous project delivery improvement toward becoming an "Owner of Choice." Ultimately, by incorporating all five of the recommendations, the City would optimize project delivery results and help strengthen public confidence in San Francisco City departments' ability to effectively program, design and deliver complex transportation projects.

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1455 Market Street, 22nd Floor,
San Francisco, CA 94103

TEL 415-522-4800

EMAIL info@sfcta.org

WEB www.sfcta.org



**San Francisco
County Transportation
Authority**

APPENDIX A

Study Development Process



Study Purpose

Identify lessons learned and develop recommendations to improve project delivery performance and outcomes, leading to projects that are on-time, on-budget, of high quality, and promote San Francisco as an “Owner of Choice.”

Objectives

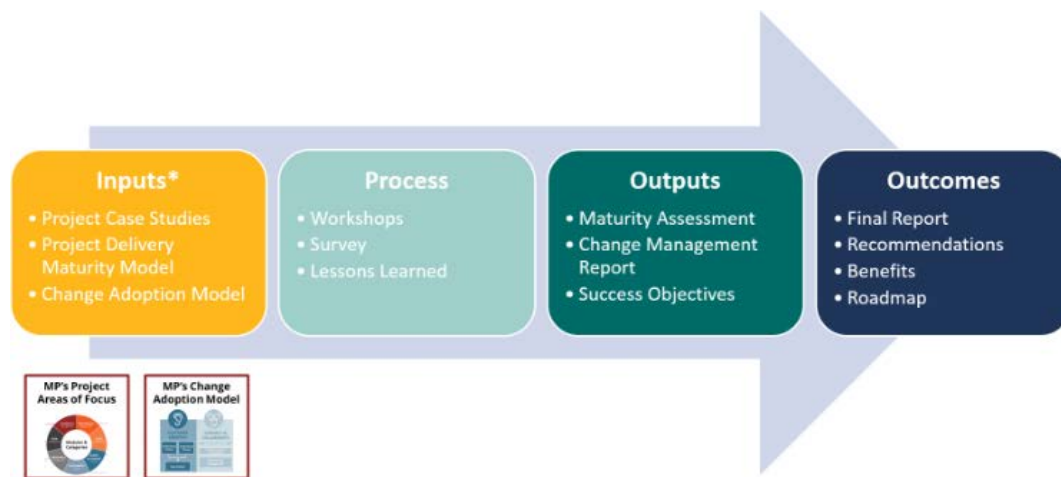
The study objectives that were identified are listed below:

1. Uncover barriers to efficient capital project delivery.
2. Identify process and policy improvement opportunities.
3. Increase collaboration between project partners.
4. Improve measurement & accountability.

Study Approach

The study approach that was followed was the review of all the provided inputs, go through a process improvement approach, produce some outputs, and then finally deliver several deliverables as outcomes.

The study approach and detail are outlined below:



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To achieve the Transportation Authority's study objectives, the project team provided the departments with Project Delivery Maturity Model and Change Adoption Model assessment information to assist in performing preliminary self-assessments of each department's current business practices in critical project delivery areas.

INPUTS:

The inputs that were included in this study included Project Case Studies, surveys and documents developed by the San Francisco Collaborative Partnering Steering Committee. A list of the Project Case Studies is presented further in the Appendix.

PROCESS:

The process included conducting workshops, surveys and lessons learned sessions to develop a preliminary representative assessment of current project development efforts in the City. A more detailed description of the workshops, surveys and lessons learned sessions are outlined later in the report.

OUTPUTS:

The next step develops Outputs, where all the data that was gathered were analyzed and initial conclusions were drawn. All the preceding steps' outputs were considered in developing the Recommendation Report.

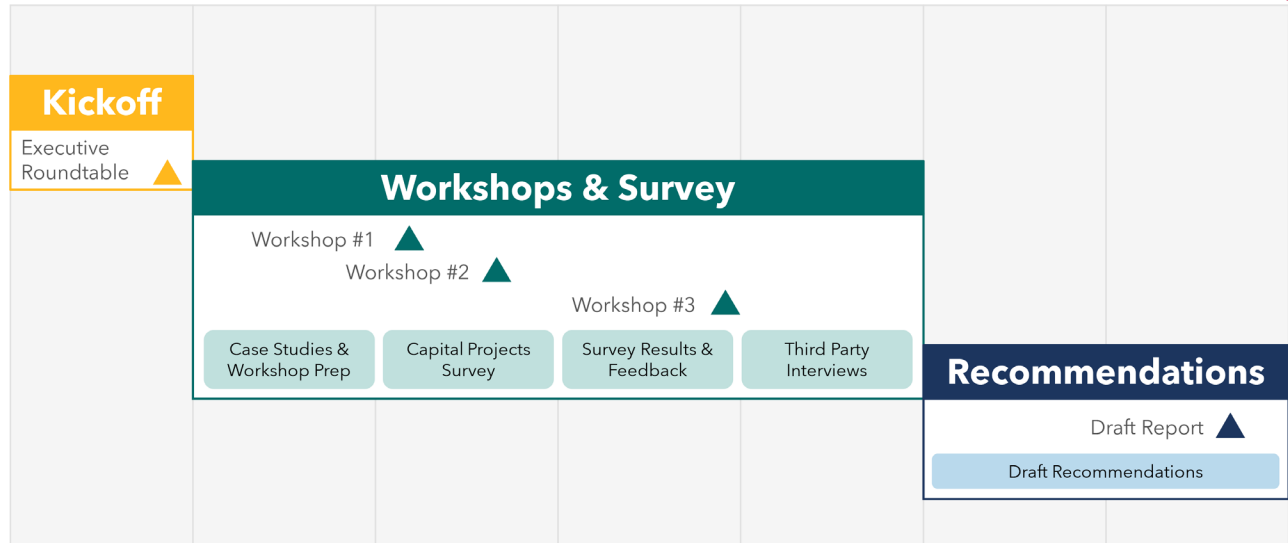
Study Timeline

The main course of the study ran over 4 months, including an Executive Kick-off, case study and report reviews, three Workshops with the Management Working Group, multiple surveys and one-on-one interviews with key departments. The information was discussed and analyzed by the MWG and a list of preliminary recommendations was developed for further vetting with the Executive Leadership team.

The final report was reviewed with Executive Leadership team July 2022, and comments and feedback were incorporated through the fall.



The overall study timeline is as shown below:



Executive Kick-off Meeting

The study launched in December 2021 with initial planning and coordination activities. The Executive kick-off Roundtable represented the formal start of the Capital Project Delivery Study. This kick-off was held on January 27, 2022.

The following study participants attended the Executive Kick-off Roundtable:

EXECUTIVE COMMITTEE	DEPARTMENT
Rafael Mandelman	Transportation Authority
Aaron Peskin	Transportation Authority
Sean Elsbernd	Mayor's Office
Andres Powers	Mayor's Office
Carmen Chu	City Administrator
Douglas Legg	City Administrator's Office
Ben Rosenfield	Controller's Office
Brian Strong	Office of Resilience & Capital Planning
Jeff Tumlin	San Francisco Municipal Transportation Agency
Dennis Herrera	San Francisco Public Utilities Commission
Carla Short	San Francisco Public Works
Patrick Rivera	San Francisco Public Works
Adam Van de Water	Transbay Joint Power Authority
Elaine Forbes	Port of San Francisco
Ivar Satero	San Francisco International Airport
Tilly Chang	Transportation Authority

In the Executive Roundtable Kickoff, the members responded to two questions:

WHAT ARE WE ALREADY DOING TO IMPROVE OUR RESULTS?

Improving collaboration and communication across departments through Partnering and other processes, despite separated department structure.

- Partnering to build more collaborative teams and culture.
- Developing good, long-range planning and communication programs to reduce unknowns.

Implementing Alternative Project Delivery which enables contractors to assist with planning and design, improving our outcomes.

- Engaging early and often with our multiple stakeholders to identify risks.
- Following SFO Model to support Collaborative Project Delivery/ Progressive Design-Build.
- Expanding Stakeholder Engagement to ensure the end-users and maintainers are key contributors.

Empowering Project Managers and members of the team to manage the project, identify risks and deal with issues in a timely manner.

- Departments have taken advantage of pandemic to focus on creativity, collaboration and lessons learned.

WHAT PRACTICES & TOOLS DO YOU WANT?

Streamline administrative processes and procedures for large projects.

- Improve change management for large projects to facilitate timely payments.
- Simplify contracting rules which are not effective for developing cohesive project teams.
- Simplify hiring requirements – recruiting and placing top talent is very difficult with our extended recruitment process.

Improve consistency of project management and decision making within the City.

- Build as “One City” with more transparency and fewer silos.
- Retain experienced Project Managers within the City after they have finished large, complex projects.

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Develop early budgeting and financial structures to improve cost estimation accuracy.

- Secure funding/budgeting procedures
- Simplify payment applications.
- Develop more consistency between departments in estimating and contingency funding.

Expert Interviews

The project team also interviewed former executive leadership for perspective on past measures of success and best practices. Former City Controller, Ed Harrington and Rudolf Nothenberg contributed to this process, providing insight on successful organization structures and tools utilized during their tenure in San Francisco projects delivery. Their perspectives were considered in development of proposed recommendations.

Management Working Group Workshops

The Management Working Group (MWG) was made up of Director and Deputy Director-Level staff from each of five San Francisco Departments who deliver construction projects, as well as the Mayor's Office, the Controller's Office and key Transit and Transportation Authority staff. This section covers the objectives of each of the MWG's three meetings and the detailed recommendations that they developed to enhance project delivery, particularly for large, complex projects developed by multiple departments.

The Management Working Group Members were:

MANAGEMENT WORKING GROUP	DEPARTMENT
Alex Sweet	Mayor's Office
Mark De La Rosa	Controller's Office
Douglas Legg	Office of Resilience and Capital Planning
Tom Maguire	San Francisco Municipal Transportation Agency
Jane Wang	San Francisco Municipal Transportation Agency
Bijan Ahmadzadeh	San Francisco Municipal Transportation Agency
Alan Johanson	San Francisco Public Utilities Commission
Algynon Collymore	San Francisco Public Utilities Commission
Albert Ko	San Francisco Public Works
Ron Alameida	San Francisco Public Works

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MANAGEMENT WORKING GROUP	DEPARTMENT
John Thomas	San Francisco Public Works
Rod Iwashita	Port of San Francisco
Judi Mosqueda	San Francisco International Airport
Alfonso Rodriguez	Transbay Joint Power Authority
Anna Harvey	Transbay Joint Power Authority
Eric Cordoba	Transportation Authority
Yana Waldman	Transportation Authority

WORKSHOP #1:

The objective of Workshop 1, held on March 3, 2022 was to develop cohesion between the diverse MWG to serve the Capital Project Delivery Study, provide an overview of the scope and the timetable, and then gather key lessons learned to date on large interdepartmental projects.

In Workshop 1 the attendees responded to three questions:

1. What are the practices and tools you are using to improve collaboration and project delivery on your projects?
2. Where do we tend to struggle on our projects?
3. "If you could change one thing about capital project delivery in San Francisco, what would you change?"

The Feedback from Workshop 1 was that the departments need:

- Consistent and current technology tools across all Departments.
- To Function as "One City" when delivering projects.
- Improve regular cross-jurisdictional communication across levels.
- Develop a Work Plan/ Program Management plan that describes roles in issues escalation and resolution.
- Have advocacy for project delivery to support political challenges – i.e. Construction Translator to describe project challenges to Boards.
- Share resources to help each other, shared approach to retain expertise.
- More cross training between PMs

WORKSHOP #2:

In Workshop #2, held on March 17, 2022, the MWG focused on recent complex projects (i.e., large projects or with complex, Interdepartmental scopes). They identified what is working well (plus) and what is not working well (delta) for managing these key elements. They focused in the four key areas highlighted by the Executive Roundtable

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and the Transportation Authority Board: Managing scope and adjusting based on project needs; managing Schedule; administering the Budget; and Mitigating Risk?”

Preliminary Survey Results

1. Unexpected issues occur regularly which could be positively impacted by better planning.
2. Formal project management exists within departments but is either inconsistent or not applied effectively across departments.
3. Procedural bottlenecks are not often the cause of delays/barriers.
4. The various departments were split on whether Alternative Delivery made a big difference in being successful.
5. Process limitations are frequently identified in multi-agency meetings.
6. Lessons learned are captured but implementation could improve to positively impact future projects.

POST-WORKSHOP 2 SURVEY:

After Workshop #2, the MWG was provided with a survey focused on key best practices in project delivery.

Survey Results

Responses

In total 26 staff members involved in project delivery responded from across the SFMTA, SFPUC, SFDPW, SFO, and the Transportation Authority.

Trends

- Unexpected issues occur regularly which could be positively impacted by better planning.
- Formal Project Management exist within departments but are either inconsistent or not applied effectively across departments
- Procedural bottlenecks are not often the cause of delays/barriers.
- The various departments were split on whether Alternative Delivery made a big difference in being successful.
- Process limitations are frequently identified in multi-agency meetings.
- Lessons learned are captured but implementation could improve to positively impact future projects.

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One-on-one interviews were conducted with each of the individual departments that are involved in the large scale projects.

The preliminary recommendations were also discussed with the departments to get some feedback and assess whether there would be major challenges, objection, or resistance to implementing these strategies.

The feedback of all these sessions were consolidated to come up with a final set of strategies that would be presented during Workshop 3.

WORKSHOP #3:

Workshop 3 was held on April 28, 2022. The first objective of the workshop was to review the Group Results in the four key project delivery areas: Project Management, Project Performance, Collaboration, and Project Occurrences. The MWG then walked through each of the eleven recommendations developed through the workshops, the survey data and vetted through a series of one-on-one interviews with large scale project experts. The second objective was to distill these eleven proposed strategies into a smaller number of actionable recommendations. To vet the recommendations, the consultant team updated each of the proposed strategies based on feedback from the MWG and then had the MWG Members respond to a survey where they first ranked each recommendation in terms of most potential impact and then ranked them in terms of ease of implementation.

Preliminary Recommendations

Due Diligence

- 1. Enhanced Utility Investigation Program:** For urban interdepartmental projects to inform project designs. Goal is to proactively plan/budget for and implement utility relocations in a timely manner to avoid costly delays.
- 2. Construction Cost Estimating:** Invest in bottoms up estimation expertise, constructability review throughout the design process, bring in outside expertise. Goal is to prepare reliable cost estimates in order to seek appropriate level of funding.
- 3. Interdepartmental Risk Management:** Analyze projects for risk across all departments and maintain active risk management best practices throughout the project. Goal is to proactively manage and decrease risk as a project moves through the project development process.

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Partnering/Stakeholder Management

1. **Enhanced investment in “Structured Collaborative Partnering” (similar to SFO model):** between City departments emphasizing “Teamwork, Transparency, Trust, Respect, and Communication.” Include demonstration of Issue/dispute resolution processes and procedures. Goal is to identify and resolve problems at the lowest responsible level to reduce significant impact to budget, schedule and quality.
2. **Stakeholder Engagement Process:** Invest in process (similar to SFO model) to integrate internal City stakeholders to support the delivery of interdepartmental projects.
3. **Strategic Partnerships:** Launch initiative between City departments and third-party stakeholders (e.g., BCDC, PG&E, Caltrans, etc.). Goal is to engage key stakeholders in a proactive way and develop issue escalation procedure.

Contracting

1. **Establish a DBE/SBE/LBE technical assistance program to support increased demand.**
2. **Training:** Invest in training on Alternative Project Delivery for agency staff. Many City staff would benefit from learning industry best practices for implementation of alternative project delivery methods (e.g., CMGC, Design/Build etc.). Goal is to develop and cultivate this new project delivery expertise in order to move towards qualifications-based selection for select construction contracts.
3. **Invest/Improve agency software solutions,** to improve overall project controls, design management, RFI and submittal response, construction change order processing, timely payment, etc. Goal is to pay vendors and contractors in a timely manner to avoid costly interest/finance charges.

Accountability

1. **Capital Project Management Office (CPMO):** Establish/Invest (1.5 - 2% of project budget) for a CPMO comprised of department leadership and outside experts to PEER review Major Capital Projects or as directed, on a Quarterly basis and/or at major project development milestones such as Planning, Environmental, 35%, 65%, 100% design, including Construction. Goal is to provide centralized, empowered decision making.



- 2. **Large Project Delivery:** Invest in project delivery design, construction management, constructability review expertise to advise/assist/support project delivery. Goal is to better prepare projects for successful construction implementation.

MWG RECOMMENDATION SURVEY RESULTS

RANK	MOST IMPACTFUL
1	Interdepartmental Risk Management
2	Enhanced investment in “Structured Collaborative Partnering”
3	Enhanced Utility Investigation Program
4	Construction Cost Estimating
5	Capital Project Management Office (CPMO)
6	Stakeholder Engagement Process
7	Strategic Partnerships with 3rd Party Stakeholders
8	Alternative Delivery Method Training
9	DBE Support
10	Software Improvement

RANK	MOST ACHIEVABLE RANKING
1	Construction Cost Estimating
2	Interdepartmental Risk Management
3	Enhanced investment in “Structured Collaborative Partnering”
4	Stakeholder Engagement Process
5	Enhanced Utility Investigation Program
6	Alternative Delivery Method Training
7	Strategic Partnerships with 3rd Party Stakeholders
8	Capital Project Management Office (CPMO)
9	DBE Support
10	Software Improvement

RANK	EASE OF IMPLEMENTATION RANKING
1	Construction Cost Estimating
2	Enhanced Utility Investigation Program
3	Interdepartmental Risk Management
4	Enhanced investment in “Structured Collaborative Partnering”
5	Strategic Partnerships with 3rd Party Stakeholders
6	Stakeholder Engagement Process
7	Alternative Delivery Method Training
8	DBE Support
9	Capital Project Management Office (CPMO)
10	Software Improvement

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APPENDIX B:

Background

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Major transportation projects delivered in the City carry inherent technical and institutional complexity. To improve reliability of on-time, on-budget delivery of complex interdepartmental transportation capital projects, several processes and project management tools need to be budgeted for and implemented.

Major project challenges that have already been identified include: the need for more accurate assessment of project site conditions and estimating costs, improved risk management, enhanced communication across departments, and increased accountability and timely decision-making.

Globally, one McKinsey analysis suggests that rail projects with price tags of \$1 billion or more incur overruns of nearly 45 percent on average. The study attributes over 70 percent of time and budget overruns to poor project execution, including “incomplete design, lack of clear scope, ill-advised shortcuts, and even mathematical errors in scheduling and risk assessment.”¹

Some prior and current efforts to address these needs include:

- Project Management trainings to standardize knowledge and best practices;
- The San Francisco Collaborative Partnering Steering Committee established in 2016 to help the City become an “Owner of Choice” by enhancing communication collaboration and policies; and
- Infrastructure “task forces” established to promote coordination and timely decision-making.

There has been improvement, but it is acknowledged that there is room for significantly more improvement and the need for a more robust comprehensive adoption program supporting a sustainable change.

The consultant team worked with the MWG to develop process improvement and change adoption exercises to:

- Identify and implement opportunities to improve the delivery of complex multi-departmental projects in the areas of:
 - » Project Management and Controls
 - » Scope, Schedule and Budget Adherence
 - » Communications / Reporting

¹ Nicklas Garemo et al., McKinsey & Company, “Megaprojects: The good, the bad, and the better” (July 1, 2015), available at <https://www.mckinsey.com/business-functions/operations/our-insights/megaprojects-the-good-the-bad-and-the-better>, Transport Reviews, 23:1, 71-88, available at <https://doi.org/10.1080/01441640309904>

DRAFT

- » Risk Management
- » Issue Resolution
- Develop a roadmap to transform capital project delivery with supporting change adoption across city departments with a focus on improved Scope, Accountability, Issue and Risk Management, Cost and Schedule.
- Develop a plan for improving communication, coordination and timely decision making across departments.

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APPENDIX C:

Reference Reports & Case Studies

DRAFT

Several large projects recently delivered in the City have been heavily scrutinized. The resulting project audits and investigations formed part of the project reports and case studies reviewed by the various departments and study team. Other relevant documentation included Best Practice Guides, Partnering Documents developed by the San Francisco Collaborative Partnering Steering Committee (SFCPSC) as well as quarterly status reports. The Project reports and Case Studies that were reviewed are outlined below.

Reports

- SFMTA Capital Programs Audit: The San Francisco Municipal Transportation Agency Needs to Improve Accountability and Collaboration in Its Capital Planning and Project Delivery Processes | City & County of San Francisco Office of the Controller City Services Auditor, Audits Division | February 2021
- Van Ness Avenue: What Lies Beneath Civil Grand Jury Report | City and County of San Francisco Civil Grand Jury 2020 - 2021 | June 2021

Best Practice Guides

- Improving Project Delivery | San Francisco County Transportation Authority | March 2021
- SFO Delivering Exceptional Projects | Geoff Neumayr, Judi Mosqueda, Kris Opbroek | June 2014
- Small Streets Project Delivery, Appendix H of SFTP Report 2040 | Victoria Eisen | October 2017
- Major Project Delivery, Appendix H of SFTP Report 2040 | San Francisco County Transportation Authority | October 2017
- Best Practices for Project Closeout | SFCPSC Education and Training Subcommittee | March 2021
- Back in the Fast Lane: How to Speed Public Transit Planning & Construction in California | Ethan Elkind | August 2014
- Megaprojects: The good, the bad, and the better | Nicklas Garemo et al., McKinsey & Company | July 2015

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Partnering Documents – Developed by the San Francisco Collaborative Partnering Steering Committee (SFCPSC)

- San Francisco Partnering Field Guide | Rob Reaugh, OrgMetrics LLC | March 2021
- SFCPSC Partnering Steering Committee 2020 Charter | Rob Reaugh, OrgMetrics LLC | June 2020
- 2021 San Francisco Collaborative Partnering Awards Application | Nicolas King, SFDPW | June 2021
- SFCPSC Partnering Enhancement Proposal (PEP) – 1.4.1 Interdepartmental Project Issue Resolution | SFCPSC | September 2017
- San Francisco Collaborative Partnering Steering Committee – Sample Meeting Reports | SFCPSC | June 2016 - October 2021
- 2021 San Francisco Contractors Survey Results | SFCPSC | March 2021
- 2021 San Francisco Staff Partnering Survey Results | SFCPSC | October 2021

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Memorandum

AGENDA ITEM 7

DATE: August 31, 2023
TO: Transportation Authority Board
FROM: Rachel Hiatt - Deputy Director for Planning
SUBJECT: 09/12/23 Board Meeting: Adopt the Treasure Island Supplemental Transportation Study [NTIP Planning] Final Report

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Adopt the Treasure Island Supplemental Transportation Study [NTIP Planning] Final Report.</p> <p>SUMMARY</p> <p>Former Transportation Authority Board Member Matt Haney requested the Treasure Island Supplemental Transportation Study, funded with District 6 Neighborhood Transportation Improvement Program (NTIP) funds, to identify near-term supplemental transportation services that can meet the needs of existing Treasure Island residents. The Transportation Authority partnered with One Treasure Island (OTI) to conduct outreach, which included a workgroup, survey, and focus groups that provided feedback on potential supplemental transportation options. The top five priority actions, based on technical evaluation and community input, are a community ambassador program, improved bus shelters, an off-Island microtransit service, expanded Muni service, and more marketing and communications about existing and upcoming new transportation services and programs. Most top priority actions require a new stable source of ongoing operating funding; one potential source is the Treasure Island Mobility Management Agency’s (TIMMA’s) travel demand management program, as called for in the Treasure Island Transportation Implementation Plan (TITIP).</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input checked="" type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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BACKGROUND

Treasure Island is undergoing a major redevelopment which will grow the population from approximately 2,000 residents up to 20,000. Planned transportation improvements include a new ferry service to and from the San Francisco ferry terminal; new AC Transit bus service to and from downtown Oakland BART stations; and expanded Muni service. These transit improvements will be phased in over time. In the interim prior to full project build-out, improvements to public transportation services and supplemental transportation options are needed to better serve existing low-income residents and workers without access or with limited access to a vehicle. The Treasure Island Supplemental Transportation Study aims to understand the transportation needs of Treasure Island residents and workers and to outline recommended near-term supplemental transportation options to fill identified gaps in service. We presented an informational study update with the survey findings and draft strategies to the TIMMA Committee in October 2022.

DISCUSSION

Case Study Review. We conducted a case study review of existing programs in San Francisco and of innovative programs in four peer regions across the country. Several existing transportation programs, including the San Francisco Municipal Transportation Agency's (SFMTA's) Van Gogh and Shop-a-Round shuttles, are already available to Treasure Island residents and employees but could be expanded to better serve the island. The SFMTA operates these shuttles through its paratransit program. The former brings seniors and disabled persons to/from cultural events in the city and the latter brings these same populations to grocery stores and provides assistance carrying groceries. The development of draft strategies came from this case study review as well as through community engagement.

Outreach. Working with OTI, we convened a workgroup, conducted a needs assessment survey, and held focus groups to identify and prioritize transportation strategies that would serve existing Treasure Island residents. The workgroup was made up of Treasure Island residents who met virtually eight times over the course of one year. They provided feedback on the outreach plan and reviewed draft supplemental transportation strategies. The workgroup also helped develop and distribute the needs assessment survey, which asked respondents about barriers to travel on and off the Island and their level of support for potential supplemental transportation services. Lastly, we held in-person focus group meetings to gather input on how to tailor and prioritize draft strategies. OTI presented the final



recommended actions to the OTI Board of Directors – Island Development Committee in April 2023, the Treasure Island Development Authority (TIDA) Board of Directors in May 2023, and the TIDA Citizen Advisory Board in June 2023. The study was well received at those meetings.

Evaluation. We co-created evaluation framework criteria with the workgroup and held workshops to score and identify which actions will be most effective at meeting Treasure Island transportation needs in the short term. The evaluation criteria were categorized under the five project objectives: connectivity, safety, community, affordability, and action. Through the scoring process and feedback, we refined the initial 17 proposed strategies to 5 top priority actions.

Top Priority Actions. The following recommendations are the top five priority actions:

- Launch a community ambassador program that welcomes new residents and businesses and hosts community transportation trainings.
- Improve bus shelters to increase safety at and around bus stops.
- Pilot a microtransit shuttle to provide service between Treasure Island and San Francisco.
- Expand Muni service to provide one-seat rides to more destinations in San Francisco.
- Improve marketing and communications for existing and new transportation services and programs.

Funding and Implementation. The final report includes a table, starting on page 86, of potential initial funding sources for each action. One of the top priority actions, bus shelter improvements, is a capital cost that is eligible for a variety of local, regional, and state grant sources. However, all other top priority actions require ongoing operating funding to be sustained over time. Some grants can potentially provide startup or “pilot” operating funding, but the priority actions recommending transportation services will need a stable source or sources of operating funding to cover both match requirements and ongoing operations post-pilot. Generally, it is very difficult to identify and secure stable revenue sources for services or operations. However, for this particular study, one potential source is TIMMA’s travel demand management program, as called for in the TITIP. TIMMA will work with OTI to establish roles and responsibilities for each next step, including handing over follow-up responsibilities from SFCTA to TIMMA.



FINANCIAL IMPACT

The recommended action would not have an impact on the adopted Fiscal Year 2023/24 budget.

CAC POSITION

The CAC will consider this item at its September 6, 2023 meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Treasure Island Supplemental Transportation Study Final Report



Treasure Island Supplemental Transportation Study



San Francisco County Transportation Authority
Neighborhood
program



Draft Report: August 2023

Acknowledgments

The Treasure Island Supplemental Transportation Study was funded through the SFCTA Neighborhood Transportation Improvement Program (NTIP) at the request of former District 6 Commissioner Matt Haney. The Neighborhood Program was developed to build community awareness of, and capacity to provide input to, the transportation planning process and to advance delivery of community supported neighborhood-scale projects.

PROJECT TEAM

San Francisco County Transportation Authority

Rachel Hiatt, Deputy Director of Planning

Dianne Yee, Transportation Planner

Abe Bingham, Senior Graphic Designer

Kit Chou, Intern

One Treasure Island

Nella Goncalves, Deputy Director

Chantel Ginocchio, Community Engagement and Events Coordinator

Facente Consulting

Lazara Paz-González, Senior Consultant

Nelson\Nygaard

Tracy McMillan, Principal

Emily Roach, Senior Associate

Sophia Constantine, Associate

Jungwha Yuh, Senior Designer

Cover photo: Brian Kitts Visuals, briankittsvisuals.com



1 Avenue of the Palms, Room 166

San Francisco, CA 94130

TEL 415-274-0311

EMAIL contactus@onetreasureisland.org

WEB www.onetreasureisland.org



1455 Market Street, 22nd Floor,

San Francisco, CA 94103

TEL 415-522-4800

EMAIL info@sfcta.org

WEB www.sfcta.org

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Executive Summary

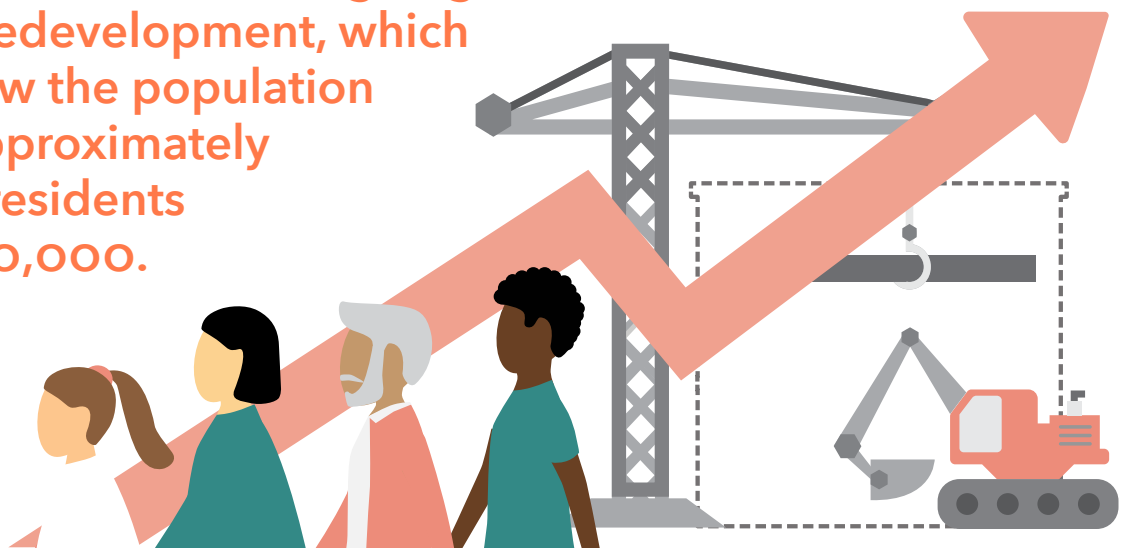
What is the purpose of the Treasure Island Supplemental Transportation Study?

Treasure Island is a unique San Francisco island neighborhood where residents, workers, and visitors have limited transportation options to access essential services, jobs, and leisure activities on the mainland.

Currently, the only public transportation option is the Muni 25 bus, which has only one stop in Downtown San Francisco at the Transbay Terminal. Planned transportation improvements to support development including the recently launched ferry service will be phased in over time, including new ferry service to and from the San Francisco ferry terminal, new AC Transit bus service to and from downtown Oakland BART stations, expanded Muni service, an on-island shuttle, and other supplemental services like carshare and bikeshare.

While these services are planned for the future, improvements to transportation services and supplemental transportation options are needed now to better serve low-income Treasure Island residents and workers who have limited or no access to a vehicle. **This Study identifies a variety of public transportation improvements and supplemental transportation services that could be implemented on Treasure Island in the near-term.**

Treasure Island is undergoing a major redevelopment, which will grow the population from approximately 2,000 residents up to 20,000.



What are the Study Objectives?

The transportation actions are designed to meet the **five objectives**, which were co-created with the Treasure Island community:



CONNECTIVITY

Improve quality and availability of transportation options to/from key destinations in San Francisco, especially for residents and workers.



SAFETY

Ensure transportation options to/from Treasure Island are safe for all community members.



COMMUNITY

Address the community's essential service access needs, especially for low-income residents and workers.



AFFORDABILITY

Maximize cost effectiveness for transportation users and providers and leverage existing resources.



ACTION

Prioritize strategies that have opportunities for quick and sustained implementation.

What Are Examples of Supplemental Transportation Services?

The project team conducted a review of existing programs in San Francisco and a peer review of innovative programs in four regions throughout the country.

There are several transportation programs in San Francisco that are already available to Treasure Island residents and employees. These programs include SFMTA's Essential Trip Card, SFMTA's Van Gogh Shuttle, SFMTA's Shop-a-Round, MTC's Clipper START, SFMTA's Lifeline Pass, and SFMTA's Free Muni for All Youth. There is an opportunity to spread awareness of and expand these existing services to more Treasure Island residents and employees.

The project team selected four peer regions that operate supplemental transportation options that can be applicable to the Treasure Island context. The peers include Portland, Oregon; Seattle, Washington; Wake County, North Carolina; and the wider Bay Area region. These peers have robust transit systems but have locations like Treasure Island where there is a lack of mobility options due to geographic constraints. These regions have turned to new mobility strategies and technologies to provide transportation for residents and employees who live or work in these constrained areas.

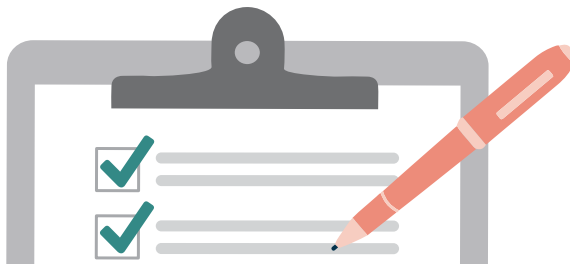
The case study review identified modes and strategies including carshare, carpool, microtransit, student rideshare, and ride hailing programs.



How Did We Engage with the Community?

The project team conducted extensive community and stakeholder engagement throughout the study.

A **community workgroup** was established at the outset of the study to help shape the community and stakeholder engagement efforts, increase engagement in the needs assessment survey, and provide input on transportation needs and draft recommendations.



During the first phase of the study, the project team co-developed a **needs assessment survey** with the workgroup that asked residents, workers, and visitors about their current travel patterns to and from the island, barriers to travel, and perceptions of some potential supplemental transportation strategies.

During the next phase of the study, the project team held four **focus groups** (one in English, one English youth-only, one in Spanish, and one in Cantonese) to gather community input and recommendations on how to tailor and prioritize draft transportation strategies for Treasure Island. Input received from community members through each of these activities helped to shape and prioritize the transportation actions.



Recommended Actions

The recommended transportation actions are designed to enhance the safety, quality, availability, and affordability of transportation options for existing residents and workers on Treasure Island.

The actions were developed based on input from the community and on best practices from peer cities. For full descriptions, see the Action Plan chapter starting on page 44.

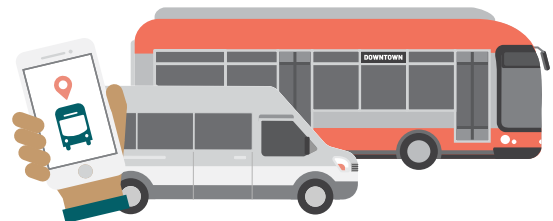
ACTIONS ARE ORGANIZED INTO FOUR CATEGORIES:

CATEGORY 1



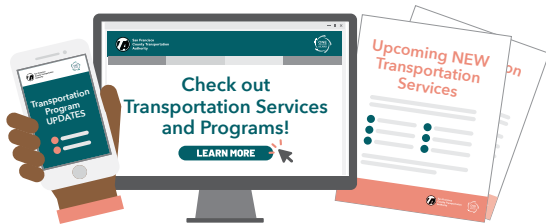
Safety

CATEGORY 2



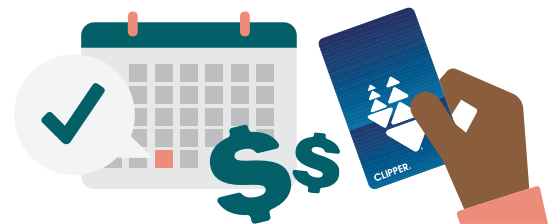
Improved Transportation Options

CATEGORY 3



Communications

CATEGORY 4



Affordability

To collaboratively evaluate and prioritize potential actions, the project team developed an evaluation framework that assesses how well each action meets the five study objectives: connectivity, safety, community, affordability, and action. The top priorities are identified and described on the following pages, along with secondary priorities that could be considered as next steps.

¹ Cost estimates are for annual operational costs for programs and one-time costs for capital

RECOMMENDED ACTIONS KEY

Implementation Timeline:

Number of year(s) it will take to implement the action

Cost Estimate:

Estimated cost range for the actions¹

\$ = Under \$100,000

\$\$ = \$100,000 - \$250,000

\$\$\$ = \$250,000 and above

CATEGORY 1

Safety

! PRIORITY

COMMUNITY AMBASSADOR PROGRAM

Launch a community ambassador program that welcomes new residents and businesses and hosts community safety and leadership trainings.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$\$

! PRIORITY

IMPROVE BUS SHELTERS

Improve bus shelters to increase personal safety and traffic safety at and around bus stops, including improvements to lighting, seating, maintenance, and accessibility. Improvements would apply to bus stops in the last phase of development.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$\$

TRAVEL TRAININGS

Host travel trainings with community members to help them feel safer and more comfortable when riding various transportation options.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$ - \$\$

ALERT SYSTEMS

Implement a text alert system that would allow residents and workers to report when they feel unsafe on or near transportation services.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$ - \$\$

CATEGORY 2

Improved Transportation Options¹

! PRIORITY

MICROTRANSIT

Pilot a microtransit service that provides service between Treasure Island and San Francisco. This service would be operated by a non-Muni third-party. It should be coordinated with Treasure Island Mobility Management Agency's (TIMMA's) plans to provide on-island shuttle service.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$\$\$

! PRIORITY

EXPAND MUNI SERVICE

Expand Muni service that serves Treasure Island to provide one-seat rides to more destinations in San Francisco. Currently, transit operations funding is very limited. However, in the long-term, the Development Agreement calls for an additional Muni route serving Treasure Island at the 7000 new units milestone.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$\$\$

COMMUNITY CARSHARE PILOT

Pilot an affordable, community-based carshare program on Treasure Island for residents to use to get to destinations not accessible using public transit.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$\$ - \$\$\$

VOLUNTEER DRIVER PILOT

Pilot a volunteer driver program where volunteers drive either an organization-owned vehicle or their own vehicle and transport neighbors to work, medical appointments, or other trips.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$\$

¹ Microtransit to the East Bay is a requirement in the development agreement. Therefore it is not included in this Action Plan.

CATEGORY 2 CONTINUED

Improved Transportation Options

MOBILITY HUB

Create a mobility hub that allows for seamless transfers between public transit, bike share, car share, scooters, and other mobility amenities on Treasure Island.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$\$ - \$\$\$

EXPAND EXISTING SHUTTLE PROGRAMS

Expand existing SFMTA-operated shuttle programs, such as the Van Gogh Shuttle and Shop-a-Round, to support access between Treasure Island and San Francisco destinations.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$\$

TREASURE ISLAND-BASED TAXI SERVICE

Establish a Treasure Island-based private taxi service that is incentivized to serve Treasure Island specifically.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$\$

TNC PARTNERSHIP

Partner with a Transportation Network Company (TNC) company to provide discounted rides between Treasure Island and San Francisco.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$ - \$\$

CATEGORY 3

Communications

! PRIORITY

MARKETING AND COMMUNICATIONS

Improve marketing and communications about existing transportation services and programs and about upcoming new transportation services and programs. Marketing could include tabling, website updates, social media campaigns, transit ads, and more.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$

CATEGORY 4

Affordability

UNIVERSAL BASIC MOBILITY PROGRAM

Pilot a universal basic mobility program for Treasure Island residents. This program would distribute a monthly stipend (most likely loaded on a Clipper card) to eligible residents.

IMPLEMENTATION TIMELINE (YEARS):



COST ESTIMATE:

\$\$ - \$\$\$






Next Steps

Going forward, One Treasure Island and TIMMA will need to work closely to identify funding for the recommended transportation actions.

Actions may be implemented over the course of the next few years as funding becomes available. Grant sources are often very competitive and there is no guarantee that all recommended actions can be funded. One of the top priority Actions, Bus Shelter Improvements, is a capital cost that is eligible for a variety of local, regional, and state grant sources. However, all other top priority Actions require ongoing operating funding in order to be sustained over time. Sometimes, a regional or state grant can provide startup operating funding to pilot an Action such as microtransit or community ambassadors. The priority Actions need stable sources of funding to cover both match requirements and ongoing operations post-pilot. Pilot or demonstration projects must identify reasonably-likely sources of continued funding for operations. In the case of Treasure Island, that source is the potential to be incorporated in TIMMA's ongoing implementation of its mobility management program.

For full descriptions of funding sources and next steps, see the Funding & Next Steps chapter starting on page 82. Critical next steps and the responsibilities (lead/support) of One Treasure Island and TIMMA are described below.

NEXT STEPS	LEAD	SUPPORT
 Identify and track funding sources	TIMMA ²	One Treasure Island
 Develop funding applications	Both One Treasure Island and TIMMA may lead or support in the preparation of funding applications, depending on the funding source.	
 Facilitate ongoing community engagement	One Treasure Island	TIMMA

² Dependent on funding availability for TIMMA

In the near-term, One Treasure Island and TIMMA will focus on seeking funding for and working with partners to implement the top five priority actions:

 **PRIORITY**

- Community Ambassador Program
- Microtransit Shuttle
- Expand Muni Service
- Bus Shelter Improvements
- Marketing and Communications

Introduction

Purpose

Treasure Island is a unique San Francisco island neighborhood where residents, workers, and visitors have limited transportation options to access essential services, jobs, and leisure activities on the mainland.

The San Francisco County Transportation Authority (SFCTA) and the Metropolitan Transportation Commission (MTC) has identified Treasure Island as an Equity Priority Community, as well as a state-designated Disadvantaged Community, where at least one in two residents do not have access to a vehicle for off-island trips.³ As such, many residents rely on public transportation. Currently, the only public transportation option is the Muni 25 Treasure Island bus, which has only one stop in Downtown San Francisco at the Transbay Terminal.

Treasure Island is undergoing a major redevelopment, which will grow the population from approximately 2,000 residents up to 20,000. Development will include up to 8,000 housing units, with approximately 27 percent affordable housing.

Planned transportation improvements were outlined in the Treasure Island Transportation Implementation Plan (TITIP). They will be phased in over time and include the new Treasure Island-San Francisco ferry service recently launched by the developer; new AC Transit bus service to and from downtown Oakland BART stations; and expanded Muni service. Supplements to this new transit service will be available, including carshare, bikeshare, and an on-island circulating shuttle. While these services are planned for the future, improvements to transportation services and supplemental transportation options are needed now to better serve low-income Treasure Island residents and workers who have limited or no access to a vehicle.

This Supplemental Transportation Study (STS) was developed by SFCTA and One Treasure Island (OTI). SFCTA manages the implementation of the Treasure Island Transportation Implementation Plan in its role as the Treasure Island Mobility Management Agency (TIMMA). TIMMA is governed by the San Francisco Board of Supervisors in its capacity as the Treasure Island Mobility Management Agency Board. The goals of the TIMMA program include 50 percent modeshare by walking, biking, and/or taking transit; affordability, and financial sustainability.

OTI is a community-based organization on Treasure Island committed to fostering and stewarding an equitable, inclusive, and thriving community for all Treasure Island residents, employees, businesses, and visitors. OTI led much of the stakeholder and community outreach and engagement in this study process.

³ Census Bureau American Community Survey 2019 5yr Estimates

OTI conducted an initial survey of supportive housing providers in 2019 that noted that there is limited access for lower-income residents to several key destinations such as grocery stores/shopping, recreation, schools and healthcare. The need to make transfers on transit is particularly cumbersome for those with children or carrying items such as groceries. This daily reality for Treasure Island residents signals the need for direct, on-demand service options to destinations within a designated service area in San Francisco, including discount stores, major healthcare centers, and schools serving Island youth. This Supplemental Transportation Study involves conversations with residents and workers about options for transportation services to increase access to essential and recreational destinations.

This study was conducted at the request of former SFCTA Board Member Matt Haney (District 6) and was funded by the SFCTA Neighborhood Program.

Objectives

This study identifies a variety of public transportation improvements and supplemental transportation services that could be implemented on Treasure Island. The transportation actions are designed to meet the following study objectives, which were co-created with the Treasure Island community:



SAFETY

Ensure transportation options to/from Treasure Island are safe for all community members.



AFFORDABILITY

Maximize cost effectiveness for transportation users and providers and leverage existing resources.



CONNECTIVITY

Improve quality and availability of transportation options to/from key destinations in San Francisco, especially for residents and workers.



COMMUNITY

Address the community's essential service access needs, especially for low-income residents and workers.



ACTION

Prioritize strategies that have opportunities for quick and sustained implementation.

Case Studies

The project team conducted a review of existing programs in San Francisco and a peer review of innovative programs in four regions throughout the country.

The purpose of this review is to identify transportation programs that could be implemented on Treasure Island to provide additional transportation options for residents and employees. The following sections describe strategies that have been successful in other locations and how the programs would be applicable in a local Treasure Island context.

San Francisco Existing Services and Programs

There are several transportation programs in San Francisco that are already available to Treasure Island residents and employees, included in Figure/Table 1. These programs have been highlighted to bring awareness to options currently available for people who travel to and from Treasure Island. These programs include SFMTA's Essential Trip Card, SFMTA's Van Gogh Shuttle, SFMTA's Shop-a-Round, MTC's Clipper START, SFMTA's Lifeline Pass, and SFMTA's Free Muni for All Youth.



Table 1. Existing Services and Programs Available to Treasure Island Residents and Workers

PROGRAM/SERVICE	LEAD AGENCY	WHAT IS THE PROGRAM/SERVICE?	HOW CAN PEOPLE WHO LIVE OR WORK ON TREASURE ISLAND USE THE PROGRAM/SERVICE?	WHAT ARE THE BENEFITS FOR PEOPLE WHO LIVE AND WORK ON TREASURE ISLAND?
Essential Trip Card	SFMTA	The Essential Trip Card (ETC) program is a discount program to help seniors and people with disabilities make essential trips in taxis during the COVID-19 pandemic. The ETC program subsidizes about two to three round trips by taxi per month. Eligible participants pay 20% of the cost of a regular cab ride fare for essential trips.	<ul style="list-style-type: none"> Treasure Island seniors over 65 or persons with disabilities can use the service for transportation to essential trips like medical visits, vaccination appointments, and necessities like grocery shopping. 	<ul style="list-style-type: none"> This service helps Treasure Island seniors or residents with disabilities who cannot take Muni transportation during the COVID-19 pandemic make their essential trips.
Van Gogh Shuttle	SFMTA	<p>The Van Gogh is a van shuttle service provided by SF Paratransit for groups of older adults and/or people with disabilities to attend social and cultural events in San Francisco. SFMTA has agreed to expand the Van Gogh Shuttle to support expanded access to Golden Gate Park with the closure of JFK Drive to cars.</p> <p>A Van Gogh reservation requires a minimum of seven (7) individuals who meet at least one of the following qualifications:</p> <ul style="list-style-type: none"> Sixty-five (65) or older Disabled and have a RTC Discount ID Card Eligible for ADA Paratransit services Registered for SF Paratransit’s Shop-a-round program 	<ul style="list-style-type: none"> Treasure Island residents who meet one of the four qualifications can use the Van Gogh shuttle in a group to attend social or cultural events or recreational trips to Golden Gate Park. San Francisco residents who meet one of the four Van Gogh qualifications can create a group to use the Van Gogh shuttle to attend any social or cultural events on Treasure Island. 	<ul style="list-style-type: none"> For Treasure Island residents who cannot ride public transit or do not drive, the Van Gogh shuttle program gives them an opportunity to attend events outside of Treasure Island. SFMTA should expand the Van Gogh shuttle program to support expanded access to Treasure Island. The Treasure Island development project will create new destinations on Treasure Island that could be supported by the Van Gogh shuttle.
Shop-a-round	SFMTA	The Shop-a-round program is a low-cost shuttle that takes groups of riders to grocery stores in San Francisco. The service offers registered older adults and people with disabilities personalized assistance that is not available on Muni bus and rail lines.	<ul style="list-style-type: none"> Eligible Treasure Island residents can take the Shop-a-round shuttle to grocery stores and supermarkets both on Treasure Island and elsewhere in the San Francisco Bay Area. 	<ul style="list-style-type: none"> For Treasure Island residents who cannot ride public transit or drive to the grocery store, the Shop-a-round service provides a necessary transportation option.
Clipper START	MTC	The Clipper START program is a 3-year regional means-based per-ride transit fare discount pilot. The pilot offers discounts on 21 of the San Francisco Bay Area transit agencies. ⁴ Adults ages 18 to 64 are eligible for discounts if they earn less than 200% of the Federal Poverty Level of household income and do not already have an RTC Clipper Card for people with disabilities. Users can receive a 20% or 50% discount from participating agencies.	<ul style="list-style-type: none"> Eligible Treasure Island residents and employees can apply for a Clipper START card to begin receiving discounted fares on all transit trips. Eligible participants can apply for Clipper START online at www.clipperstartcard.com/application or apply using a paper application included in the Clipper START pilot brochure. The brochures are available at local transit agency customer service centers or at Clipper In-Person Customer Service Centers. Participants must renew their eligibility every two years. 	<ul style="list-style-type: none"> This program offers an affordable option for transit trips for all trip purposes (work, healthcare, school, recreation/leisure). Treasure Island residents and employees who qualify will be able to get a 50% discount on rides on Muni’s 25 Treasure Island Route and on all other Muni Routes. Users will also receive a 20% discount on BART. BART’s Red and Yellow lines serve the Embarcadero Station, which is about 400 meters from Muni’s Transit Center where Muni’s Route 25 Treasure Island stops.
Lifeline Pass	SFMTA	The Lifeline Pass is a Muni monthly pass for customers with limited income. Lifeline customers get unlimited access to Muni service, including cable cars, for a calendar month. The pass is offered at a 50% discount off the standard adult monthly pass price. Individuals with a gross annual income (before taxes) at or below 200% of the Federal Poverty level are eligible to receive the Lifeline pass.	<ul style="list-style-type: none"> Treasure Island residents on a limited income or Treasure Island employees who have limited income and commute to Treasure Island may be eligible for this program. 	<ul style="list-style-type: none"> This program lowers transportation costs for residents or employees on Treasure Island who are have limited income.
Free Muni for All Youth	SFMTA	The Free Muni for All Youth Program allows all youth 18 years of age and younger to ride Muni transit for free, regardless of income level. Muni fares for regular service are also free for students enrolled in the SFUSD’s English Learner and Special Education Services programs through the age of 22. This program launched August 15, 2021, in conjunction with the start of the 2021 – 2022 school year and will continue through June 30, 2024.	<ul style="list-style-type: none"> Youth who live or work on Treasure Island can hop onto any Muni service without paying a fare. No application or proof of payment is required to ride Muni vehicles, except for Cable Cars. Youth 16 and above are encouraged to carry a student ID or other form of ID for age verification. Current Free Muni for Youth participants can continue to use their Clipper card for free fares on the cable car or request a new cable car pass, which is also available to San Francisco youth 5 to 18, regardless of household income. 	<ul style="list-style-type: none"> Youth who live or work on Treasure Island can ride Muni for free.

⁴ Participants can receive a 50% discount on Caltrain, Golden Gate Transit and Ferry, Marin Transit, Muni, SamTrans, San Francisco Bay Ferry, and SMART. Participants can receive a 20% discount on AC Transit, BART, City Coach, County Connection, FAST, Napa Vine, Petaluma Transit, Santa Rosa CityBus, SolTrans, Sonoma County Transit, Tri Delta Transit, Union City Transit, WestCAT, and Wheels.

Peer Examples

Treasure Island's unique geography means that residents cannot rely solely on existing San Francisco transportation programs for mobility. The project team selected four peers that operate supplemental transportation options that provide lessons learned for the Treasure Island context. The peers include Portland, Oregon; Seattle, Washington; Wake County, North Carolina; and the wider Bay Area region. These peers have robust transit systems but have locations like Treasure Island where there is a lack of mobility options due to geographic constraints. These regions have turned to new mobility strategies and technologies to provide transportation for residents and employees who live or work in these constrained areas. Modes and strategies identified include carshare, carpool, microtransit, funding programs, student rideshare, and ride-hailing programs.

Carshare provides a network of cars that are available to members for short-term use. Carshare is typically used for mid- to long-range trips (5 to 20+ miles) or for trips where a car is needed for only a few hours, as opposed to a full day. Round-trip or station-based car sharing, like Zipcar, is one of the earlier forms of car sharing, with vehicles picked up and returned to a specific location. A newer model of car sharing is one-way or free-floating car sharing, such as Car2Go, where people can pick up and leave cars anywhere within a service area. One-way car sharing is most appropriate in a dense, urban environment that can generate high levels of demand. The newest form of car sharing is peer-to-peer car sharing, where car owners make their vehicles available for others to rent for short periods of time.

Microtransit is a shared, on-demand mobility service typically managed by a transit agency, often in partnership with a municipality and/or a private operator. Microtransit services are typically small-scale, on-demand public transit that can offer fixed routes and schedules or flexible routes and on-demand scheduling. Some microtransit services focus on connections to other transit services, such as King County Metro's VIA to Transit Program in the Seattle area.

Ridesharing also known as carpooling and vanpooling, is a more traditional form of shared mobility. Carpooling and vanpooling are typically non-commercial shared-ride arrangements, carrying anywhere from two to ten passengers, where the driver is already making that trip for themselves. There are both municipal carpooling and vanpooling arrangements as well as informal practices.

Ride-hailing includes trips typically reserved and paid for via app, using passenger vehicles with capacities up to about six passengers. Transportation network companies (TNCs), like Uber and Lyft, are the largest ride-hailing service providers; however, local taxi services are a type of non-app-based ride-hailing. TNC trips can be exclusive

to individual passengers or shared/pooled when a driver picks up two or more passengers with similar routes over the course of a trip (primarily in large markets). Uber and Lyft both suspended their pooled services in March 2020 due to COVID-19. Many transit agencies have begun to partner with TNCs for first/last-mile connections at times or in areas that are difficult to serve with fixed-route transit.

Universal basic mobility programs are based around a concept in which everyone has access to reliable, affordable transportation. Similar to universal basic income programs, universal basic mobility programs often provide individual subsidies or grants to participants to pay for transportation across several modes, including public transit, carshare, bikeshare, and scootershare.

CASE STUDY

EV Community Carshare in Portland, Oregon

Forth Mobility and Hacienda Community Development Corporation (CDC) piloted an electric vehicle (EV) car sharing service in Cully. Cully is a diverse neighborhood in Northeast Portland with limited public transportation and shared mobility options that make it difficult and time-consuming for residents to get around without a personal vehicle. American Honda provided three Honda Fit EVs on loan for the program, available to community members and Hacienda CDC staff.

The pilot program launched in March 2017 and concluded in December 2017. It was successful in that it met the needs of some community members and some of Hacienda CDC's staff. It also met the project goals for increasing community exposure to EVs and proving that EVs are a viable, inexpensive, and environmentally-friendly option for drivers. Lastly, Forth and Hacienda CDC gained many insights from the pilot, such as regarding insurance requirements, rental platforms, banking, organizational capacity, and outreach, that they bring forward to future partnerships to address community needs.



CASE STUDY

Microtransit in King County, Washington

King County Metro launched Via to Transit in 2019, an on-demand microtransit shuttle providing rides to and from five light rail stations in Southeast Seattle. In 2020, Metro launched Community Ride, a similar on-demand microtransit shuttle that provides rides to transit stations and other destinations in the Juanita and Sammamish areas. Then in 2021, Metro launched a pilot microtransit service called Ride Pingo to Transit to connect people to and from transit hubs, employment centers, and other destinations in Kent in south King County. These areas were selected for microtransit programs because the existing fixed route transit service was not meeting the needs of the community.

These three on-demand services have served nearly 6,200 rides a week, with more than 32% of rides taken by customers enrolled in reduced-fare programs. In March 2023, following the success of these three programs in providing affordable, efficient, and equitable transportation for communities in King County, Metro consolidated them into one program and app called Metro Flex.⁵ Metro Flex features a fleet of 31 Toyota Sienna minivans that is available not only for rides to and from regional transit stations, but also for any rides within the service area. Metro Flex rides cost the same as a Metro bus ride.



5 <https://kingcounty.gov/elected/executive/constantine/news/release/2023/February/28-metro-flex.aspx>

Table 2. Peer Examples of Supplemental Mobility Services and Programs

PROGRAM/SERVICE	MODE	LEAD AGENCY(S)	PROGRAM/SERVICE GOALS	WHAT WORKS WELL?	WHAT DOESN'T WORK WELL?	FUNDING	TAKEAWAYS FOR TREASURE ISLAND
PORTLAND, OREGON							
<p>Community Electric Vehicle Pilot</p> <p>Forth Mobility and the Hacienda CDC partnered to pilot a peer-to-peer electric carshare service in Cully, Oregon. Three electric Honda Fits were available to an affordable housing community in Northeast Portland for residents and employees to use. This pilot concluded in December 2017.</p>	Carshare	<ul style="list-style-type: none"> Hacienda Community Development Corporation 	<ul style="list-style-type: none"> Bring the economic and environmental benefits of electric cars to underserved populations in Cully (a neighborhood in Northeast Portland). Provide a new transportation choice in Cully, a neighborhood with limited public transit. Provide a faster option for Cully residents whose only option is public transit. Create a financially sustainable transportation option for Cully residents. 	<ul style="list-style-type: none"> Community members felt they had an extra option with the pilot vehicles if their personal vehicle was inoperable or if they needed something more reliable than public transit. Positive impact on youth and children – Hacienda CDC was able to use the pilot vehicles to take youth in Hacienda CDC aftercare programs on field trips. Hacienda CDC stated that one of the biggest successes was the partnership between Hacienda CDC and Forth Mobility (formerly known as Drive Oregon). The partnership was able to engage with the community and create a pilot to address specific community needs. 	<ul style="list-style-type: none"> There were questions about how to insure both the cars and drivers. Three different types of insurance were used in the pilot. The pilot used the Turo platform. Cars were not always visible to potential renters on Turo, even when they were available. Community members and staff said they would look for another platform if the pilot was continued. Low-income residents may be unbanked. For this pilot, all users had to use a credit card and could not access the program. Some residents did not have access to a smartphone to make reservations. 	<ul style="list-style-type: none"> Grant funding from the Meyer Memorial Trust and the Schmidt Family Foundation 	<ul style="list-style-type: none"> Carshare could be a viable option for short trips to destinations that are not easy to get to from Treasure Island using public transit.

PROGRAM/SERVICE	MODE	LEAD AGENCY(S)	PROGRAM/SERVICE GOALS	WHAT WORKS WELL?	WHAT DOESN'T WORK WELL?	FUNDING	TAKEAWAYS FOR TREASURE ISLAND
SAN FRANCISCO BAY AREA, CALIFORNIA							
<p>Marin Transit Connect</p> <p>Marin Transit Connect is an on-demand service in Marin County. The service was created to address mobility gaps for a wide range of users including seniors, those with disabilities, and able-bodied commuters. Riders can request and manage their trip through the Uber app.</p>	Microtransit	<ul style="list-style-type: none"> Transportation Authority of Marin 	<ul style="list-style-type: none"> Provide an on-demand, lower cost transit option to supplement fixed-route transit. Increase transit options for paratransit riders. Reduce number of drive-alone commuters. Improve first mile/last mile connections between northern San Rafael communities and transit corridors. 	<ul style="list-style-type: none"> Connect service has replaced drive-alone commuters – 25% of riders say that they would drive to their destination if the Connect service was not available. Marin Transit Connect has increased available options for travel in a relatively small geographic area of Marin County. Employers have ended costly private shuttle programs for employees to ride Connect instead. 	<ul style="list-style-type: none"> The limited geographic area limits the scale of the program and the number of destinations that can be reached. Agency-operated service is significantly more expensive than a third-party operator, like Via or Uber, operating the service. Connect has not been adopted as a first/last mile connection to the fixed route bus network, primarily just to the regional rail network. 	<ul style="list-style-type: none"> Federal grants, FTA 5310 funding, fare revenue, and Marin County Vehicle Registration Fees (Measure B) 	<ul style="list-style-type: none"> On-demand service works best in a small area like Treasure Island. On-demand transit can serve the needs of Treasure Island commuters and of senior users who may not be able to drive.
<p>Bayview Moves</p> <p>Bayview Moves was a community-run shared shuttle. It was created in response to feedback from the Bayview-Hunters Point community that transportation was a barrier to accessing essential services. It launched in 2016 and is no longer operating.</p>	Microtransit	<ul style="list-style-type: none"> Bayview Senior Services SFCTA 	<ul style="list-style-type: none"> Provide efficient and affordable transportation to organizations that serve youth and seniors who live in San Francisco's most isolated and marginalized areas. 	<ul style="list-style-type: none"> The Bayview Moves shuttle connected geographically-isolated areas to fixed-route transit, grocery stores, services, and other regional transit. Met the transportation needs of community-based organizations. 	<ul style="list-style-type: none"> This program was discontinued due to ridership, operational, and funding challenges. Additional shuttle programs or programs to revive the Bayview Moves shuttle have been recommended in nearly all planning documents for the Bayview-Hunters Point community, but funding and operations remain a challenge. 	<ul style="list-style-type: none"> Caltrans and SFCTA 	<ul style="list-style-type: none"> Microtransit and on-demand services can fill a key gap, but can be costly to operate. Sufficient funding sources are needed. Operational challenges, such as decisions about pick-up/drop-off points or door-to-door service are a continual issue. Some residents may not be able to walk to a designated pick-up spot, but some vehicles may not be equipped to provide door-to-door service. High levels of ridership are typically needed to offset the costs.
<p>Oakland Basic Mobility Program Pilot</p> <p>Oakland piloted a year-long universal basic mobility program in 2020. The program provided 500 prepaid debit cards, each containing \$300, to participants to use to purchase trips on public transit, bike shares, and e-scooters between November 2021 and November 2022. 1000 participants applied for the 500 cards.</p>	Universal Basic Mobility Program	<ul style="list-style-type: none"> City of Oakland 	<ul style="list-style-type: none"> Pilot a universal basic mobility program. Increase transit, walking, biking, and shared mobility trips while reducing SOV trips near the BRT corridor. 	<ul style="list-style-type: none"> 23% of participants have driven alone less since receiving funds through the pilot. Successful community engagement with community organizations, the Oakland Libraries and transit agencies like AC Transit. Funds were distributed on a pre-paid debit card, alleviating some issues with unbanked participants. 	<ul style="list-style-type: none"> City of Oakland staff primarily mailed the prepaid cards. This resulted in many challenges, including many participants not receiving their cards, and led to a lower participation rate than anticipated. Only about 30% of participant cards were activated. Houseless Oaklanders did not have a permanent address and could not receive a card. 	<ul style="list-style-type: none"> Grant from Alameda CTC City of Oakland funds 	<ul style="list-style-type: none"> Universal basic mobility programs could provide additional funding for Treasure Island residents to take alternative modes of transportation. Residents or employers could combine Muni service with bikeshare or scootershare to connect to their destinations.

PROGRAM/SERVICE	MODE	LEAD AGENCY(S)	PROGRAM/SERVICE GOALS	WHAT WORKS WELL?	WHAT DOESN'T WORK WELL?	FUNDING	TAKEAWAYS FOR TREASURE ISLAND
SEATTLE / PUGET SOUND REGION, WASHINGTON							
<p>Community Ride</p> <p>Community Ride is an on-demand point-to-point pilot service in the Sammamish and Juanita areas.</p>	Microtransit	<ul style="list-style-type: none"> King County Metro 	<ul style="list-style-type: none"> Connect riders to local destinations in a neighborhood service area that may not be served by fixed-route transit. 	<ul style="list-style-type: none"> On-demand service supplements fixed-route service in areas with limited fixed-route service but demand for transit. Provides riders with options to connect to fixed-route transit and to other destinations like shopping, recreation, or school. 	<ul style="list-style-type: none"> The service is currently only piloted in two neighborhoods but there is demand for service in additional neighborhoods. Inability to reserve a ride in advance. If the program is experiencing peak demand, some requests may be declined due to capacity. 	<ul style="list-style-type: none"> King County Metro 	<ul style="list-style-type: none"> On-demand service works well in constrained service areas. Community Ride operates in two neighborhoods and does not go outside of that service area. Programs need to manage demand to ensure that essential trips (such as medical appointments) can be made at peak capacity.
<p>HopSkipDrive</p> <p>HopSkipDrive is a ridesharing service for students. Traditional TNCs like Uber and Lyft do not allow passengers under 18 to use the service. HopSkipDrive provides a similar service that parents and schools can use for school transportation.</p>	Student Rideshare	<ul style="list-style-type: none"> King County Metro 	<ul style="list-style-type: none"> Provide students and caregivers with an option for safe ride-hailing transportation to school. 	<ul style="list-style-type: none"> Schools have partnered with HopSkipDrive to provide transportation for students who cannot ride a yellow school bus. Alternative to traditional ride-hailing services like Uber and Lyft that do not provide transportation to passengers under 18. HopSkipDrive services can also be purchased by caregivers whose students do not qualify for transportation under the Seattle Public Schools partnership. 	<ul style="list-style-type: none"> Some caregivers do not feel safe allowing their students to ride HopSkipDrive. Ride costs may be prohibitive for some users. 	<ul style="list-style-type: none"> Partnership with Seattle Public Schools Investment capital funding 	<ul style="list-style-type: none"> If there are few students who need to commute to mainland San Francisco for school, HopSkipDrive could be an alternative. HopSkipDrive operates in the Bay Area but does not have an active partnership with San Francisco Unified School District (SFUSD). Treasure Island and SFUSD could partner with HopSkipDrive as an alternative method of school transportation for Treasure Island students.
<p>Via to Transit</p> <p>Via to Transit is a partnership between King County Metro and Via, a transportation service provider.</p>	Microtransit	<ul style="list-style-type: none"> King County Metro 	<ul style="list-style-type: none"> Make getting to and from transit easier and more accessible. 	<ul style="list-style-type: none"> On-demand service supplements fixed-route service in areas with limited first/last mile connections. New service areas are chosen through extensive community engagement with disadvantaged riders. 	<ul style="list-style-type: none"> Primarily for trips to and from regional transit stations, not for other trips. If the program is experiencing peak demand, some requests may be declined due to capacity. 	<ul style="list-style-type: none"> Funding from the Seattle Transportation Benefit District 	<ul style="list-style-type: none"> Treasure Island could implement an on-demand service that connects to Muni, BART, and other fixed-route services. This could supplement Muni's Route 25.
<p>Kitsap Transit BI Ride</p> <p>BI Ride is a shared-ride service that operates on Bainbridge Island. BI Ride offers both on-demand requests and by serving scheduled stops. Scheduled stops include the Ferry Terminal, Bloedel Reserve, and Lynwood Center.</p>	Microtransit	<ul style="list-style-type: none"> Kitsap Transit 	<ul style="list-style-type: none"> Provide on-demand, shared transportation service for anywhere on Bainbridge Island. 	<ul style="list-style-type: none"> Provides on-demand, shared service as an alternative to the limited fixed-route transit on Bainbridge Island. Recurring trips can be booked, allowing riders to use BI Ride to commute daily. Kitsap Transit recently partnered with Ride Pingo to debut a new app for BI Ride, which allows riders to book, track, and pay for a BI Ride more easily. Ride Pingo app with BI Ride has increased ridership and attracted new riders post-COVID-19.⁶ 	<ul style="list-style-type: none"> Limited ridership before the introduction of the Ride Pingo app and partnership with BI Ride. 	<ul style="list-style-type: none"> Bainbridge Island funds the program Bainbridge Island increased vehicle license fees to provide an additional \$100,000 of marketing funding for BI Ride. 	<ul style="list-style-type: none"> If demand isn't high enough for an on-demand service, Treasure Island could pilot a combined service like BI Ride with on-demand and fixed-route stops.
<p>Kitsap Transit Smart Commuter Option of Today (SCOOT)</p> <p>SCOOT is a car sharing program for commuters who travel by foot, bike, bus, carpool or vanpool to work in Bremerton, near the Kitsap County Courthouse, or near Bainbridge Island City Hall.</p>	Carshare	<ul style="list-style-type: none"> Kitsap Transit 	<ul style="list-style-type: none"> Encourage commuters in certain areas of Kitsap County to use transit. Provide an option for commuters to use a vehicle to run errands during the workday so that they do not need to rely on a personal vehicle and drive into work. 	<ul style="list-style-type: none"> Provides a guaranteed ride home program for riders who join the Smart Commuter program. Commuters have an option for transportation for errands, meetings, or other trips that must be made by car without commuting by single-occupancy vehicle. 	<ul style="list-style-type: none"> Participants must commute in at least three days a week to be eligible for the program. Users must commute in certain areas — if commuters commute into Seattle, they are not eligible for the program. Limited ADA Accessibility. 	<ul style="list-style-type: none"> City of Bainbridge Island 	<ul style="list-style-type: none"> Treasure Island employers could pilot a carshare program to encourage employees to take transit to work.

⁶ Lewis, M. "Seattle-area counties' experiment with on-demand, door-to-door public bus service is showing promise." 2021. Retrieved from: <https://www.geekwire.com/2021/seattle-area-counties-experiment-with-on-demand-door-to-door-public-bus-service-is-showing-promise/>

PROGRAM/SERVICE	MODE	LEAD AGENCY(S)	PROGRAM/SERVICE GOALS	WHAT WORKS WELL?	WHAT DOESN'T WORK WELL?	FUNDING	TAKEAWAYS FOR TREASURE ISLAND
WAKE COUNTY, NORTH CAROLINA							
<p>GoWake SmartRide NE</p> <p>GoWake SmartRide NE is an on-demand, same-day, shared ride microtransit service operating in rural northeastern Wake County.</p>	Microtransit	<ul style="list-style-type: none"> GoWake 	<ul style="list-style-type: none"> Launch an on-demand service that provides residents with greater access to jobs, school, healthcare and other essential services. Pilot microtransit in an area with very limited fixed-route transit, low density, low rates of vehicle ownership, and low income. 	<ul style="list-style-type: none"> The pilot is fare-free, allowing residents to use the service without financial concerns. Provides on-demand transit to an area with limited fixed-route transit with limited hours. Wake County offered laptops to all seniors who came to an outreach and education event where seniors could learn about the service. This increased the number of users who knew how to use the program and who had technology to use the program. 	<ul style="list-style-type: none"> The pilot is funded through an FTA IMI grant – there are concerns about how the service will be funded once grant funding ends. The pilot only operates in a defined service area. Some residents have concerns about connecting to fixed-route transit to get into Raleigh/ other destinations in Wake County. 	<ul style="list-style-type: none"> FTA IMI Grant If the pilot is extended past one year, will be funded through the Wake Transit Plan tax. 	<ul style="list-style-type: none"> On-demand shared rides are successful in an area with limited fixed-route transit. An on-demand shuttle can be used to connect to fixed-route transit.
<p>GoTriangle RTP Connect</p> <p>RTP Connect is a ride-hailing partnership between GoTriangle, Research Triangle Park, Lyft, and Uber. Commuters traveling to Research Triangle Park by bus can get a subsidized Uber or Lyft ride as a first or last mile transportation option.</p>	Ride-hailing	<ul style="list-style-type: none"> GoTriangle 	<ul style="list-style-type: none"> Provide a first/last mile ride-hailing connection for riders who are traveling to the Research Triangle Park by bus. 	<ul style="list-style-type: none"> GoTriangle partners with both Uber and Lyft, so riders can use whichever app they prefer. Riders who do not have a smartphone can book trips through GoTriangle's call center. Riders do not have to take the bus to use the service, but one endpoint of the trip must be the Regional Transit Center. Extended service hours (6:30am – 10:00pm) allow for morning, peak, and evening service. GoTriangle and GoRaleigh have limited fixed-route transit in the Research Triangle Park area. RTP Connect extends the service area and increases the number of destinations that residents/employees can reach. \$10 subsidy for rides meets most demand and few riders have to pay extra fees. 	<ul style="list-style-type: none"> The service area is limited to the boundaries of Research Triangle Park. GoTriangle staff noted that there is demand for service outside of the RTP boundaries. While GoTriangle can fund the \$10-per-ride subsidy currently, there is concern that increased fares from Uber and Lyft will require a significant increase in subsidy funding.⁷ 	<ul style="list-style-type: none"> GoTriangle Wake Transit Plan tax 	<ul style="list-style-type: none"> Rather than creating a new transit service, Treasure Island could partner with a ride-hailing provider to provide on-demand first/last mile trips.

⁷ GoTriangle, "RTP Connect Pilot Evaluation Report," p. 10. 2021. Retrieved from: https://gotriangle.org/sites/default/files/april_1_2021.pdf

Outreach

Throughout the study, the project team conducted extensive community and stakeholder engagement via a community workgroup, needs assessment survey, and focus groups.

A community workgroup was established at the outset of the study by OTI. Twelve Treasure Island residents were recruited to participate in the workgroup and the group met eight times over Zoom. The purpose of the workgroup was to help shape the community and stakeholder engagement efforts conducted by the project team, increase engagement in the needs assessment survey, and provide input on transportation needs and draft recommendations.

During the first phase of the study, the project team co-developed a needs assessment survey with the workgroup. The survey asked residents, workers, and visitors about their current travel patterns to and from the island, barriers to travel, and perceptions of some potential supplemental transportation strategies. The survey was available in English, Spanish, and Chinese. It was administered electronically and distributed in-person throughout the island by workgroup and OTI staff members. The survey reached a total of 195 people, which included residents, workers, and visitors of Treasure Island.

During the next phase of the study, the project team held four focus groups (one English, one English youth-only, one Spanish, and one Chinese). The purpose of the focus groups was to gather community input and recommendations on how to tailor and prioritize draft transportation strategies for Treasure Island. All focus groups were held in-person at the Ship-Shape Community Center over the course of four days. Overall, twelve community members attended the focus groups. Input received from community members through each of these activities helped to shape and prioritize the transportation actions presented in this plan.

Workgroup

The first meeting of the STS Workgroup took place on April 7, 2022 with 10 island residents as participants. The project team presented an overview of the project, roles, the STS Information Sheet, and the project timeline.

The second meeting of the Workgroup was held on April 21, 2022. The project team presented the project goals and the first draft of the STS survey questions. The group suggested adding questions on transportation alert systems, carpool services, and additional safety measures. The project team made changes to the survey as a result of the workgroup feedback.

The third Workgroup meeting was held on May 5, 2022. The group reviewed the STS outreach plan and agreed with the project team to help promote the survey. The group also reviewed the draft objectives and provided feedback to the project team.

At the fourth Workgroup meeting, held on June 2, 2022, the group and project team decided to extend the survey deadline to June 10, 2022 in an effort to reach the goal of 200 responses. The project team also revised the project timeline to reflect the survey extension and discussed the details of the focus groups, including the dates, languages, and participant limits.

At the fifth Workgroup meeting, held on June 16, 2022, the group reviewed the draft outreach flyer for the focus groups and finalized the focus group dates. The project team presented the existing transportation options to the group and received feedback on these options.

The sixth Workgroup meeting was held on July 7, 2022. The project team presented findings from the survey. The group discussed what stood out from the survey results and gave follow-up suggestions for the focus groups.

The seventh Workgroup meeting was held on October 6, 2022. The project team reviewed the draft supplemental transportation strategies with the Workgroup. The group asked some clarification questions but did not express any concerns with the strategies themselves. The group then approved the supplemental transportation strategy recommendations.

At the eighth and final Workgroup meeting, held on April 13, 2023, the project team presented the Executive Summary of the Action Plan. The group provided feedback to add clarity to the accessibility and shared micromobility strategies in the text. The project team also asked the group to provide local and diverse photos for the final Action Plan, to make sure that the plan reflects Treasure Island.

Workgroup members were compensated for their time with a \$25 gift card for each meeting they attended, with an additional \$100 for full attendance.

Survey

Outreach for the STS survey began in April 2022. Outreach was conducted via flyers posted at key spots on Treasure Island including bus stops, the local store, and community boards. Outreach was also conducted via social media, on the OTI Facebook and Nextdoor Treasure Island pages.

The STS survey was released in May 2022 and was to be open until May 31, 2022. Residents and Island workers had the option to complete the survey online or via paper survey. The survey was available in 3 languages: English, Spanish, and Chinese.

The STS Workgroup members committed to reaching out to their networks on Treasure Island with the goal of having 200 surveys completed by the end of May. In late May there was a total of 141 surveys completed, so the project team and Workgroup members decided to extend the survey deadline to June 10, 2022 to allow more time to reach the goal of 200 completed surveys. At the new deadline, there were a total of 195 completed surveys, accounting for 10 percent of Island residents.

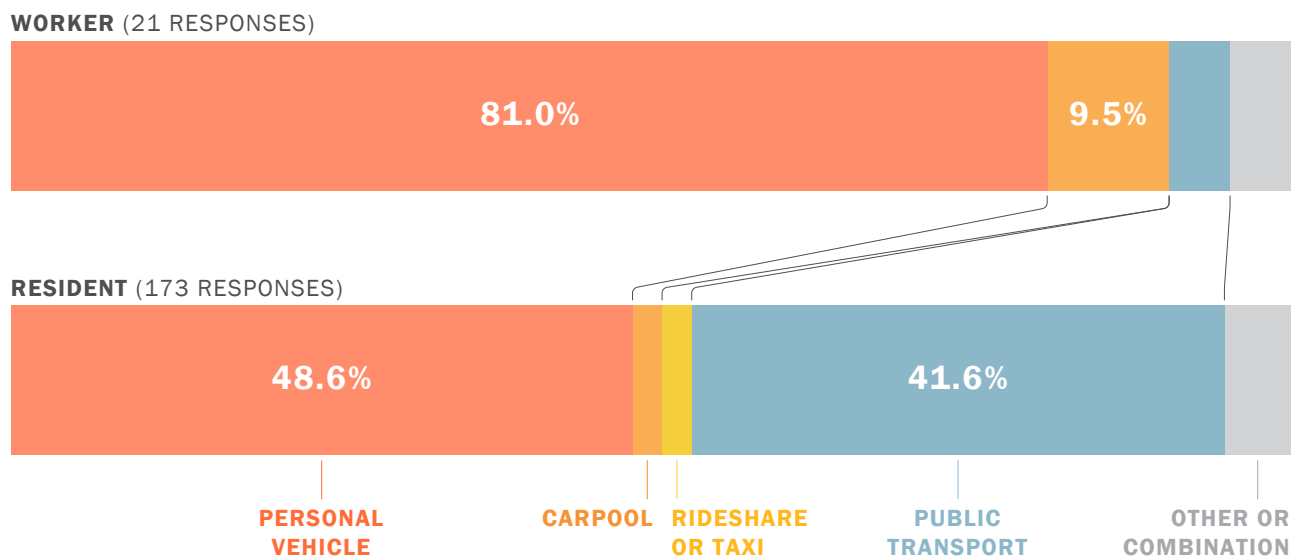
Highlights of the survey findings are below, and the full survey results are provided in Appendix B.

KEY SURVEY FINDINGS

Mode of travel on/off Treasure Island

Survey responses indicate that residents and workers have very different travel patterns. Among workers who responded to the survey, 80 percent drive and 4 percent take transit. Most workers often travel from the East Bay. Of residents, 49 percent drive and 42 percent take transit.

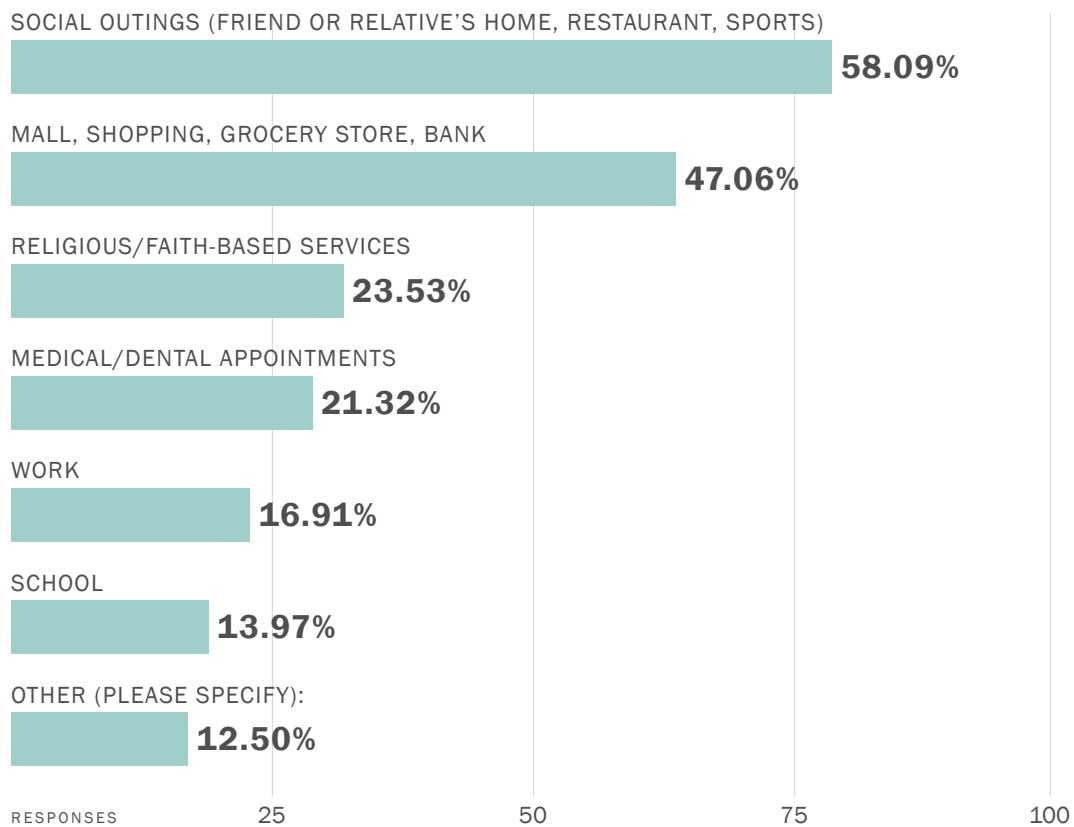
Figure 1. Modes of transportation that residents and workers use to travel on and off Treasure Island



Barriers to travel on/off Treasure Island

The survey asked respondents about the barriers they face to travel on and off the Island. The most common barrier to travel is the expense. Respondents have difficulty with the cost of car ownership (gas, parking, insurance) and the cost of ride-hailing. Limited bus service is also a factor in residents taking fewer trips than they would like to. The figure below shows survey responses that residents often forgo shopping and errand trips and social outings outside of the Island due to limited transportation options.

Figure 2. Destinations outside of the Island that residents do not go to as often as they would like to due to limited transportation options



Ideas for transportation improvements

The survey also asked respondents for their level of support for potential supplemental transportation services. Many respondents wanted Muni expansions and improvements and better access to private ride-hail. Specifically, a majority of respondents selected:

- Provide more services on holidays (53 percent)
- Expand service outside of the current service area (52 percent)
- Affordability of service (50 percent)

The main ideas that the survey respondents supported were:

- More frequent bus services
- Expansion of fixed-route bus system, including more stops in San Francisco
- Improvements to bus stop amenities (benches, lighting, signs, or shelter)
- Ride vouchers or subsidies for private ride-hailing services

Interest in alternative mobility options

About half of respondents indicated interest in bikeshare and scootershare, services that are currently not available on-Island.

Figure 3. Responses to whether residents would use bikeshare and scootershare services if available on Treasure Island



Fewer than half of respondents were interested in a self-managed carpool/carshare service. Based on this finding, the project team designed the focus groups to learn more about the hesitations about these options.

Figure 4. Responses to whether residents would participate in a carpool service self-managed among Island residents



Concerns with personal security

Many respondents expressed concerns about personal security.

- 66 percent would like more lighting at bus shelters.
- 53 percent would like more security cameras.
- 43 percent would like extended security personnel on transit.
- 90 percent would like a transportation alert service.

OTI is interested in developing a transportation alert service that will work by text message to notify Treasure Island community members and workers of any safety, service, or scheduling issues and changes on public transportation.

Focus Groups

The English-language focus group session was held on the evening of August 25, 2022. Nine people attended – eight were residents and one was a recreational-use visitor. Focus group participants voiced a desire to address immediate needs rather than what they might need 5 - 10 years from now. One of those immediate needs is the poor conditions of sidewalks and accessibility. The project team gave a presentation on potential supplemental transportation options and the focus group gave input. The group liked the idea of carshare and provided suggestions to make it useful for their needs. Regarding shuttles, they said that there should be two shuttle services – one on-Island that provides frequent service to various spots including recreational spaces, and one off-Island to major destinations in San Francisco. They found the idea of a volunteer driver program to be very valuable. They noted that cost is a major factor for Island residents, who have limited income. There would need to be funding sources that can help subsidize the increased cost of services.

The Cantonese-language focus group was held on the afternoon of August 26, 2022. Two residents participated and gave enthusiastic feedback on transportation options. They appreciated having ferry service but suggested that the cost could be lowered and to provide free transfers from ferry to bus. They voiced support for expanded Muni service and a frequent on-Island shuttle. Neither participant was familiar with carshare, but when explained to them, saw the benefits of having a carshare program. They were generally supportive of a volunteer driver program but expressed hesitancy on the risk of biased treatment from drivers. The participants were very welcome to the possibility of a bike path from Treasure Island to San Francisco, especially in tandem with an e-bike sharing program. They expressed the most negative reactions to ride-hailing, as it is the most expensive.

The youth and the Spanish-language focus group sessions were held on August 27, 2022. Focus group participants were compensated for their time with a \$20 gift card.



Evaluation Framework & Proposed Strategies

Evaluation Framework

The Treasure Island Supplemental Transportation Study recommends strategies that aim to meet five objectives:

Connectivity: Improve quality and availability of transportation options to/from key destinations in San Francisco, especially for residents and workers.

Safety: Ensure transportation options to/from Treasure Island are safe for all community members.

Community: Address the community’s essential service access needs, especially for low-income residents and workers.

Affordability: Maximize cost effectiveness for transportation users and providers and leverage existing resources.

Action: Prioritize strategies that have opportunities for quick and sustained implementation.

The project team used an evaluation framework to collaboratively evaluate and prioritize potential strategies. Criteria and associated scoring guidelines are described in the table below (Table 3). The order of presentation does not correspond to order of importance – no one category is considered more important than the others. There are five groups of evaluation criteria that correspond with the five objectives described above: connectivity, safety, community, affordability, and action.

Table 3. Evaluation Framework

CRITERIA	DESCRIPTION	SCORING GUIDELINES
CONNECTIVITY CRITERIA		
Availability	Strategies that increase the number of available mobility options to/from Treasure Island are preferred.	5: Increases number of available mobility options 1: Does not impact number of available mobility options
Quality	Strategies that increase the frequency and reliability of mobility options to/from Treasure Island activities are preferred.	4 – 5: Greatly increases frequency and reliability of mobility options 2 – 3: Moderately increase frequency and/or reliability of mobility options 1: Does not increase frequency or reliability of mobility options
Number of beneficiaries	In general, improvements that benefit many people are preferred to those that benefit few.	4 – 5: Large number of students benefit 2 – 3: Moderate number of students benefit 1: Small number of students benefit

CRITERIA	DESCRIPTION	SCORING GUIDELINES
SAFETY CRITERIA		
Personal security	A person’s level of comfort with a transportation option is a key determinant of its perceived safety. They need to have confidence and/or trust in the mobility provider and how they are traveling.	4 – 5: Rider’s perception of trust/confidence in safety of mobility provider is high 2 – 3: Rider’s perception of trust/confidence in safety of mobility provider is moderate 1: Rider’s perception of trust/confidence in safety of mobility provider is low
Infrastructure safety	Infrastructure plays a key role in a person’s safety traveling to/from Treasure Island. Mobility options should pick-up and drop-off passengers in loading/unloading areas that are safe.	5: Improves quality of connections to loading/unloading areas 1: Does not improve quality of connections to loading/unloading areas
COMMUNITY CRITERIA		
Community support	Input from focus groups and the project survey will be taken into account to measure community support. While a strategy may look good “on paper”, there may be more subtle reasons – for example, cultural, practical, or financial – that would result in it not being successful if implemented. Community support will help us determine if vulnerable groups will actually use the strategy being offered.	4 – 5: High community support 2 – 3: Moderate community support 1: Low community support
Unserved needs	The importance of needs will normally be reflected in community support, but also in priority designation in locally-adopted plans or policies. Unserved needs may include needs of small groups who have been left unserved by other programs due to expense, language or cultural differences, or other barriers.	4 – 5: Serves most vulnerable groups 1: Does not service vulnerable groups
AFFORDABILITY CRITERIA		
Cost	Is the overall cost within a range that can realistically be funded with available sources, taking into account sales tax funds, grants from the private or public sector or user fares/fees?	5: Lowest cost to implement 4: Low cost to implement 3: Moderate cost to implement 2: High cost to implement 1: Highest cost to implement
Cost per beneficiary	A broad range of a small to large number of beneficiaries is compared to the cost of a program. Even though a program’s total cost is low, if it reaches very few people it might still have a high cost per user. This would not necessarily eliminate a project from consideration if it ranked highly on other criteria, including those listed under “Connectivity Criteria” and “Community Criteria.” Similarly, even though a program’s total cost is high, if it reaches many people it might still have a low cost per beneficiary.	5: Lowest cost per beneficiary 4: Low cost per beneficiary 3: Moderate cost per beneficiary 2: High cost per beneficiary 1: Highest cost per beneficiary
Funding availability and sustainability	To the degree possible, strategies and related projects should have stable sources of funding to cover match requirements. In the case of pilot, demonstration, or capital projects, there should be reasonable likelihood of continued funding for operations. It is recognized that continued funding can never be guaranteed, as it is subject to budget processes, as well as decisions and priorities of funders.	4 – 5: Most financially feasible 2 – 3: Moderately feasible 1: Not financially feasible
Affordability	The affordability of mobility options to/from Treasure Island is essential to serving all residents, employees, and visitors, especially low-income groups.	5: Reduces household income spent on transportation to/from Treasure Island 2: Does not change household income spent on transportation to/from Treasure Island 1: Increases household income spent on transportation to/from Treasure Island
ACTION CRITERIA		
Implementation time-frame	Strategies that can be implemented in the near term are preferred, as long as they are also sustainable. Projects with long-term payoffs should have some form of measurable accomplishments in the short run.	5: Short term (1 – 2 years) 3: Medium term (3 – 4 years) 1: Long term (5+ years)
Phasing	Can the improvement be implemented in phases?	5: Capable of being implemented in phases 1: Not capable of being implemented in phases
Coordination	Strategies that involve coordination, for example multiple organizations working together to address a need and leveraging existing resources, would be prioritized.	4 – 5: Potential for coordination increases likelihood of implementation 2 – 3: Less coordination potential 1: Least coordination potential
Project champion	Support from a potential project sponsor (“champion”) will be critical to successful implementation. This includes support from lead and supporting entities, which may take the form of formal endorsement by organizations and individuals, support by elected governing bodies, and connections to adopted plans to carry out the strategy.	5: Has an identified project champion 3: Has support from supporting entities, but no lead entity 1: Does not have an identified project champion

Proposed Strategies

From the findings of all the outreach conducted – the workgroup, survey, focus groups – as well as the case study research and discussions at team meetings, the project team developed an initial list of proposed strategies. Then the project team organized the strategies into categories. The categories are: safety, improved transportation options, communications, and affordability.

The project team scored the actions based on the evaluation framework criteria and identified which actions will be most effective at meeting Treasure Island transportation needs in the short term. Community input was incorporated into the evaluation process through the Community criteria and a workgroup meeting. The full scoring is included in Appendix D: Evaluation Framework.

The table below (Table 4) shows the initial proposed strategies, along with the source of the idea, and which objectives the strategies meet.

Table 4. Initial Proposed Strategies Evaluated Against Study Objectives

STRATEGIES	SOURCE	CATEGORY	OBJECTIVES			ACTION
			CONNECTIVITY	SAFETY	COMMUNITY	
Host travel trainings with community members to help them feel safer and more comfortable when riding various transportation options. Travel trainings could be offered for all modes: bus, ferry, carshare, TNCs, etc. OTI hosted a ferry travel training in the past that was successful and could leverage existing materials to facilitate travel trainings for other modes.	Team brainstorm	Safety		X	X	X
Leverage existing transportation information alert systems to inform Treasure Island residents and workers about changes to transportation services and of any emergency service alerts. The preferred method of communication amongst the community is text message. Some community members also prefer email and/or electronic information boards.	Survey	Safety		X	X	X
Research the opportunity for a security alert system for people to use when they feel unsafe at bus stops or on the bus. This could be in the form of pressing a button or sending a text message. Alerts could be sent to community ambassadors who are on-call to respond (see next row for more info on this program).	Workgroup	Safety		X	X	
Launch a community ambassador program to respond to personal security issues at bus stops and on the bus. This program could be established through several possible channels: <ul style="list-style-type: none"> Partnership with One Treasure Island job training/placement programs to train community members in conflict resolution Collaborate with Muni Transit Assistance Program to train community members in conflict resolution; ensure that these trained community members are present on Treasure Island-serving routes Expansion of City and County of San Francisco’s Community Ambassadors Program to the Treasure Island neighborhood Collaborate with SFMTA’s Safety Equity Initiative	Workgroup	Safety		X	X	X
Improve bus shelters to increase personal safety and traffic safety at and around bus stops: <ul style="list-style-type: none"> Lighting Seating Maintenance Accessibility 	Survey	Safety		X	X	

STRATEGIES	SOURCE	CATEGORY	OBJECTIVES			ACTION
			CONNECTIVITY	SAFETY	COMMUNITY	
Pilot a volunteer driver program. Volunteer driver programs can fill the gap between costly private sector transportation modes and public transportation. In senior volunteer driver programs, volunteers drive either an organization-owned vehicle or their own vehicle and transport seniors to work, medical appointments, or other trips. This service could be adapted to serve a larger group of community members on Treasure Island. It would likely need to be organized by One Treasure Island or TIMMA as a coordinating entity to oversee volunteers and take trip requests from seniors.	Case study examples in CA: Mobility Matters' Rides for Seniors and Rides 4 Veterans programs, JFCS Rides Transportation Service, and Marin Transit's STAR and TRIP programs	Improved transportation options	X		X	X
Pilot a community-based carshare program on Treasure Island for residents to use to get to destinations not accessible using public transit. Community-based carshare models are designed so they are affordable (ideally free) for the community, specifically lower-income groups. This program should use hybrid or electric vehicles to minimize emissions in the community and build awareness about the benefits of these types of vehicles.	Case study: Community Electric Vehicle Pilot	Improved transportation options	X			X
Establish a Treasure Island-based private taxi service on Treasure Island. This local small business would be incentivized to serve Treasure Island specifically, and therefore would be reliable for Treasure Island residents and workers.	Team brainstorm, Workgroup (feedback that Uber/Lyft don't come to Island)	Improved transportation options	X			
Partner with a TNC company (Uber, Lyft, GoGo Grandparent, etc.) to provide discounted rides between Treasure Island and San Francisco. The program design should consider how to incentivize drivers to travel to/from Treasure Island and how to encourage travelers to/from Treasure Island to use carpool matching (and therefore split costs).	Case study: GoTriangle RTP Connect	Improved transportation options	X			
Pilot an on-demand or microtransit transit service on Treasure Island. TIMMA should coordinate plans to provide on-island and off-island on-demand shuttle services. The off-island shuttle should be operated by the same provider that will operate the future on-island on-demand shuttle (TIMMA is responsible for launching this service by 2025).	Case study: Marin Transit Connect, Community Ride, GoWake SmartRide NE, Kitsap Transit BI Ride	Improved transportation options	X			X
Create a mobility hub on Treasure Island to bring together public transit, bike share, car share, and other mobility amenities. This mobility hub should serve trips to, from, and within Treasure Island. To align with regional best practices, implementation details should reference the MTC Mobility Hubs Implementation Playbook . Consider opportunities to apply for future MTC mobility hub pilot program funding.	Previous Study: Travel Demand Report 2021 Update	Improved transportation options	X		X	
Provide more frequent Muni service on holidays.	Survey	Improved transportation options	X		X	X
Expand the Van Gogh Shuttle to support access to Treasure Island cultural destinations.	Case study: Van Gogh Shuttle	Improved transportation options	X		X	
Expand Muni service that serves Treasure Island to provide one-seat rides to more destinations in San Francisco.	Survey	Improved transportation options	X		X	X
Align ferry schedule with Treasure Island resident and worker needs.	Workgroup	Improved transportation options	X		X	
<p>Improve marketing and communications about existing transportation services and programs (e.g., Clipper START, Free Muni for All Youth, Lifeline Pass, Shop-a-round Shuttle, Van Gogh Shuttle, Essential Trip Card) AND about upcoming new services and programs. Marketing should target both residents and workers (note: nearly 80% of workers currently use private vehicles to travel to work).</p> <p>All marketing materials and communications should be conducted in partnership with trusted, local community partners. Potential strategies include:</p> <ul style="list-style-type: none"> • Table at local events – distribute physical brochures, collect email addresses and phone numbers for listservs • Website updates – OTI and other trusted community partners add an overview of transportation programs and services to their websites (build on content on SFCTA website) • Social media campaigns – OTI and other trusted community partners post about existing services and post on social media about updates as new services come online <p>Transit ads – Coordinate with SFMTA to include messaging about SFMTA programs on Treasure Island-serving Muni routes and bus stops</p>	Workgroup	Communications			X	X
Pilot a universal basic mobility program for Treasure Island residents. This program would distribute a monthly stipend (most likely loaded on a Clipper card) to eligible residents. Recommend that One Treasure Island run the program and TIMMA oversee it. OTI would be the face of the program, conducting engagement and distributing cards, while TIMMA would administer the funds, conduct audits, monitor performance, etc. Potential funding options include the TIMMA Travel Demand Management (TDM) program.	Survey, Case study: Oakland Basic Mobility Pilot Program	Affordability	X		X	X

These 17 initial proposed strategies were refined by combining a few that were closely related and removing one strategy.

- Leverage existing transportation information alert systems to inform Treasure Island residents and workers about changes to transportation services and of any emergency service alerts. The preferred method of communication amongst the community is text message. Some community members also prefer email and/or electronic information boards.
- Research the opportunity for a security alert system for people to use when they feel unsafe at bus stops or on the bus. This could be in the form of pressing a button or sending a text message. Alerts could be sent to community ambassadors who are on-call to respond (see next row for more info on this program).

These two strategies were combined into one strategy for alert systems.

- Expand Muni service that serves Treasure Island to provide one-seat rides to more destinations in San Francisco.
- Provide more frequent Muni service on holidays.

These two strategies were combined into one strategy for expanding Muni service.

- Align ferry schedule with Treasure Island resident and worker needs.

This strategy was removed because the ferry schedule currently runs fairly frequently and meets the needs of residents fairly well. The Treasure Island Development Corporation will adjust the timetable based on ongoing evaluation of rider demand over time. Thus, the project team did not include this as a recommendation because the ferry timetable is still being evaluated.

The final 14 recommended strategies are presented as actions in the next chapter, the Action Plan.

Action Plan

The recommended transportation actions are designed to enhance the safety, quality, availability, and affordability of transportation options for existing residents and workers on Treasure Island.

The actions were developed based on input from the community and on best practices from peer cities. Workgroup members and the project team scored the proposed strategies according to the evaluation framework presented in the previous chapter. The evaluation results led to top-performing strategies that are presented as five “priority” actions for implementation, with the remaining strategies as “second-tier” actions. The full scoring is included in Appendix D: Evaluation Framework.

Actions are organized into **four categories**:

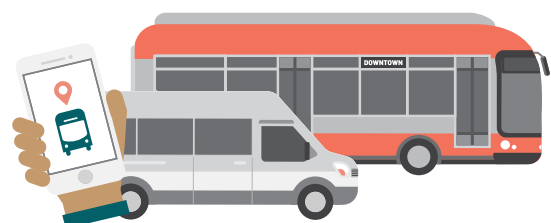
CATEGORY 1



Safety

Ensure transportation options to/from Treasure Island are safe for all community members.

CATEGORY 2



Improved Transportation Options

Increase available mobility options to and from Treasure Island.

CATEGORY 3



Communications

Improve awareness of existing transportation programs and services and provide information about new mobility programs.

CATEGORY 4



Affordability

Maximize cost effectiveness for transportation users and providers and leverage existing resources.

This chapter provides more detail on each of the recommended actions, including the following key implementation information:

- **Market(s) Served:** Group(s) of people the action will serve.
- **Implementing Agency(s):** Agency(s) that are positioned to implement the action.
- **Timeline:** Number of year(s) it will take to implement the action.
- **Cost Estimate:** Estimated cost range for the strategy. Cost estimates are for annual operational costs for programs and one-time costs for capital.
 - » \$ = Under \$100,000
 - » \$\$ = \$100,000 - \$250,000
 - » \$\$\$ = \$250,000 and above
- **Challenges to Success:** Potential challenges that may impact implementation and/or operations.
- **Synergy With Other Actions:** Other recommended actions that are complementary and would enhance the success of the action.



1 Safety Actions

Safety actions increase personal security and transportation security for people traveling to and from Treasure Island. Personal security is the level of confidence and trust that people have in how they are traveling, other riders, and their surroundings. Transportation safety refers to physical infrastructure safety enhancements that aim to foster safe environments.

Actions included in this category are:

- Community Ambassador Program
- Bus Shelter Improvements
- Travel Trainings
- Alert Systems



SAFETY

1.1 COMMUNITY AMBASSADOR PROGRAM

Community Ambassador Programs are community safety and engagement programs designed to build trust amongst neighborhoods, which can help to build feelings of safety on and near transportation services. OTI is currently developing a Community Ambassador Program that will be implemented over time. The first phase includes a welcome packet for residents and businesses on Treasure Island that is reviewed during OTI's island-wide orientation, and community safety and leadership trainings. Going forward, OTI will continue to build out this program, partnering with consultants, and use its job training and placement programs to train community members as ambassadors for each component of the program. Ambassadors could be stationed at common gathering areas such as bus stops and the ferry terminal on Treasure Island.

While OTI builds out its Community Ambassador Program, it could partner with existing similar programs to provide resources, such as the SFMTA Muni Transit Assistance Program and the City of San Francisco Community Ambassador Programs. These existing programs are described further to the right.

- Muni Transit Assistance Program:** Through the San Francisco Muni Transit Assistance Program, SFMTA employs Muni Transit Ambassadors to ride Muni buses and assist passengers in using the system, defuse and deter any conflicts, prevent acts of vandalism, and assist bus operators. This program could be expanded to include the Treasure Island-serving Muni route (25) and/or OTI could collaborate with this program to learn from them and host trainings to train OTI ambassadors in conflict resolution.
- San Francisco Community Ambassadors Program:** San Francisco's Community Ambassadors Program operates in six neighborhoods. This program hires local neighborhood residents and trains them in violence prevention, crisis intervention, homelessness, and de-escalation to meet the need for better community safety options. This program could be expanded to include Treasure Island and/or OTI could collaborate with this program to learn from them and host trainings to train OTI ambassadors in conflict resolution.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

SAFETY**Implementation Summary****Market(s) Served**

Treasure Island residents and workers who take transit

Implementing Agency(s)

TIMMA, OTI, SFMTA

Timeline

1 - 2 Years

Cost Estimate

\$\$

Challenges to Success

- OTI may need to continually train ambassadors.
- Funding sustainability

Synergy with Other Actions

- Travel Trainings
- Alert System
- Expand Muni One-Seat Rides to/from San Francisco
- Microtransit Shuttle

Public Input:

43% of survey respondents **support extended security personnel** on buses, ferries, and other transit as an additional safety measure to increase transit accessibility.

SAFETY

1.2 BUS SHELTER IMPROVEMENTS

Bus shelter improvements on Treasure Island are needed to improve transportation security and traffic safety at and around bus stops and to ensure protection from the sun, rain, wind, and other elements. Bus shelters should be updated to be in accordance with San Francisco's Better Streets Design Guidelines for transit stops.

Bus stops and shelters will be removed and reinstalled as part of the construction of new streets on Treasure Island. This recommendation for bus shelter improvements applies to five bus stops that are in the last phase of development, so that they will receive improvements in the near-term and maximize their useful life.

Improvements could include:

- **Add lighting at bus shelters.** Lighting should be pedestrian-scale and make pedestrians and riders waiting for the bus visible.
- **Add seating within bus shelters** where seating is missing.
- **Provide consistent maintenance for bus shelters.** Maintenance should include replacing light bulbs, replacing seating that is in disrepair, and overall ensure that shelters are in good repair, so riders feel safe when waiting for the bus.

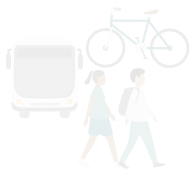


Photo source: Tim Hussin

- **Ensure that all bus stops on Treasure Island meet ADA accessibility requirements,** including sidewalks that are at least 12 feet wide and curb ramps.
- **Add real-time information** where it is missing.

As a next step, SFCTA/TIMMA will collaborate with SFMTA on specific scope items and costs for bus shelter improvements.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

SAFETY**Implementation Summary****Market(s) Served**

- Bus riders, especially elderly or other vulnerable riders
- Pedestrians

Implementing Agency(s)

SFMTA, San Francisco Public Utilities Commission

Timeline

3 - 4 Years

Cost Estimate

\$\$ (Per Stop Estimate)

Challenges to Success

- Limited SFMTA funding and staff capacity
- Potential limited useful life of the investment because stops will be removed, relocated, or replaced during redevelopment of the island

Synergy with Other Actions

Expand Muni One Seat Rides To/From San Francisco

Public Input:

- Most survey respondents agreed that they'd like to see **improvements to bus stop amenities**, including benches, lighting, signs, or shelters.
- Some important safety measures that survey respondents indicated they'd like to see to increase transit accessibility are **more lighting at bus shelters** (66%) and **more security cameras** (53%).

SAFETY

1.3 TRAVEL TRAININGS

Travel training is a tool used to increase traveler familiarity and comfort with transit and educate community members on how to ride the bus and other modes of travel. Travel training can help inexperienced riders become more comfortable using transit and therefore use it more often.

Travel training could be provided for Treasure Island community members to help them feel safer and more comfortable when riding various transportation options, including the bus, ferry, carshare, Transportation Network Company, and other transportation options as they become available on Treasure Island. Travel training could be hosted by OTI or as part of SFMTA's Travel Training program. For trainings facilitated by OTI, there would be costs for developing the Treasure Island-specific curriculum and staffing. For trainings facilitated by SFMTA, there would be no cost because it is an existing funded program.

- Trainings facilitated by OTI:** OTI could host travel training sessions that educate community members on how to ride existing and new modes of transport on the island. OTI could include travel training as a part of the standard new resident orientation or new worker onboarding. OTI also could partner with operators (e.g., the new ferry operator) to ensure a trained staff is onboard or present at stops or pickup/drop-off sites to help new riders feel comfortable.
- Trainings facilitated by SFMTA:** SFMTA's Mobility Management Center offers travel training free of cost to individuals or groups of older adults and people with disabilities who would like to improve their transit skills or gain more experience riding Muni services. SFMTA travel trainings are also open to the general public. OTI or TIMMA could work with the Mobility Management Center to set up travel training sessions on Treasure Island.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

SAFETY**Implementation Summary****Market(s) Served**

- Riders of all modes
- Residents or workers who would like to use Muni (or other modes), but do not know how or do not feel comfortable doing so
- New residents or workers who are unfamiliar with transportation options on the island

Implementing Agency(s)

OTI, SFMTA

Timeline

1 – 2 Years

Cost Estimate

\$ - \$\$

Challenges to Success

For SFMTA-facilitated trainings, travel trainees must go to the Mobility Management Center for travel training. Treasure Island residents may have difficulty getting there.

Synergy with Other Actions

- Community Ambassador Program
- Expand Muni One Seat Rides to/from San Francisco
- Microtransit Shuttle
- Expand Existing Shuttle Programs

SAFETY

1.4 ALERT SYSTEMS

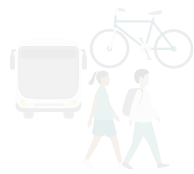
Treasure Island residents are interested in an alert system that would allow residents and workers to report when they feel unsafe on our near transportation services. Potential options include:

- **OTI Text Alert System:** A text alert system allows riders to text a centralized security office when they feel unsafe at bus stops or on the bus. OTI is currently piloting a text alert system and could consider including transportation updates as part of this program. San Bernardino County in California launched a similar system, called Text-a-Tip, in 2015.⁸ San Bernardino County's system allows bus riders to text a report of a suspicious, non-emergency activity, such as graffiti, vandalism, or fights to Omnitrans' security staff. Sound Transit in Seattle, Washington has a similar text alert program where riders can text security officers if they feel unsafe.⁹ The security officers monitor the text line 24/7 and can direct help to a rider's location.

- **SF311 and SFPD Tip Line:** 311 is the primary customer service center for San Francisco. Residents may call 311 or use the 311 app to submit requests and complaints, including Muni feedback. Additionally, the San Francisco Police Department offers an anonymous tip line that residents can send text messages to.

Costs will vary depending on the type of alert system. OTI has incurred the startup costs to set up a text alert system. There would be additional costs to integrate it with 311, and ongoing operations will have a cost regardless of whether the text alert system is integrated with 311. A lower-cost option would be to promote existing systems, such as by posting notices at bus stops to call 311 or use the 311 app, or to call or text the SFPD anonymous tip line.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

⁸ The Press Enterprise (2015). San Bernardino County: Bus Agency Launches Security Alert System. Retrieved from: <https://www.pressenterprise.com/2015/08/17/san-bernardino-county-bus-agency-launches-security-alert-system/>

⁹ Sound Transit (2017). Something fishy on your ride? Text us ASAP!. Retrieved from: <https://www.soundtransit.org/blog/platform/something-fishy-your-ride-text-us-asap>

SAFETY**Implementation Summary****Market(s) Served**

- Treasure Island Residents and Workers
- Treasure Island Residents and Workers Who Take Transit
- Treasure Island Residents and Workers Who Drive and Are Concerned About Congestion on the Bridge

Implementing Agency(s)

TIMMA, SFMTA, OTI

Timeline

3 - 4 Years

Cost Estimate

\$\$

Challenges to Success

- Funding Availability
- Integration with citywide alert systems
- Concern about limited cell service on island that may impact ability to use app

Synergy with Other Actions

- Community Ambassador Program
- Bus Shelter Improvements
- Expand Muni One-Seat Rides to/from San Francisco

Public Input:

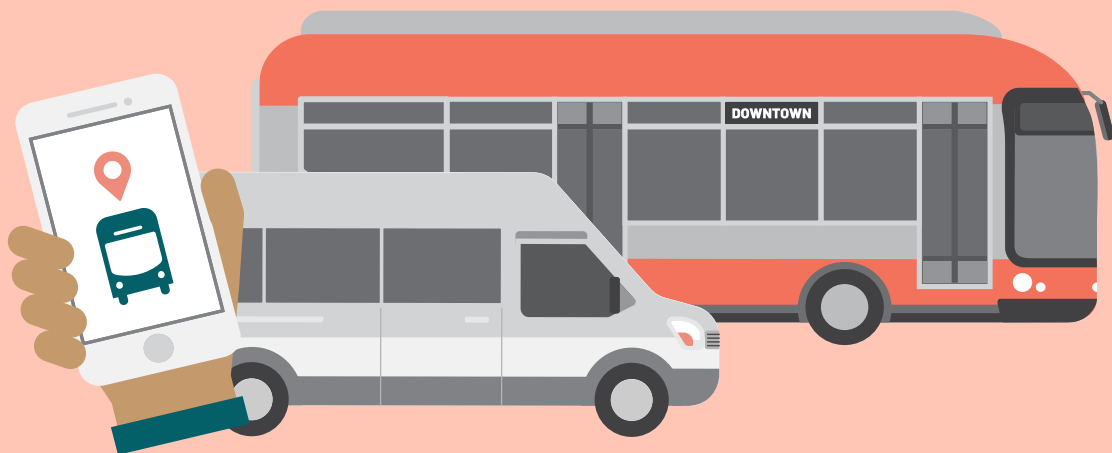
- Most people are interested in seeing a **transportation alert service system** on the island, and the preferred communication method is **by text** (85%), **email** (36%), and **electronic information board** (33%).
- Focus group participants would like to see a **security station with an accessible button** placed throughout various points in the island that connects directly to police.

2 Improved Transportation Option Actions

Improved Transportation Option actions are strategies that increase the number of available mobility options to and from Treasure Island. These options include both new services to fill gaps in the existing mobility network and expansion of existing mobility programs.

Actions included in this category are:

- Microtransit Shuttle
- Expand Muni One-Seat Rides to and from San Francisco
- Community Carshare
- Volunteer Driver Program
- Mobility Hub
- Expand Existing Shuttle Programs
- Treasure Island-Based Taxi Service
- Transportation Network Company (TNC) Partnership



IMPROVED TRANSPORTATION OPTION

2.1 MICRTRANSIT

Microtransit is operated as an on-demand service along fixed and/or flexible routes, and often relies on smartphone apps or other technology for ride requests, routing, and tracking information. Microtransit vehicles are typically shuttles, minibuses, or transit vans, smaller than Muni’s full-sized fixed route buses. Microtransit services are most successful in small, constrained service areas, like Treasure Island. Most microtransit operators are private companies, such as Via and Transloc, or partnerships between a public transit agency and a private company, like Marin Transit Connect. Many microtransit programs run by a public transit agency, like Marin Connect, offer a subsidy for ride fares.



Photo source: Marin Transit

TIMMA is responsible for implementing an on-island shuttle service within the next few years. As TIMMA plans for this on-island shuttle service, they should coordinate plans to also provide off-island on-demand shuttle services. The off-island shuttle should be operated by the same provider that will operate the future on-island on-demand shuttle. An off-island shuttle should provide service

that is complementary to Muni, offering direct connections to destinations in San Francisco outside of the Salesforce Transit Center. Community members have shared that they would like direct access to grocery stores like Costco and Safeway, Downtown San Francisco, the East Bay, hospitals, care centers, urgent care centers, BART, and the beach.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

IMPROVED TRANSPORTATION OPTION**Implementation Summary****Market(s) Served**

- Treasure Island Residents and Workers
- Residents and workers who need accessible transportation
- Ideally, residents and workers who are eligible for paratransit¹⁰
- Residents and workers who would like to take public transit, but public transit does not go to their destination

Implementing Agency(s)

TIMMA

Timeline

3 - 4 Years

Cost Estimate

\$\$\$

Challenges to Success

- Funding sustainability
- Resident distrust in new mobility providers
- On-demand service can include long wait times
- Concern about limited cell service on island that may impact ability to use app

Synergy with Other Actions

- Travel Training
- Mobility Hub
- Marketing for Existing and New Mobility Services
- Universal Basic Mobility Program

Public Input:

- 35% of the survey respondents said that they would make **1 to 3 additional round trips per week**, and 28% said **4 to 7 additional trips** if they had additional public transportation options.
- Focus group respondents were very supportive of an **on-island shuttle** that provides stops near residential areas and services, with a short wait time.

¹⁰ Depends on capabilities of third-party microtransit provider and cost differential

IMPROVED TRANSPORTATION OPTION

2.2 EXPAND MUNI ONE-SEAT RIDES TO/FROM SAN FRANCISCO¹¹

One-seat rides are rides where the rider could get on Muni at Treasure Island and get to their destination without needing to transfer to another route or mode. Treasure Island residents and workers would like to see additional Muni routes serving Treasure Island so that they can access other destinations, without needing to transfer. One-seat rides can decrease both travel time and income spent on transportation, as well as ease travel especially for people traveling with children or goods.

The Muni 25 Route is currently the only Muni route that serves Treasure Island. This route serves destinations on Treasure Island and the Salesforce Transit Center. For Treasure Island residents or workers who use Muni and need to get to destinations beyond the South of Market neighborhood, they must transfer at the Salesforce Transit Center to another Muni route or to another mode. Opportunities for a one-seat ride on Muni will be expanded for Treasure Island residents and workers in the future as the Island grows: The Treasure Island Transportation Implementation Plan calls for added Muni service frequencies at the midpoint of development and an additional Muni route at the 7000 new unit milestone in development.

Currently, however, funding for transit operations is very constrained. To improve the quality and availability of Muni service in the near term, TIMMA and OTI can coordinate with SFMTA to improve the quality and availability of Muni service.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

Public Input:

- 25% of survey respondents **deferred trips off the island** because they **do not have bus services where they are or where they want to go**.
- Most survey respondents agreed that they'd like to see improvements such as **more frequent bus services** and **expansion of the fixed-route bus system** with pick-up at designated bus stops and more stops in San Francisco.

¹¹ Microtransit to the East Bay is a requirement in the development agreement. Therefore it is not included in this Action Plan.

IMPROVED TRANSPORTATION OPTION**Implementation Summary****Market(s) Served**

- Treasure Island residents and workers who ride Muni
- Treasure Island residents and workers who would ride Muni if it brought them closer to their destination

Implementing Agency(s)

SFMTA

Timeline

8+ Years

Cost Estimate

\$\$\$

Challenges to Success

- Funding availability – SFMTA has limited funding and has not been able to restore all services that were cut during the COVID-19 pandemic. There is a risk that if implemented, a low-performing route could be cut.
- There are a wide variety of destinations that residents would like to go to – SFMTA will need to determine the best routes for one-seat rides.

Synergy with Other Actions

- Community Ambassador Program
- Improve Bus Shelters
- Travel Training
- Mobility Hub
- Marketing for Existing and New Mobility Services
- Universal Basic Mobility Program

Public Input:

- 35% of the survey respondents said that they would make **1 to 3 additional round trips per week**, and 28% said **4 to 7 additional trips** if they had additional public transportation options.
- 53% said current transit service on/off the island could be improved by **providing more frequent service on holidays** and 52% said that service could be improved by **expanding service outside of town**.

IMPROVED TRANSPORTATION OPTION

2.3 COMMUNITY CARSHARE

A community carshare pilot program could be started on Treasure Island for Treasure Island residents and workers to use to get to destinations not accessible via public transit. Carshare providers operate in San Francisco, but no providers have cars on Treasure Island. A new model of carshare, community carshare, has been piloted around the United States as a transportation option for underserved communities.



Community carshare programs typically are administered by a trusted community-based organization, with support from a larger entity. For example, in a community carshare pilot in Cully, Oregon, the Hacienda Community Development Corporation¹² administered the program and was financially supported by Forth Mobility, a national non-profit organization that focuses on electric vehicle demonstration pilots. Community carshare programs also are designed to be affordable programs and are ideally free. For example, Los Angeles’s BlueLA carshare pilot program¹³ offers a highly discounted membership option for low-income community members.

In a community carshare pilot on Treasure Island, residents and workers would have access to a small number of vehicles available for short-term (2 - 3 hours) trips at an affordable rate. Users could use these vehicles to travel around the island or to travel off the island for shopping and medical appointments. This program should include hybrid or electric vehicles to minimize emissions in the community and build awareness about the benefits of these types of vehicles.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

¹² Forth Mobility (2018). The Future of Car Sharing: Electric, Affordable, and Community-Centered. Retrieved from: https://learn.sharedusemobilitycenter.org/wp-content/uploads/2018.06_cev_casestudy_FINAL.pdf

¹³ Blink Mobility, 2022. Retrieved from: <https://blinkmobility.com/documents/>

IMPROVED TRANSPORTATION OPTION**Implementation Summary****Market(s) Served**

Treasure Island residents and workers who are able to drive and do not have access to a car

Implementing Agency(s)

OTI, TIMMA

Timeline

3 - 4 Years

Cost Estimate

\$\$ - \$\$\$

Challenges to Success

- Users must have a valid driver's license to use a vehicle.
- Users must have a bank account or credit card to use most programs.
- Concern about limited cell service on island that may impact ability to use a carshare app
- Residents and workers may not have access to a smartphone for an app-based model.

Synergy with Other Actions

- Travel Training
- Marketing for existing and new mobility services
- Universal Basic Mobility Program

Public Input:

- Focus group respondents were **supportive of community carshare**. They would like to see **handicap accessible vehicles** and/or larger vehicles for groups of users and carrying goods.
- Residents who participated in the focus groups are supportive of carshare because it could **reduce the number of vehicles** on the island.

IMPROVED TRANSPORTATION OPTION

2.4 VOLUNTEER DRIVER PROGRAM

A volunteer driver program could be piloted on Treasure Island. A volunteer driver program can help to fill the gap between costly private sector transportation modes and public transportation. There are generally two volunteer driver program models: a traditional model and a reimbursement model. Either could be chosen as the implementation model for Treasure Island.

- **Traditional Model:** In a traditional model of a volunteer driver program, the organization overseeing the volunteer driver program recruits drivers and then assigns them resident trips. Drivers drive either an organization-owned vehicle or their own vehicle. Drivers are usually reimbursed for their mileage. This model is similar to a TNC or rideshare program.
- **Reimbursement Model:** In a reimbursement model, riders find their own volunteer driver, such as a family member or neighbor, and then submit mileage to be reimbursed for the trip. Riders may struggle to get reimbursed if the reimbursement system is overly complicated.

Volunteer driver programs are typically offered to seniors and people with disabilities but could be expanded to serve additional groups. For example, Green Mountain Transit, in Burlington, Vermont, provides a volunteer driver program that offers rides for individuals who live beyond the regular fixed-route bus service and who do not have access to a car.¹⁴ These riders do not need to be older adults or riders with disabilities. Another example is the Volunteer Transportation Center in upstate New York.¹⁵ The Volunteer Transportation Center is a non-profit that operates outside of the transit system and offers rides to anyone in their service area in Jefferson, Lewis, and St. Lawrence counties. Riders fill out a client application and then can use the service to request a ride from a volunteer driver.

Objectives Met:



¹⁴ Green Mountain Transit (2022). Become a Volunteer Driver. Retrieved from: <https://ridegmt.com/become-a-volunteer-driver/>.

¹⁵ The Volunteer Transportation Center (2022). Retrieved from: <https://volunteertransportationcenter.org/>.

IMPROVED TRANSPORTATION OPTION

Other considerations for a volunteer driver program include:

- **Funding:** Many transportation funding sources are difficult to use for the operation of a volunteer transportation program. Potential problem areas include drug testing, driver certification, required training, record keeping, billing, accounting, and audit procedures.
- **Driver Selection:** To protect the safety of passengers, minimum volunteer driver qualifications should be established. These include age limits, a valid driver's license, training, ability to pass a background check, and driver history.
- **Safety of Vehicles:** There may be more oversight of vehicles that are owned by the sponsoring organization, compared to vehicles owned by volunteer drivers.
- **Rider Feelings of Safety:** Riders may feel safer with driver and passenger guidelines and enforcement. Program policies should be created to ensure rider feelings of safety when riding with a volunteer driver vehicle

Public Input:

- 20% of survey respondents indicated that they **need some form of assistance during travel**. A volunteer driver program could provide that assistance.
- Focus group participants indicated that they would be **willing to volunteer** as drivers.
- Focus group participants were **divided over feelings of comfort with a volunteer driver program**. Some feel that they would be comfortable as passengers to their own neighbors, but some were skeptical. One participant said "I would feel safer if I had to pay and I know they have to provide a service for that fee. I've experienced bias before, so I worry. They (drivers) might give attitude."

IMPROVED TRANSPORTATION OPTION**Implementation Summary****Market(s) Served**

- Treasure Island residents and workers who do not have access to a vehicle or cannot drive themselves
- Treasure Island residents and workers who cannot take public transit to medical appointments, food shopping, or other necessary activities

Implementing Agency(s)

OTI, TIMMA

Timeline

1 – 2 Years

Cost Estimate

\$\$

Challenges to Success

- Funding Availability – many of these programs cannot access traditional transportation funding sources
- Riders may not feel comfortable using a volunteer driver program
- Volunteer driver programs may not provide enough rides to meet the needs of riders

Synergy with Other Actions

Marketing for Existing and New Mobility Services

IMPROVED TRANSPORTATION OPTION

2.5 MOBILITY HUB

Mobility hubs combine a variety of transportation services and amenities on one site. Hubs can vary in terms of size, location, and services provided. All mobility hubs serve a core mobility function, which can include public transit stops, services such as scooter and e-bike sharing programs, bike and car share parking, ride-hailing zones, real-time transit information, electric vehicle charging stations, transit pass sales kiosks, and secure bike lockers. As such, mobility hubs offer a safe, comfortable, convenient, and accessible space to seamlessly transfer from one type of transportation to another. Mobility hubs also serve as nodes of commercial and neighborhood activity. Who builds and maintains a mobility hub will depend on location, available real estate, and which (if any) elements of a mobility hub will exist in the public right-of-way. Depending on these conditions, a mobility hub may be built and maintained by the City of San Francisco, SFMTA, property owners, or a combination of these players.

The MTC *Mobility Hub Playbook*¹⁶ provides technical assistance by offering a menu of tools that will guide mobility hub development from concept to implementation. The Playbook presents a typology of hubs, dependent on land use, transit services and frequency, and transportation access characteristics. The Playbook identifies Treasure

Island as appropriate for Emerging Urban District Hubs, “located within areas of moderate and low residential and employment densities. These hubs serve high-capacity transit or high frequency bus service, functioning as centers for smaller, local communities and economic activity. These hubs are in MTC Priority Development Areas (PDAs), indicating future growth and often located near established job centers, shopping districts, and other services.”

According to the Playbook, a mobility hub on Treasure Island should include:

- **Access and Mobility features:** Transit shelters and waiting areas; Connections to bicycle and pedestrian networks; Loading zones for ride-hail, shuttles, and urban freight; Electric vehicle charging infrastructure for shared vehicles and micromobility
- **Public Realm features:** Permanent and mobility vending/retail space; Community-drive design elements/tactical urbanism; Street furniture; Pedestrian-scale lighting
- **Information:** Real-time transit arrival and departure information

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

¹⁶ Metropolitan Transportation Commission (2021). Bay Area Regional Mobility Hubs Implementation Playbook. Retrieved from: https://mtc.ca.gov/sites/default/files/documents/2021-05/Play7_MTC%20Mobility%20Hub%20Implementation%20Playbook_4-30-21.pdf

IMPROVED TRANSPORTATION OPTION**Implementation Summary****Market(s) Served**

- Treasure Island residents and workers who do not have a car
- Treasure Island residents and workers who take public transit

Implementing Agency(s)

TIMMA, SFMTA

Timeline

2 - 3 Years

Cost Estimate

\$\$ - \$\$\$

Challenges to Success

- Cost of a mobility hub
- Funding for a mobility hub
- Coordination with third party micromobility providers

Synergy with Other Actions

- Microtransit shuttle pilot
- Expand Muni One-Seat Rides to/from San Francisco
- Community Carshare Pilot
- Expand Existing Shuttle Programs
- Treasure Island-Based Taxi Service
- TNC Partnership
- Marketing for Existing and New Mobility Services
- Universal Basic Mobility Program

Public Input:

- Residents would like to see **more bicycles** available on Treasure Island for the residents to use, including e-bike options.
- Residents **interested in carshare** would like to see it near existing transportation services like bus stops or the ferry station.

IMPROVED TRANSPORTATION OPTION

2.6 EXPAND EXISTING SHUTTLE PROGRAMS

SFMTA operates several existing shuttle programs. These shuttles could be expanded to serve Treasure Island and support access between Treasure Island and San Francisco destinations. Shuttles that could be expanded include:

- **The Van Gogh Shuttle:** The Van Gogh is a van shuttle service provided by SF Paratransit for groups of older adults and/or people with disabilities to attend social and cultural events in San Francisco. SFMTA has agreed to expand the Van Gogh Shuttle to support expanded access to Golden Gate Park with the closure of JFK Drive to cars. A Van Gogh reservation requires a minimum of seven (7) individuals who meet at least one of the following qualifications: sixty-five years or older, disabled and have a RTC Discount ID Card, eligible for ADA Paratransit services, or be registered for SF Paratransit's Shop-a-Round program.

Treasure Island residents who meet one of the four qualifications can currently use the Van Gogh shuttle in a group to attend social or cultural events or recreational trips to Golden Gate Park.

For Treasure Island residents who cannot ride public transit or do not drive, the Van Gogh shuttle program gives them an opportunity to attend events outside of Treasure Island. SFMTA should expand the Van Gogh shuttle program to support expanded access to Treasure Island. The Treasure Island development project will create new destinations on Treasure Island that could be supported by the Van Gogh shuttle.

- **The Shop-a-Round Shuttle:** The Shop-a-Round program is a low-cost shuttle that takes groups of riders, including Treasure Island riders, to grocery stores in San Francisco. The service offers registered older adults and people with disabilities personalized assistance that is not available on Muni bus and rail lines. Eligible Treasure Island residents can take the Shop-a-Round shuttle to grocery stores and supermarkets both on Treasure Island and elsewhere in the San Francisco Bay Area. The Shop-a-Round shuttle eligibility requirements should be expanded to allow all Treasure Island residents and workers access to the shuttle.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

IMPROVED TRANSPORTATION OPTION**Implementation Summary****Market(s) Served**

- Older adults and riders with disabilities
- Treasure Island residents who need to travel to grocery stores

Implementing Agency(s)

SFMTA

Timeline

3 - 4 Years

Cost Estimate

\$\$

Challenges to Success

San Francisco's current shuttle programs serve older adults and people with disabilities. Not all riders on Treasure Island may be eligible for these services.

Synergy with Other Actions

- Travel Trainings
- Mobility Hub
- Marketing for Existing and New Mobility Services
- Universal Basic Mobility Program

Public Input:

35% of survey respondents responded that **being unable to afford gas, parking, or insurance has prevented them from taking trips** off the island. Other main reasons include: unable to afford taxi/private transportation (33%), do not have bus services where I am or where I want to go (25%), do not have a reliable vehicle (21%), etc. In both the focus groups and the online survey, residents indicated that they would like to have an **option for assistance during travel**, such as assistance in **unloading packages, door-to-door service, wheelchair accessibility**, and **assistance getting into and out of a vehicle**. An **expanded shuttle program** may provide additional transportation options and travel assistance for residents and employees.

IMPROVED TRANSPORTATION OPTION

2.7 TREASURE ISLAND-BASED TAXI SERVICE

Residents have shared that ride-hail services are not reliable as drivers tend to decline trips to and from Treasure Island. As an alternative, a private taxi service could be established on Treasure Island that would be incentivized to serve Treasure Island trips. OTI or TIMMA could establish the program and hire drivers from Treasure Island who participate in OTI’s job assistance program.

If a Treasure Island-specific taxi service is not feasible, TIMMA or OTI could partner with SFMTA to establish a program that provides subsidized taxi rides to Treasure Island residents. This program could be modeled on SFMTA’s Paratransit and Ramp Taxi program or SFMTA’s Essential Trip Card program that provide discounted taxi trips for eligible riders.



Objectives Met:



Connectivity



Safety



Community



Affordability



Action

IMPROVED TRANSPORTATION OPTION**Implementation Summary****Market(s) Served**

- Treasure Island residents and workers who cannot take public transit
- Treasure Island residents and workers who are older or have a disability

Implementing Agency(s)

SFMTA, TIMMA, OTI

Timeline

7 – 8 Years

Cost Estimate

\$\$

Challenges to Success

- Potential lack of demand for a dedicated Treasure Island taxi service
- Cost of fares

Synergy with Other Actions

- Travel Trainings
- Marketing for Existing and New Mobility Services
- Universal Basic Mobility Program

Public Input:

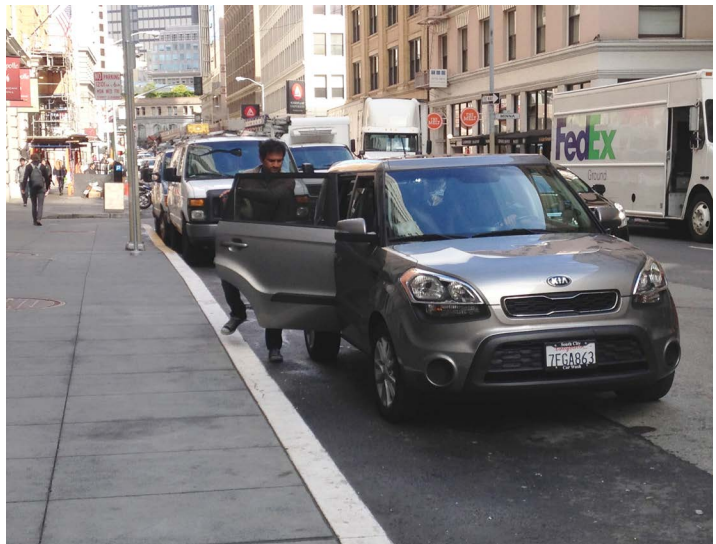
Residents deterred trips off the island because 25% **did not have bus service to their destination** and 21% **did not have a reliable vehicle**. An **on-island taxi service** may allow residents to make more trips off the island.

IMPROVED TRANSPORTATION OPTION

2.8 TRANSPORTATION NETWORK COMPANY (TNC) PARTNERSHIP

TNC exist on Treasure Island, but residents are wary of them because of the high cost and lack of reliability. In response to concerns about affordability, a partnership with a TNC company could be established to provide discounted rides between Treasure Island and San Francisco. This program also would need to incentivize drivers to travel to and from Treasure Island and encourage travelers to and from Treasure Island to use carpool matching services to split the toll.

- Partner with a Provider Directly:**
 A direct partnership between TIMMA and a TNC company would allow riders to book a ride via the company's app and pay using a voucher or subsidy code. Partnering with a provider directly can lower operating costs for a partnership (compared to a concierge model) and allow riders and staff overseeing the program to interact directly with the TNC provider, rather than through a middle organization or another concierge company. In the Bay Area, County Connection uses



this model for Go San Ramon. Go San Ramon is a partnership between a TNC company, and County Connection. This pilot program (extended through 2022) provides discounted ridesharing services for areas in the City of San Ramon where there is limited fixed-route transit service. County Connection provides a \$5 subsidy for each ride.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

IMPROVED TRANSPORTATION OPTION

- **Partner with a Concierge Service or Broker:** If riders do not feel comfortable interacting directly with a TNC company or cannot order a ride via an app, a partnership with a concierge service or transportation broker could be considered. These services allow riders to call to request a ride and then the concierge service will order a TNC company ride. The concierge service or transportation broker also provides updates if the ride is late and offers security monitoring while riders are in the TNC company vehicle. GoGo Concord is specifically for senior residents of Concord, CA. Residents apply for the program at the Concord Senior Center, and when they are approved, they can purchase an e-script for \$15, providing \$30 worth of rides. To request a ride, riders call GoGo Concord's phone number, which is operated and monitored by a concierge service or transportation broker. GoGo Concord riders must state that they are a GoGo Concord rider, and the concierge service or transportation broker then sends a ride to the rider.

Public Input:

- Residents deferred trips off the island because 25% **did not have bus service to their destination** and 21% **did not have a reliable vehicle**. A **TNC partnership** may allow residents to make more trips off the island.
- **Affordability** of a TNC and the **future toll** is a key issue.
- Some participants said that they consider rideshare as the **last transportation option due to the cost**.
- Focus group participants were concerned that there was **not enough broadband infrastructure** on the island for technology-based solutions. A **concierge model**, where riders can call for a TNC ride, may work better than an app-based model.

IMPROVED TRANSPORTATION OPTION**Implementation Summary****Market(s) Served**

- Treasure Island residents and workers without a personal vehicle or who cannot drive
- Treasure Island residents who cannot take public transportation
- Treasure Island residents and workers with destinations that are not served by public transportation.

Implementing Agency(s)

TIMMA and a TNC company

Timeline

3 - 4 Years

Cost Estimate

\$ - \$\$

Challenges to Success

- Funding availability
- Trust in ridesharing services
- Concern about high fares and toll
- How to incentivize TNCs to serve trips to/from Treasure Island
- Concerns about how to encourage riders to use the ridesharing services and ride with strangers

Synergy with Other Actions

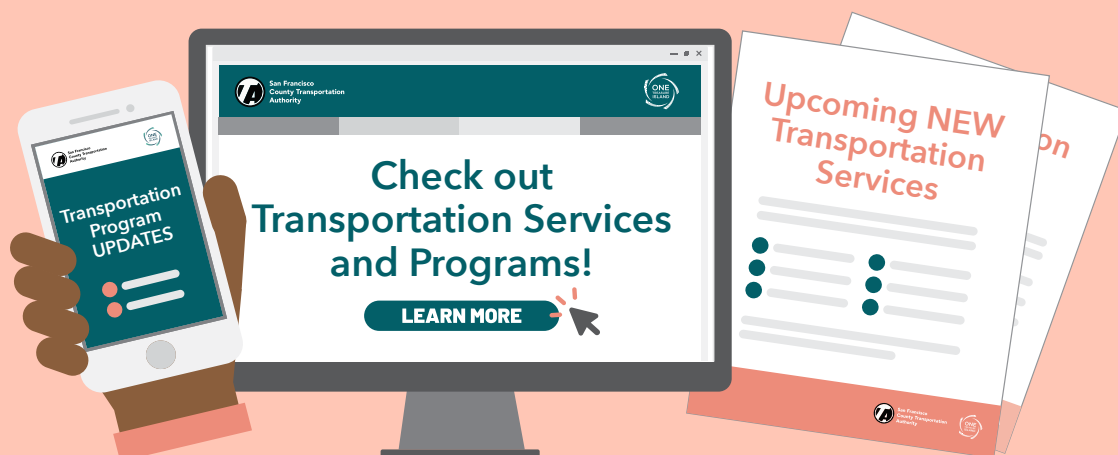
- Travel Trainings
- Mobility Hub
- Marketing for Existing and New Mobility Services
- Universal Basic Mobility Program

3 Communications Action

Communication actions are strategies that improve awareness of existing transportation services and programs and provide information about new mobility programs.

Actions included in this category are:

- Marketing for existing and new mobility services



COMMUNICATIONS

3.1 MARKETING FOR EXISTING AND NEW MOBILITY SERVICES

There are several existing transportation services and programs that could provide more affordable mobility options for Treasure Island residents, such as Clipper START, Free Muni for All Youth, Lifeline Pass, Shop-a-Round Shuttle, Van Gogh Shuttle, and the Essential Trip Card, but many residents do not know about them. Marketing is essential to ensuring that residents and workers are aware of all mobility services and programs, existing and upcoming, that could potentially meet their needs. Marketing efforts could include:



- **Existing Programming:** OTI could market transportation services and programs at orientation, training, or other programming events.
- **Social Media Campaign:** OTI, TIMMA, SFMTA, and other Treasure Island community partners could promote mobility services and programs on their social media accounts.

- **Transit Ads:** TIMMA could coordinate with SFMTA to include advertising about SFMTA programs, such as the Van Gogh shuttle or the Shop-a-Round program, on Treasure Island-serving Muni routes and bus stops.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

- **Website Updates:** OTI and other trusted community partners could include an overview of transportation programs that serve the island on their websites. This content could build on the content that is currently listed on SFCTA's website,¹⁷ or could build off transportation content available on SFMTA's website.
- **Tabling/In-Person Engagement:** OTI could host in-person events at community gathering spaces, such as the Ship Shape Community Center, the YMCA, and/or Treasure Island festivals, for people to learn about existing transportation options. Such events could be scheduled so that they align with other events, such as the weekly food pantry or classes at the computer drop-in center. At these events, staff could distribute physical brochures for the program or collect email addresses and phone numbers for listservs.
- **Pop-Up Application and Eligibility Events:** Similar to in-person engagement, Clipper and SFMTA could coordinate with OTI and TIMMA to hold pop-up application and eligibility events on Treasure Island for programs like Clipper START, the Lifeline Pass program, and the Essential Trip Card program. This would give Treasure Island residents and workers an opportunity to interface directly with the service provider and ask any questions they have about the service and eligibility that OTI or another organization may not be able to answer. This could also be an opportunity for Treasure Island residents who need SF Access Paratransit services to apply for paratransit eligibility.

Public Input:

Community members have **limited knowledge** about these services.

¹⁷ SFCTA (2022). Treasure Island Transportation Program. Retrieved from: <https://www.sfcta.org/projects/treasure-island-transportation-program>

COMMUNICATIONS**Implementation Summary****Market(s) Served**

- Treasure Island Residents and Workers
- Treasure Island residents and workers who use existing services like Muni but do not know about programs like Clipper START
- Treasure Island residents and workers who would like to use public transit but do not have enough information on it
- Treasure Island students who can use Free Muni For All Youth to get to and from school

Implementing Agency(s)

OTI, TIMMA, SFMTA

Timeline

1 - 2 Years

Cost Estimate

\$

Challenges to Success

- Residents may be hesitant to take new transportation services.
- Marketing may only target residents or workers – to be successful, marketing needs to target both residents and workers, since 80% of workers drive to Treasure Island.

Synergy with Other Actions

All Actions – all transportation actions would benefit from marketing.

4 Affordability Action

Affordability actions reduce household income spent on transportation to and from Treasure Island for residents and workers.

Actions included in this category are:

- Universal Basic Mobility Program



AFFORDABILITY

4.1 UNIVERSAL BASIC MOBILITY PROGRAM

Universal basic mobility is centered around the idea that all people should have access to a wide variety of transportation options, regardless of their economic situation. Cities have begun to pilot universal basic mobility programs, which give low-income residents a set amount to spend each month on transportation. A universal basic mobility program could be piloted on Treasure Island. This program would distribute a monthly stipend (most likely loaded on a Clipper card or pre-paid debit card) to eligible residents. OTI could conduct engagement and distribute Clipper cards for the program, and TIMMA could administer the funds, conduct audits, and monitor performance throughout the program.

LADOT began their Universal Basic Mobility Pilot in April 2022. In LADOT's program, 2,000 South Los Angeles residents receive \$150 per month to spend on transportation and have access to a lending library for residents to check out electric bicycles for long-term loans, an on-demand community electric shuttle

bus, an expanded electric vehicle sharing program, and an expanded EV charging network. Los Angeles's program is funded by a \$13.8 million grant from the California Air Resources Board and \$4 million from Los Angeles City Council District 4, the area for the pilot program.

Oakland, California is doing a similar pilot at a smaller scale. Oakland received \$215,000 in grant funding from the Alameda County Transportation Commission in 2017. This funding was used for the East Oakland Universal Basic Mobility pilot, which ended in 2021. During the pilot, 500 Oakland residents received restricted pre-paid debit cards to purchase transit passes or trips on bikeshare and e-scooters. Each participant received up to \$300 over the course of the pilot. Oakland is currently working on phase 2 for a new West Oakland Universal Basic Mobility pilot. Up to 1,000 West Oaklanders will be eligible to receive up to \$320. Phase 2 is also funded by a grant from the Alameda County Transportation Commission.

Objectives Met:



Connectivity



Safety



Community



Affordability



Action

AFFORDABILITY**Implementation Summary****Market(s) Served**

Low-Income Treasure Island Residents and Workers

Implementing Agency(s)

OTI, TIMMA

Timeline

5 - 6 Years

Cost Estimate

\$\$ - \$\$\$

Challenges to Success

- Fund distribution can be hard if not done through in-person pick up of cards.
- Staff capacity to administer the program.
- Funding sustainability

Synergy with Other Actions

- Expand Muni One-Seat Rides To/From San Francisco
- Mobility Hub
- Expand Existing Shuttle Programs
- Treasure Island-Based Taxi Service
- TNC Partnership

Public Input:




- Survey respondents indicated that they would be willing to pay less than \$3 for transportation service on and off the island each way (63%), and most respondents who indicated "other" on the survey said they were not willing to pay additional fare and transportation should be free.
- Survey respondents agreed that they would like to see ride vouchers or subsidies for private ride-hailing services to get to mainland San Francisco.
- Focus group participants said that income is limited for most residents, so it will be necessary to subsidize and provide support funds to pay for increased cost of services. 33% responded that they were unable to afford taxi/private transportation.
- Focus group participants would like to see an all-in-one fare card to pay or load with funds for Muni, BART, Ferry, Fast-track e-bikes, or other transportation services on Treasure Island.

Funding & Next Steps

Going forward, One Treasure Island and TIMMA will need to work closely to seek funding for and implement the recommended transportation actions.

Actions may be implemented over the course of the next few years as funding becomes available. Grant sources are often very competitive and there is no guarantee that all recommended actions can be funded. One of the top priority Actions, Bus Shelter Improvements, is a capital cost that is eligible for a variety of local, regional, and state grant sources. However, all other top priority Actions require ongoing operating funding in order to be sustained over time. Sometimes, a regional or state grant can provide startup operating funding to pilot an Action such as microtransit or community ambassadors. The priority Actions need stable sources of funding to cover both match requirements and ongoing operations post-pilot. Pilot or demonstration projects must identify reasonably-likely sources of continued funding for operations. In the case of Treasure Island, that source is the potential to be incorporated in TIMMA's ongoing implementation of its mobility management program.

Table 5. Next Steps for Implementation

NEXT STEPS	LEAD	SUPPORT
 Identify and track funding sources	TIMMA ¹⁸	One Treasure Island
 Develop funding applications	Both One Treasure Island and TIMMA may lead or support in the preparation of funding applications, depending on the funding source.	
 Facilitate ongoing community engagement	One Treasure Island	TIMMA

In the near-term, One Treasure Island and TIMMA will focus on seeking funding for and working with partners to implement the top five priority actions:

! PRIORITY

- Community Ambassador Program
- Microtransit Shuttle
- Expand Muni Service
- Bus Shelter Improvements
- Marketing and Communications



¹⁸ Dependent on funding availability for TIMMA

The implementation lead, key partner(s), and next steps for each of these priority actions are described in the table below (Table 6).

Table 6. Next Steps for Implementing Priority Actions

ACTION	IMPLEMENTATION LEAD	KEY PARTNER(S)	NEXT STEPS
Community Ambassador Program (CAP)	One Treasure Island	TIMMA	Continue development of the OTI-led CAP program Phase 1. CAP will be rolled out over two years. Distribute Welcome Packets to residents during Phase 1. Packet includes information on MUNI, ferry, and other transportation options. Phase 1 was funded by OTI. Secure additional permanent funding.
Microtransit Shuttle	TIMMA	SFMTA	Refine recommendation to prepare for pilot funding application. Identify pilot funding source. Evaluate potential for permanent funding as part of TIMMA TDM Program. Coordinate with on-island shuttle planning.
Expand Muni Service	SFMTA	TIMMA	TIMMA will coordinate with SFMTA to: <ul style="list-style-type: none"> • Seek restoration of pre-pandemic Muni service levels; • Monitor Muni Route 25 performance relative to overall performance for Equity Priority network and seek funding for improvements; • Seek commensurate SFMTA ambassador, supervisor, and driver resources for the 25 Route. • As development buildout milestones approach, TIMMA will collaborate with SFMTA to publish plans for service expansions as called for in the TITIP.
Bus Shelter Improvements	SFMTA	TIMMA	TIMMA will collaborate with SFMTA to scope out near-term bus shelter treatments that can be installed in the next 3 years. Secure funding.
Marketing and Communications	One Treasure Island	TIMMA	Incorporate marketing materials into existing programming materials (e.g., orientations and job trainings). Identify funding source to develop additional materials and facilitate additional marketing events and campaigns.

As One Treasure Island and TIMMA continue to monitor funding sources, they should make note of any opportunities to move forward with the second-tier actions as well. Ultimately, close collaboration between One Treasure Island and TIMMA is required to successfully identify opportunities to move these actions forward. Once implemented, these services and programs will enhance the safety, quality, availability, and affordability of transportation options available to existing residents and workers, especially more vulnerable groups, on Treasure Island.

Funding Sources

The table below (Table 7) lists potential funding sources for the top five priority actions.

One of the top priority Actions, Bus Shelter Improvements, is a capital cost that is eligible for a variety of local, regional, or state grant sources. However, all other top priority Actions require ongoing operating funding in order to be sustained over time. Sometimes, a regional or state grant can provide startup operating funding to pilot an Action such as microtransit or community ambassadors. Demand for transportation program funding exceeds the amount available from grant sources. Grant sources are often very competitive and there is no guarantee that all recommended actions can be funded. Grant sources may require matching local funds and other eligibility criteria. Grant programs may or may not cover the full costs of the recommended actions.

Grant sources typically provide one-time funds for project implementation and pilot programs, not ongoing funds for program operation. The Lifeline Transportation Program may provide repeated funding over multiple funding cycles. The priority Actions need stable sources of funding to cover both match requirements and ongoing operations post-pilot. Pilot or demonstration projects must identify reasonably-likely sources of continued funding for operations. In the case of Treasure Island, that source is the potential to be incorporated in TIMMA's ongoing implementation of its mobility management program.

More information about each funding source, including lead agency and eligible uses, as well as a full table of potential funding sources for all actions, is in Appendix E.





Table 7. Potential Funding Sources for Priority Actions

PRIORITY ACTIONS	POTENTIAL FUNDING SOURCES	IMPLEMENTING AGENCIES
Community ambassador program	<ul style="list-style-type: none"> Community Action Resource and Empowerment (CARE) Program Sustainable Transportation Equity Project (STEP) 	TIMMA, OTI, SFMTA
Bus shelter improvements	<ul style="list-style-type: none"> Affordable Housing and Sustainable Communities (AHSC)¹⁹ Community Action Resource and Empowerment (CARE) Program Lifeline Transportation Program (LTP) Local Partnership Program (LPP) – Formulaic Program Prop L Prop AA Public-private partnership Sustainable Transportation Equity Project (STEP) 	SFMTA, SFPUC
Microtransit shuttle pilot	<ul style="list-style-type: none"> Clean Mobility Options Pilot Voucher Program Community Action Resource and Empowerment (CARE) Program Higher Impact Transformative Allocation of the Regional Early Action Planning Grants²⁰ Lifeline Transportation Program (LTP) Sustainable Transportation Equity Project (STEP) 	TIMMA
Expand Muni service	<ul style="list-style-type: none"> Lifeline Transportation Program (LTP) Sustainable Transportation Equity Project (STEP) 	SFMTA
Marketing and communications for existing and new mobility services	<ul style="list-style-type: none"> Access Clean California Community Action Resource and Empowerment (CARE) Program Lifeline Transportation²¹ Program (LTP) Sustainable Transportation Equity Project (STEP) 	OTI, TIMMA, SFMTA

¹⁹ Bus shelters would need to be part of a larger bundle of transportation improvements for an affordable housing proposal.

²⁰ SFCTA applied for this grant in 2022 but was not awarded funding.

²¹ OTI could partner with Access Clean California to help connect residents with discounted transportation programs.

 @sfcta
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 [linkedin.com/company/transportation-authority](https://www.linkedin.com/company/transportation-authority)
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 sfcta.org/stay-connected

1455 Market Street, 22nd Floor,
San Francisco, CA 94103

TEL 415-522-4800

EMAIL info@sfcta.org

WEB www.sfcta.org



San Francisco County Transportation Authority

Neighborhood
program

APPENDIX A

Workgroup Meeting Materials

Workgroup info sheet

One Treasure Island's

Supplemental Transportation Study Workgroup

The Project

As the development of Treasure Island Progresses, One Treasure Island is embarking on a Supplemental Transportation Study with TIMMA to understand the transportation patterns of island residents. We are recruiting island residents to participate in the workgroup and provide input in the survey for island residents and workers in order to develop potential supplemental transportation options (other than bus or car) for island residents.

Project Partners and Consultants

The Treasure Island Mobility Management Agency (TIMMA) was established by the SF Board of Supervisors to develop a comprehensive transportation program for Treasure Island. SFCTA is the lead agency on the project for TIMMA and is excited to support this supplemental study by bringing information and ideas for new and expanded transportation options, such as using shuttles and vans, rideshare vehicles and taxis, and expanded partnerships with San Francisco Unified School District. We'll share how programs like these worked in other neighborhoods and cities, how they could work for Treasure Island, and what it would take to make them happen. SFCTA has contracted with Nelson Nygard Consultants to assist them in this project.

One Treasure Island has contracted with Facente Consultants. Facente Consultants was established in 2009 and provides a wide range of public health consulting services. Facente previously supported One TI with the development of the Treasure Island Children and Youth Needs Assessment (2006) and proposes to assist in the Stakeholder Engagement component of the 2022 Supplemental Transportation Needs Assessment. Activities will include developing and implementing the community-wide transportation Needs Assessment questionnaire, translating the questionnaire into accessible language for community members (Spanish and Cantonese/Mandarin), create the discussion guide and facilitate a total of 4 and in-person focus groups (2 in English, 1 in Spanish, and 1 in Chinese-Language). Facente will support One TI as needed to see the success of all Stakeholders Engagement activities.

WORKGROUP TIMELINE

The meetings will be held via Zoom on Thursday between April and July. Meeting time will be 6:00 PM - 7:30 PM

- April 7, 2022 Convene, review timeline and information sheet
- April 21, 2022 Review survey and provide feedback
- May 5, 2022 Participate in focus group
- May 21, 2022 Review survey results
- June 23, 2022 Discuss supplemental transportation options for recommendations to TIMMA
- July 7, 2022 Discuss supplemental transportation options for recommendations to TIMMA



Each person will be compensated a \$25 gift card for each workgroup meeting. Attend all 6 workgroup meetings and receive an additional \$100 gift card!



QUESTIONS? Contact NGONCALVES@ONETREASUREISLAND.ORG

WORKGROUP MEETING #1 AGENDA

Supplemental Transportation Workgroup Meeting #1 AGENDA

- Welcome and Introductions
- Agenda Review
- Supplemental Transportation Study Project Review
 - » Project Outline
 - » One TI, SFCTA and consultant roles
 - » Workgroup Information sheet/Project timeline
- Questions
- Next meeting on April 21, 2022, 6:00 – 7:30 PM via Zoom

Workgroup Meeting #1 Notes

- STS team
 - » Nella
 - » Lazara
 - » Chantel
 - » Rachel
 - Workgroup members
 - » Amy Adams – Treasure Island resident since 2013
 - » Luis (Eddy) – 3 months, shuttles
 - » Jamie Wilson – 2007, shuttles, buses to schools
 - » Loraine Williams – 20 years, shuttles, buses
 - » Kevin Kempf – 15 years, shuttles, bikes, ADA
 - » Analicia Arzuza – 2 years
 - » Hada Jang – 2016, bike path to SF, electric scooters
 - » Princess Yarnway – 2007, shuttles, security on the bus
 - » Kaya Breston
 - » Sofia – 2007, buses
-

WORKGROUP MEETING #2 AGENDA

Supplemental Transportation Workgroup Meeting #2, April 21, 2022

AGENDA

- Welcome and Introductions
- Agenda Review
- Any questions from our last meeting
- Supplemental Transportation Study Survey
 - » Survey review and feedback from Workgroup
- Questions
- Next meeting on May 5, 2022, 6:00 – 7:30 PM via Zoom

Workgroup Meeting #2 Notes

- STS team
 - » Nella
 - » Lazara
 - » Chantel
 - » Rachel
- Workgroup members
 - » Amy Adams
 - » Luis (Eddy)
 - » Jamie Wilson
 - » Loraine Williams
 - » Kevin Kempf
 - » Analicia Arzuza
 - » Hada Jang
 - » Princess Yarnway
- All welcomed and introduced themselves and how long they have lived on Treasure Island and what mode of transportation they use most often.
- Lazara reviewed the survey with the workgroup. The group did not have any significant issues or questions.

- There were suggestions to include questions about transportation alert systems, safety measures, and carpool services.
- There was a comment to consider long-term ferry, Muni, toll, scooter, and bikeshare options for residents and workers who frequently need them. Like the Presidio shuttle, consider issuing resident and worker passes within certain daily time periods.
- There is a group called “Residents Supporting Residents” interested in the survey and can possibly be a whole Focus Group of participants.

WORKGROUP MEETING #3 AGENDA

Supplemental Transportation Workgroup Meeting #3, May 5, 2022

AGENDA

- Welcome
- Agenda Review
- Any questions/thoughts from our last meeting?
- Supplemental Transportation Study Survey
 - » Outreach plan
 - Review STS Outreach plan
 - Requesting that STS workgroup members socialize survey
 - » Surveys completed to date
 - Spring Fling
 - QR code
- Draft Objectives review
 - » Emily Roach from Nelson\Nygaard will review the objectives and solicit feedback
 - » Questions?
- Any additional items?
- Next meeting on May 20, 2022, 6:00 – 7:30 PM via Zoom

Workgroup Meeting #3 Notes

- STS team
 - » Nella
 - » Lazara
 - » Rachel
 - » Chantel
 - » Emily
- Workgroup members
 - » Hada
 - » Eddy

- » Loraine
- » Princess
- » Analicia
- » Kevin
- Icebreaker – What is your preferred mode of public transportation?
- Concerns
 - » Safety – environment, traffic signals, signs
 - » Safety – for pedestrians and children
- Completed surveys
 - » 8 at Spring Fling – Wednesday and Saturday food trucks
 - » 3 via QR code
- Next question – What is one tip you have for folks using public transportation?

WORKGROUP MEETING #4 AGENDA

Supplemental Transportation Workgroup Meeting #4, June 2, 2022

AGENDA

- Welcome
- Agenda Review
- Any questions/thoughts from our last meeting?
- STS surveys completed to-date
 - » Extending survey deadline?
- Review revised project timeline
 - » Dates for focus groups
- Any additional items?
- Next meeting on June 16, 2022, 6:00 – 7:30 PM via Zoom

Workgroup Meeting #4 Notes

- STS team
 - » Nella
 - » Lazara
 - » Chantel
 - » Rachel
- Workgroup members
 - » Hada
 - » Eddy
 - » Loraine
 - » Princess
 - » Kevin
- What is your least favorite mode of transportation on/off Treasure Island?
 - » Bus – behavior, theft, COVID, not dependable/not on-time, safety
 - » Car – having to focus on the road, driving on the bridge
 - » Boat – scared

- » Motorcycle – scary
- Surveys completed to-date – 182 responses
 - » Extend survey deadline to 6/10/2022
- Dates for focus groups – 8/25-27
- Gift cards

WORKGROUP MEETING #5 AGENDA

Supplemental Transportation Workgroup Meeting #5, June 16, 2022

AGENDA

- Welcome
- Agenda Review
- Any questions/thoughts from our last meeting?
- STS surveys completed to date
- Review revised project timeline
 - » Request to add one more STS workgroup meeting on 8/18/22 at 6 – 7:30pm
 - » Dates for focus groups
 - Thursday 8/25, 6 – 7:30pm (English, after work)
 - Friday 8/26, 3:30 – 5pm (Chinese)
 - Saturday 8/27, 10 – 11:30am (youth) and 1 – 2:30pm (Spanish)
 - » Review Draft focus group outreach flyer
- Review of existing examples of supplemental transportation service options
 - » Presentation by Tracy McMillan, Nelson\Nygaard
- STS workgroup ferry ride to the City
 - » Dates, time?
- Any additional items?
- Next meeting on July 7, 2022, 6:00 – 7:30 PM via Zoom

Workgroup Meeting #5 Notes

- STS team
 - » Nella
 - » Rachel
 - » Chantel
 - » Tracy
- Workgroup members
 - » Eddy

- » Loraine
- » Kevin
- » Hada
- » Princess
- Are there places in SF that you have a difficult time getting to? Why?
- Are there other places that have different forms of transportation?
- Questions/thoughts from our last meeting
 - » Kevin – outreach, BART
 - » Hada – Muni, ferry
- Surveys completed to-date – 194
- OK with adding 8/18 workgroup meeting and focus group dates
- Draft focus group outreach flyer
 - » The shadow behind Focus Group makes it hard to read
 - » \$20 should be increased to \$25

WORKGROUP MEETING #6 AGENDA

Supplemental Transportation Workgroup Meeting #6, July 6, 2022

AGENDA

- Welcome
- Agenda Review
- Any questions/thoughts from our last meeting?
- Review of STS survey findings – Kit Chou, SFCTA Intern
- Review revised project timeline
 - » Canceling meeting on 8/18
 - » Focus groups 8/25 - 27
 - » Last STS workgroup meeting in September
- Any additional items?

Workgroup Meeting #6 Notes

- STS team
 - » Nella
 - » Lazara
 - » Rachel
 - » Chantel
 - » Kit
- Workgroup members
 - » Analicia
 - » Eddy
 - » Kevin
 - » Hada
 - » Princess
- If you could have any mode of transportation on/off the island, what would you choose?
 - » Train system
 - » Bike bridge to SF

- » Ferry
- » E-bike
- » Car
- 195 surveys completed
- AV shuttle project
- Townhall on 7/25 at 5:30pm about transportation at SS
- Virtual meeting on 7/28

WORKGROUP MEETING #7 AGENDA

Supplemental Transportation Workgroup Meeting #7, October 6, 2022

AGENDA

- Welcome
- Agenda Review
- Any questions/thoughts since our last meeting?
- Review of Draft Supplemental Transportation strategies
- Workgroup feedback on strategies recommendations
- Gift cards for participation
- Any additional items?

Workgroup Meeting #7 Notes

- STS team
 - » Nella
 - » Lazara
 - » Chantel
 - » Rachel
 - » Emily
- Workgroup members
 - » Eddy
 - » Kevin
 - » Hada
 - » Princess
 - » Loraine
- Emily reviewed the strategies with the workgroup. There were some discussions for clarifications but no issues with the strategies.
- The workgroup approved the STS strategy recommendations.

WORKGROUP MEETING #8 AGENDA

Supplemental Transportation Workgroup Meeting #8, April 13, 2023 AGENDA

- Welcome & Energizer
- Agenda Review
- Review of Draft Supplemental Transportation Action Plan and Executive Summary
- Workgroup feedback on Action Plan and Executive Summary
- Next steps for STS
- Who do we still owe gift cards to?
- Any additional items?
- Adjournment and thank you!

Workgroup Meeting #8 Notes

- STS team
 - » Nella
 - » Chantel
 - » Tracy
 - » Rachel
 - » Dianne
 - Attendees
 - » Kevin
 - » Hada
 - » Analicia
 - » Princess
 - Tracy presented the Action Plan Executive Summary
 - » Is there anything on accessibility?
 - It's not in the Executive Summary, but we can make it clearer.
 - » Is there anything on shared micromobility? Carshare companies are mentioned (ie. Zipcar) but micromobility companies and bikeshare are not mentioned under mobility hubs.
-

-
- We shouldn't name any companies because they can change.
 - We have to look back on strategy development to see whether shared micromobility should be a separate strategy or should be clearer in the mobility hubs strategy.
 - » There is a strategy for one-way rides to SF, but what about to Oakland?
 - The development agreement already requires a microtransit service to the East Bay, so we didn't include it.
 - We can add this information as a footnote.
 - » What is the definition of microtransit and will it have frequencies like a bus?
 - Microtransit to Oakland will be phased in with development. It will initially be vans on-demand with a reasonable 15-minute waiting time. Then over time with more development and population, it would transition to larger vehicles (bus).
 - » A new Yerba Buena shuttle started recently. Who is eligible for it?
 - We will find out.
 - Request for photos for the Action Plan. Please send them to Tracy by the end of April.
 - Next steps
 - » Nella presented the Action Plan to the OTI BOD Island Development Committee
 - » Nell will present it to the TIDA Community Advisory Board and Board of Directors in May
 - » It will go to TIMMA in June for approval. Nella will send an update to the workgroup members afterward.
 - » OTI rolled out the welcome packet for the ambassador program.
 - We will send gift cards to the workgroup members by the end of next week.
-

APPENDIX B

Survey

Survey Flyers



CAN WE ASK YOU A FEW QUESTIONS?

We want to know about YOUR transportation needs on and off Treasure Island!

Take our transportation survey at:
<https://www.surveymonkey.com/r/TreasureIslandSurvey2022>

To help us build a vision for the future of Treasure Island, we want to know more about where you want to go and how you want to get there.

Take 10-minutes to answer this survey and make your voice heard.



Participate in our survey through **June 3, 2022**.
Survey available in multiple languages.
Paper copies available throughout the community.

For more information, please contact Nella Goncalves, 415-986-4810,
ngoncalves@onetreasureisland.org



SCAN HERE



¿PODEMOS HACERLE ALGUNAS PREGUNTAS?

¡Queremos saber sobre SUS necesidades de transporte dentro y fuera de Treasure Island!

Tome nuestra encuesta localizada aquí:
<https://es.surveymonkey.com/r/encuestaTreasureIsland2022>

Para ayudarnos a construir una visión para el futuro de Treasure Island, queremos saber más sobre dónde quiere ir y cómo quieres llegar utilizando el sistema de transporte público.

Estamos listos para escucharlos. Tome 10 minutos para responder a esta encuesta.



TIMMA
TREASURE ISLAND
MOBILITY MANAGEMENT AGENCY



Participe en nuestra encuesta hasta el **3 de junio de 2022.**

Encuesta disponible en varios idiomas.
Hay copias disponibles en papel por toda la comunidad.

Para más información, póngase en contacto con Nella Gonçalves,
415-986-4810, ngoncalves@onetreasureisland.org



ESCANEA AQUÍ



我们可以问您几个问题吗？

我们想了解您在金银岛内外的交通需求！

在此参与我们的岛交通需求调查

协助我们为金银岛建立一个未来的愿景，我们希望了解更多有关您想去的地方和您想怎样前往该处。

请您花10分钟时间回答这调查的问题和让您的声音被听到。



请在**2022年6月3日**或之前参与我们的调查。
调查采用多种语言进行。
社区各处都备有纸张问卷让您参与这调查。

查詢詳情，請聯絡 Nella Goncalves, 415-986-4810,
ngoncalves@onetreasureisland.org

Survey questions

TRANSPORTATION NEEDS QUESTIONNAIRE

Treasure Island, CA

English Language

The San Francisco County Transportation Authority/Treasure Island Mobility Management Agency, in partnership with One Treasure Island, is working together to understand the transportation needs of and identify ways to improve transportation options for Treasure Island residents, workers, and visitors. Your input is important to us regardless of how you typically travel.

This questionnaire has been developed to collect information from adults over the age of 18 years. This questionnaire is completely voluntary and should only take about 10 minutes to complete. The information you share will remain confidential and anonymous. If at any time you are uncomfortable or do not wish to disclose information, you are free to leave questions blank or discontinue the survey. For more information about this questionnaire or project, please contact Nella Goncalves, 415-986-4810, ngoncalves@onetreasureisland.org.

How You Travel:

The following questions relate to your current method of travel and transportation on and off Treasure Island.

1. What is your relationship to Treasure Island? Are you a... (Check all that apply)

- Resident
- Worker
- Visitor
- Other (please specify): _____

2. What mode of transportation do you usually use to travel on and off the island?

- Personal vehicle
- Carpool with friend, relative, or neighbor
- Rideshare (Uber, Lyft, etc.) or Taxi
- Public transport (Muni, AC Transit van, etc.)
- Non-profit provided vans and transit services
- Private van service
- Medicaid transportation
- Ferry
- Bike
- Walk
- Other (please specify):

3. How often do you travel on and off the island per week (1 round trip = 1 trip)?

- More than 14
- 8 to 14
- 4 to 7
- 1 to 3
- Never
- Other (please specify): _____

4. What time of day do you usually travel on/off the island? (Check all that apply)

- 6 am to 9 am
 - 9 am to 12 noon
 - 12 noon to 4 pm
 - 4 pm to 7 pm
 - 7 pm to 10 pm
 - 10 pm to 6 am
-

5. What days of the week do you usually travel on/off the island? (Check all that apply)

- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

**6. Which of these destinations outside of Treasure Island do you frequent?
(Check all that apply)**

- Mall, Shopping, Grocery Store, Bank
- Medical/dental appointments
- Social outings (friend or relative's home, restaurant, sports)
- Religious/Faith-based services
- School
- Work
- Other (please specify) : _____

**7. Which of these destinations outside of Treasure Island do you not go to as often as
you would like due to limited transportation options? (Check all that apply)**

- Mall, Shopping, Grocery Store, Bank
 - Medical/dental appointments
 - Social outings (friend or relative's home, restaurant, sports)
 - Religious/Faith-based services
 - School
 - Work
 - Other (please specify) : _____
-

8. During the past 12 months, which of the following factors prevented you from taking trips off the Island? (Check all that apply)

- Not comfortable driving/cannot drive
- Do not have a reliable vehicle
- Cannot afford gas, parking, or insurance
- Cannot afford taxi/private transportation
- Do not have someone to drive me
- Do not have bus services where I am or where I want to go
- Do not know how to ride the bus
- Cannot afford to take the bus
- Not familiar with transportation options in my area
- Do not feel safe when travelling outside my home
- Do not know who to call for transportation assistance
- Health reasons
- Other (please specify) : _____

9. Do you need any of the following kinds of assistance when you travel? (Check all that apply)

- Assistance getting into and out of a vehicle
- Escort to accompany you
- Help loading and unloading packages
- Door-to-door service
- Wheelchair, lift, or ramp
- Space for a fold-up wheelchair
- None of the above
- Other (please specify) : _____

**10. What barriers to car rentals or car share programs do you experience?
(Check all that apply)**

- Do not have access to a secure credit card in order to utilize these services
- Limited knowledge about car-sharing services
- Low availability of car-sharing vehicles on the Island
- Discomfort with car-sharing services
- Membership requirements
- Potential for unexpected technical difficulties
- None of the above
- Not interested in car rentals or care share programs
- Other (please specify) : _____

How You Would Like To Travel:

The following questions focus on what you would like to see as travel and transportation options on and off Treasure Island.

11. What transportation improvements would you like to see prioritized to support travel on/off Treasure Island? (Check all that apply)

- Expansion of fixed-route bus system (pick-up at designated bus stops), including more stops in San Francisco
 - More frequent bus services
 - Flex routes (bus service can deviate from fixed routes on request)
 - Expansion of ride-sharing or carpooling programs
 - Ride vouchers or subsidies for private ride-hailing services to get to mainland San Francisco
 - Improvements to bus stop amenities (benches, lighting, signs, or shelter)
 - More information on available transportation options
 - Transit trip-planning technology
 - Biking/walking connectivity to/from bus stop
 - Other (please specify) : _____
-

12. How important would each of the following characteristics be in your decision to use a public transportation service (such as a bus or other accessible services) to travel on/off the island? (Circle/Check the one that most applies)

	NOT IMPORTANT 1	2	3	VERY IMPORTANT 4
Service from home to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evening service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Late-night service (after 10pm)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weekend service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Guaranteed ride home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Very few stops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clear pricing structure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easy to arrange	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Same-day scheduling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wheelchair accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify):				

13. If you had additional public transportation options (such as more bus or shuttle options), how many additional trips would you take on/off the island per week (1 round trip = 1 trip)? (Check the one that most applies)

- None
- 1 to 3
- 4 to 7
- 8 to 14
- More than 14

14. How much would you be willing to pay for transportation service on/off the Island each way? (Check the one that most applies)

- Less than \$3.00
- \$3.01 - \$5.00
- \$5.01 - \$7.00
- More than \$7.01
- Other (please specify): _____

**15. Please indicate how current transit service on/off the island could be improved.
(Check all that apply)**

- Provide more frequent service on Holidays
- Central dispatch/information source (one phone number to call for a ride, etc.)
- Better advertising/marketing
- Expanded service outside of town
- Accessibility of service
- Affordability of service
- Better coordination between service providers
- Electronic car/car share station
- Other (please specify) : _____

16. Would you rent a bike, electronic scooter, or other accessible mobility option if it were available for transportation on the island?

- Yes
- No

17. Would you participate in a self-managed carpool service among Island residents?

- Yes
- No

18. Would you like to see a transportation alert service system on Treasure Island?

- Yes (if so, see next question)
- No

18a. How would you like to receive transportation alert service system messages that impact commuting on Treasure Island? (Check all that apply)

- Text
 - Email
 - Mass phone messaging service
 - Electronic information board
 - Other: _____
-

19. What additional safety measures might be needed on Treasure Island to make transportation more accessible? (Check all that apply)

- More lighting at bus shelters
- Expanded crosswalks
- Additional multi- and shared-use paths
- Expansion to existing bikeways/walkways
- More security cameras at designated locations
- Extended security personnel on busses, ferries, and other transit
- No additional safety measures are needed
- Other: _____

20. Please add any additional comments you may have about public transportation on Treasure Island:

About You:

This information helps us to understand who is answering this survey.

21. What is your gender identity?

- Female
- Male
- Trans-identified
- Gender non-binary
- Other (please specify) : _____

22. What is your age?

- 18 - 24
 - 25 - 40
 - 41 - 64
 - 65 - 74
 - 75+
-

23. What is your Race/Ethnic identity?

- American Indian/Alaskan Native
- Asian
- Black/African American
- Native Hawaiian/Pacific Islander
- White
- Latinx/o/a or Hispanic
- Mixed Race
- Other (please specify) : _____

24. What is the primary language spoken in your household?

- English
- Spanish
- Mandarin/Cantonese
- Other (please specify) : _____

25. How many members live in your household?

- 1 (only you)
- 2 - 4
- 5 - 7
- 8+

26. Do you have children? (If no, you have finished the survey)

- Yes
- No

26a. If yes, do your children attend school off the island?

- Yes
- No

Thank you for your input and participation!

Survey findings

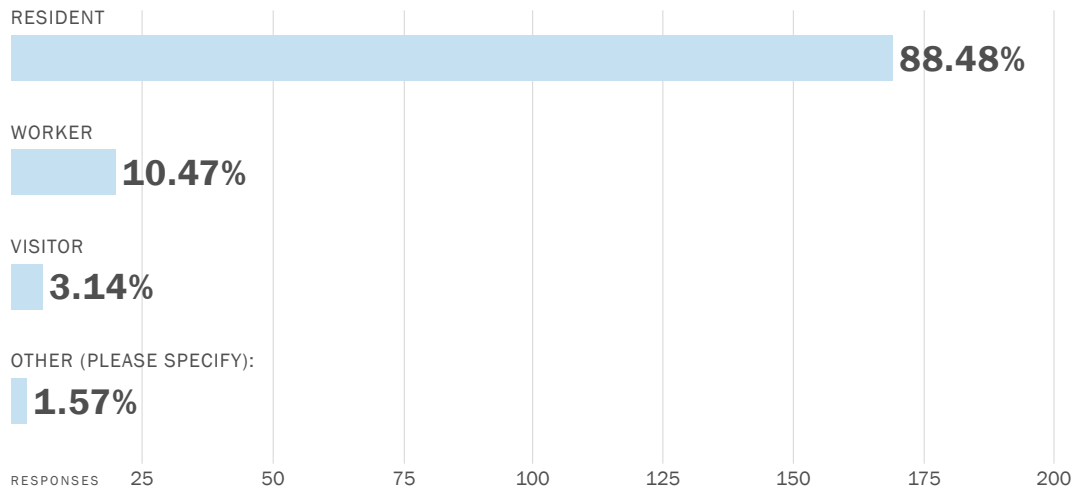
191 Total Responses

Date Created: Wednesday, April 13, 2022

Complete Responses: 191

Q1: What is your relationship to Treasure Island? Are you a... (Check all that apply)

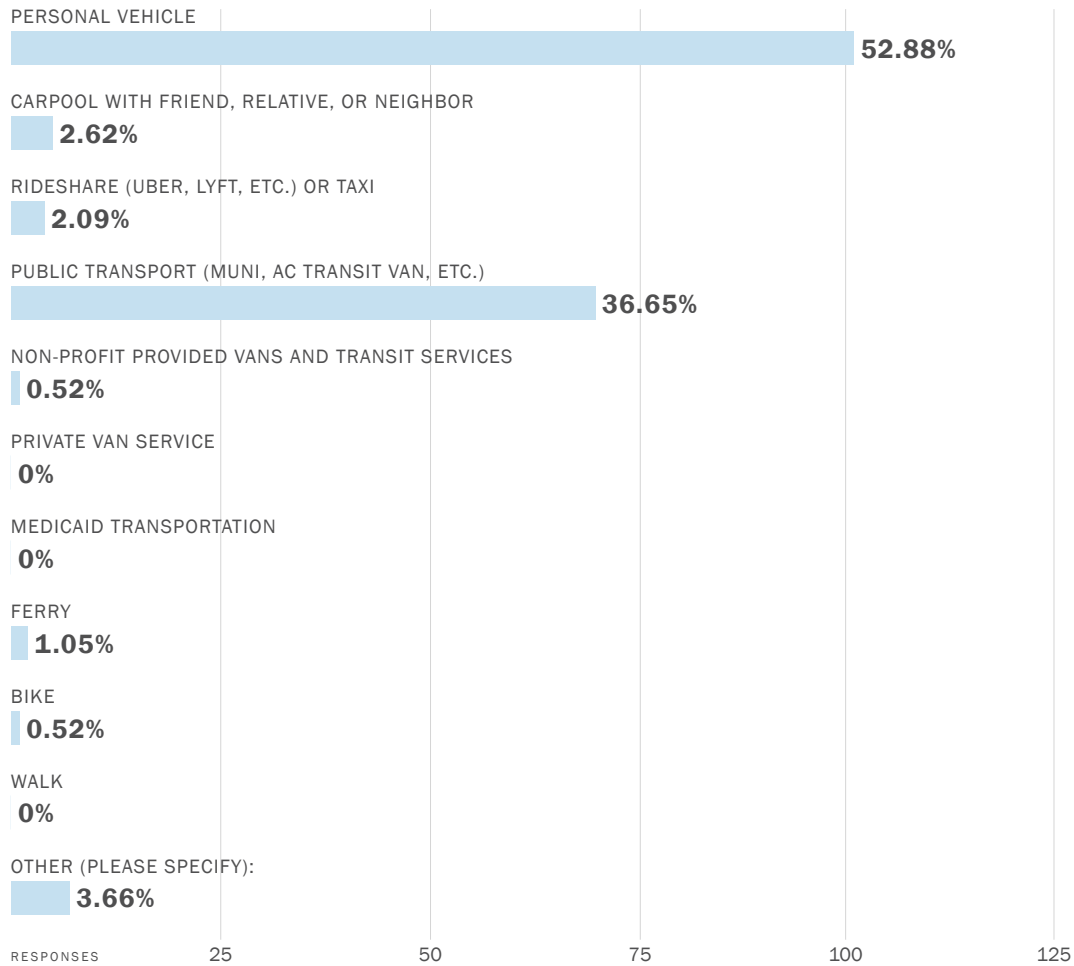
Answered: 191 Skipped: 0



ANSWER CHOICES	PERCENT	RESPONSES
Resident	88.48%	169
Worker	10.47%	20
Visitor	3.14%	6
Other (please specify):	1.57%	3
TOTAL		198

Q2: What mode of transportation do you usually use to travel on and off the island?

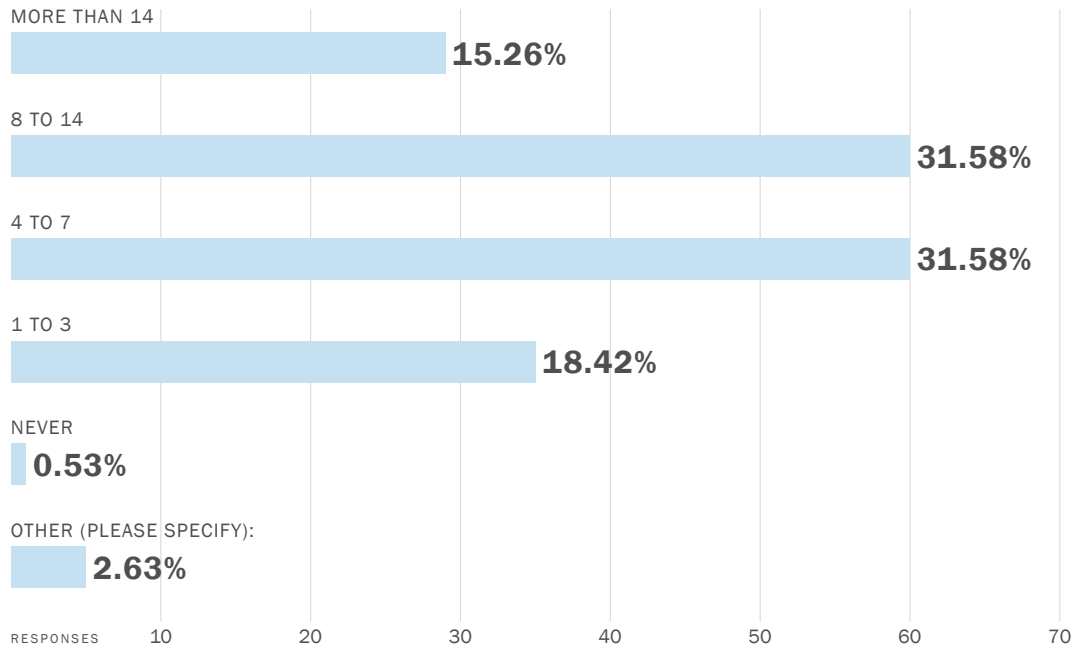
Answered: 191 Skipped: 0



ANSWER CHOICES	PERCENT	RESPONSES
Personal vehicle	52.88%	101
Carpool with friend, relative, or neighbor	2.62%	5
Rideshare (Uber, Lyft, etc.) or Taxi	2.09%	4
Public transport (Muni, AC Transit van, etc.)	36.65%	70
Non-profit provided vans and transit services	0.52%	1
Private van service	0%	0
Medicaid transportation	0%	0
Ferry	1.05%	2
Bike	0.52%	1
Walk	0%	0
Other (please specify):	3.66%	7
TOTAL		191

Q3: How often do you travel on and off the island per week (1 round trip = 1 trip)?

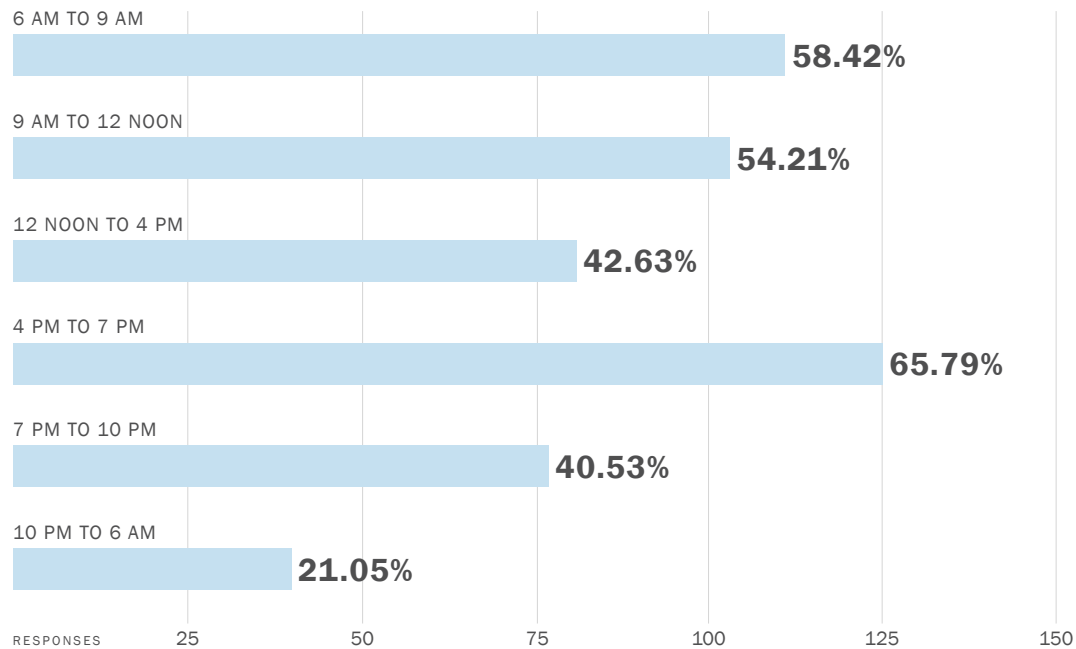
Answered: 190 Skipped: 1



ANSWER CHOICES	PERCENT	RESPONSES
More than 14	15.26%	29
8 to 14	31.58%	60
4 to 7	31.58%	60
1 to 3	18.42%	35
Never	0.53%	1
Other (please specify):	2.63%	5
TOTAL		190

Q4: What time of day do you usually travel on/off the island? (Check all that apply)

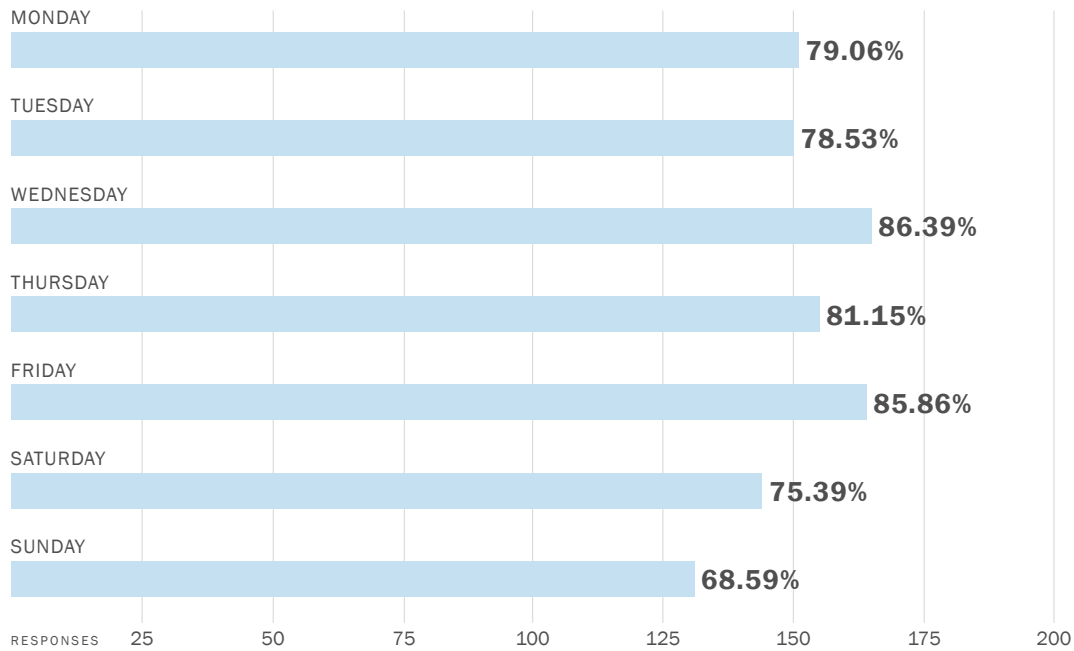
Answered: 190 Skipped: 1



ANSWER CHOICES	PERCENT	RESPONSES
6 am to 9 am	58.42%	111
9 am to 12 noon	54.21%	103
12 noon to 4 pm	42.63%	81
4 pm to 7 pm	65.79%	125
7 pm to 10 pm	40.53%	77
10 pm to 6 am	21.05%	40
TOTAL		537

**Q5: What days of the week do you usually travel on/off the island?
(Check all that apply)**

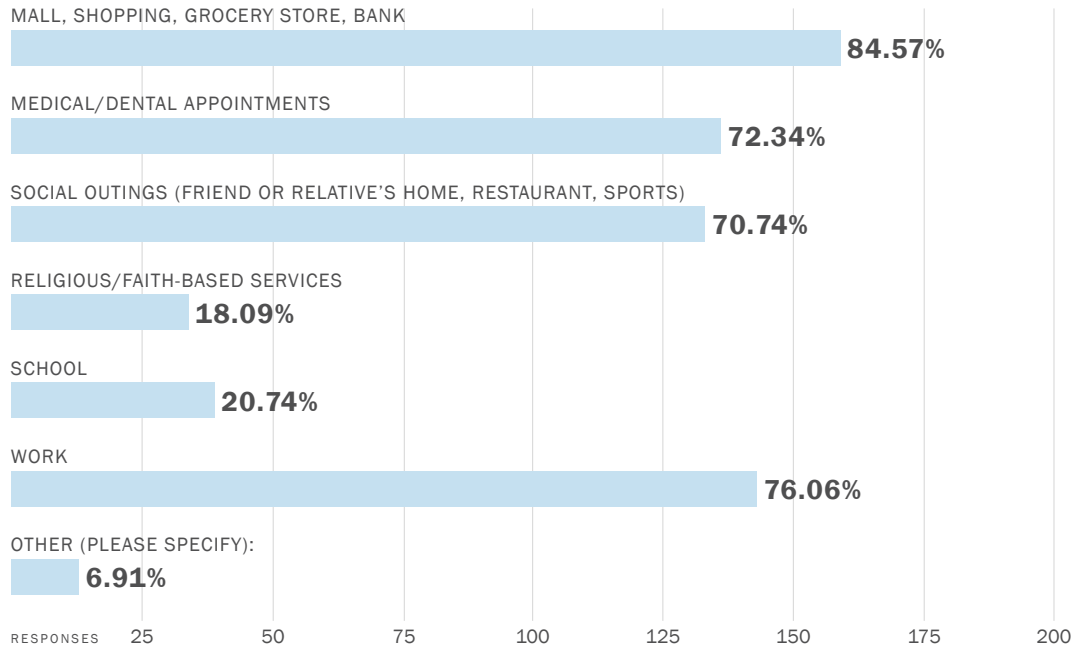
Answered: 191 Skipped: 0



ANSWER CHOICES	PERCENT	RESPONSES
Monday	79.06%	151
Tuesday	78.53%	150
Wednesday	86.39%	165
Thursday	81.15%	155
Friday	85.86%	164
Saturday	75.39%	144
Sunday	68.59%	131
TOTAL		1060

**Q6: Which of these destinations outside of Treasure Island do you frequent?
(Check all that apply)**

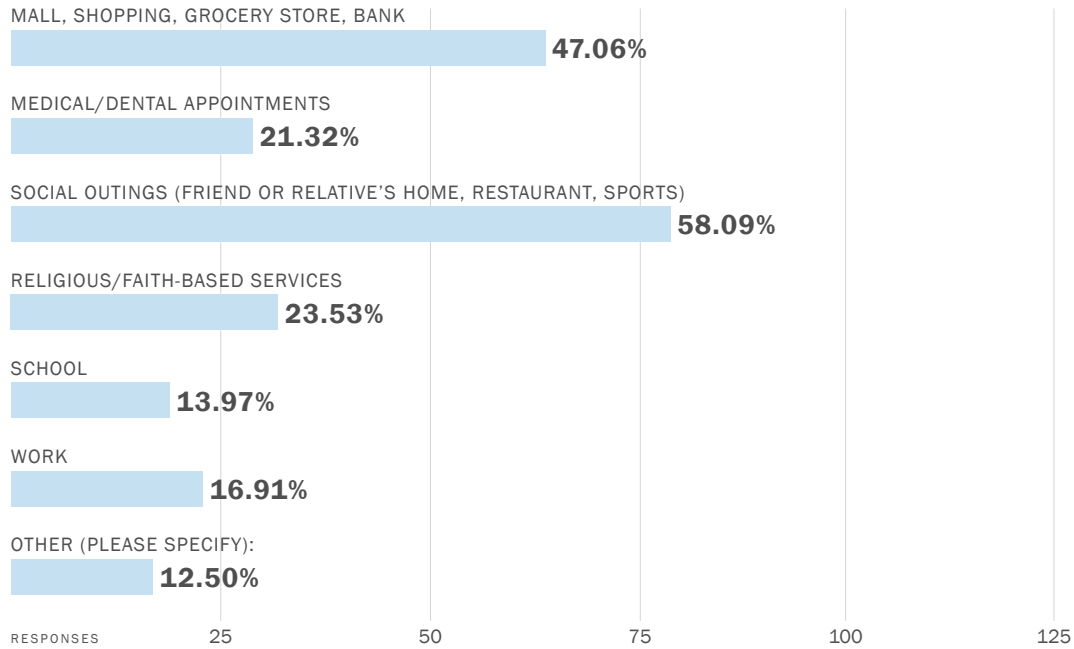
Answered: 188 Skipped: 3



ANSWER CHOICES	PERCENT	RESPONSES
Mall, Shopping, Grocery Store, Bank	84.57%	159
Medical/dental appointments	72.34%	136
Social outings (friend or relative's home, restaurant, sports)	70.74%	133
Religious/Faith-based services	18.09%	34
School	20.74%	39
Work	76.06%	143
Other (please specify):	6.91%	13
TOTAL		657

Q7: Which of these destinations outside of Treasure Island do you not go to as often as you would like due to limited transportation options? (Check all that apply)

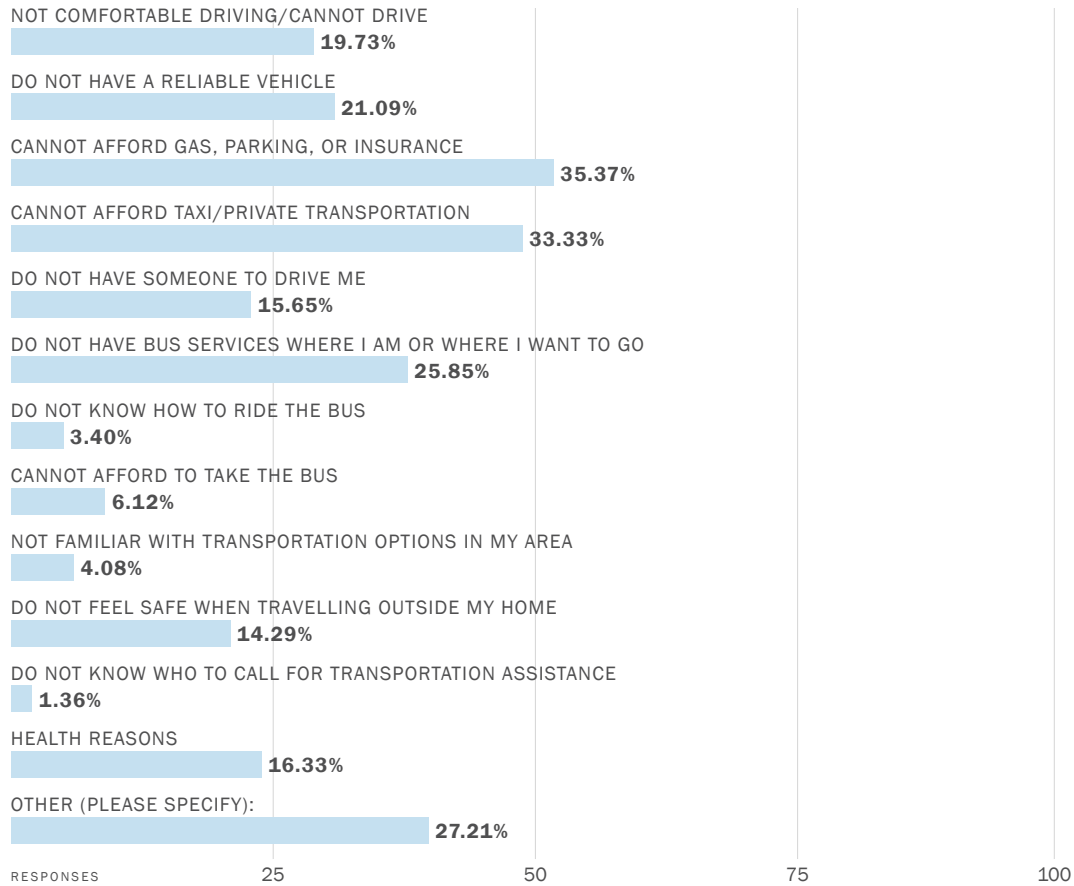
Answered: 136 Skipped: 55



ANSWER CHOICES	PERCENT	RESPONSES
Mall, Shopping, Grocery Store, Bank	47.06%	64
Medical/dental appointments	21.32%	29
Social outings (friend or relative's home, restaurant, sports)	58.09%	79
Religious/Faith-based services	23.53%	32
School	13.97%	19
Work	16.91%	23
Other (please specify):	12.50%	17
TOTAL		263

Q8: During the past 12 months, which of the following factors prevented you from taking trips off the Island? (Check all that apply)

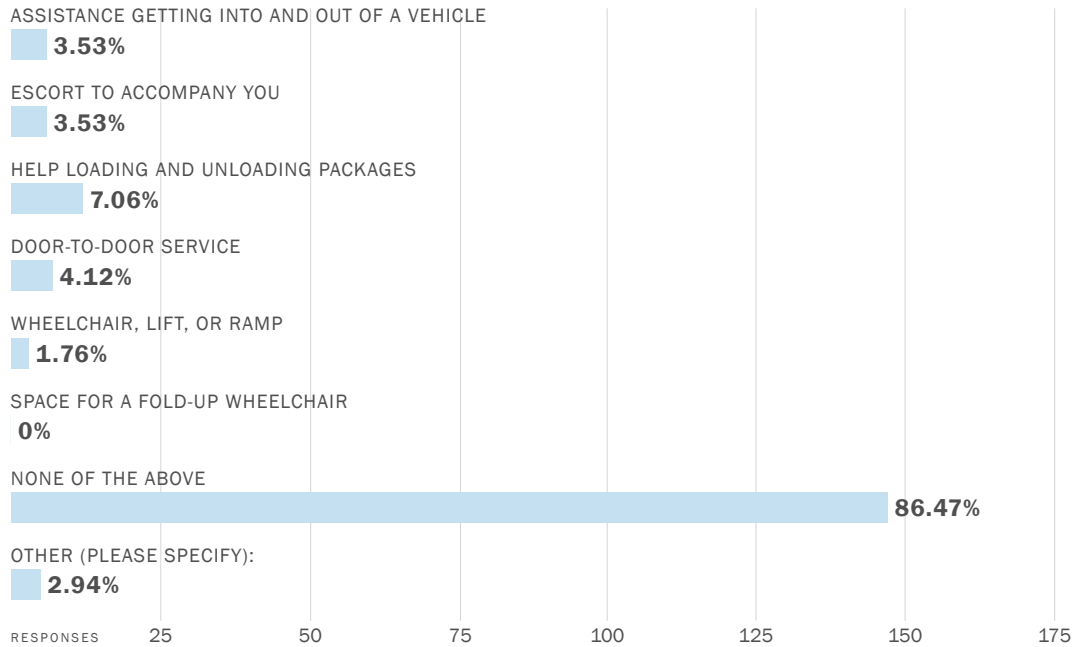
Answered: 147 Skipped: 44



ANSWER CHOICES	PERCENT	RESPONSES
Not comfortable driving/cannot drive	19.73%	29
Do not have a reliable vehicle	21.09%	31
Cannot afford gas, parking, or insurance	35.37%	52
Cannot afford taxi/private transportation	33.33%	49
Do not have someone to drive me	15.65%	23
Do not have bus services where I am or where I want to go	25.85%	38
Do not know how to ride the bus	3.40%	5
Cannot afford to take the bus	6.12%	9
Not familiar with transportation options in my area	4.08%	6
Do not feel safe when travelling outside my home	14.29%	21
Do not know who to call for transportation assistance	1.36%	2
Health reasons	16.33%	24
Other (please specify):	27.21%	40
TOTAL		329

**Q9: Do you need any of the following kinds of assistance when you travel?
(Check all that apply)**

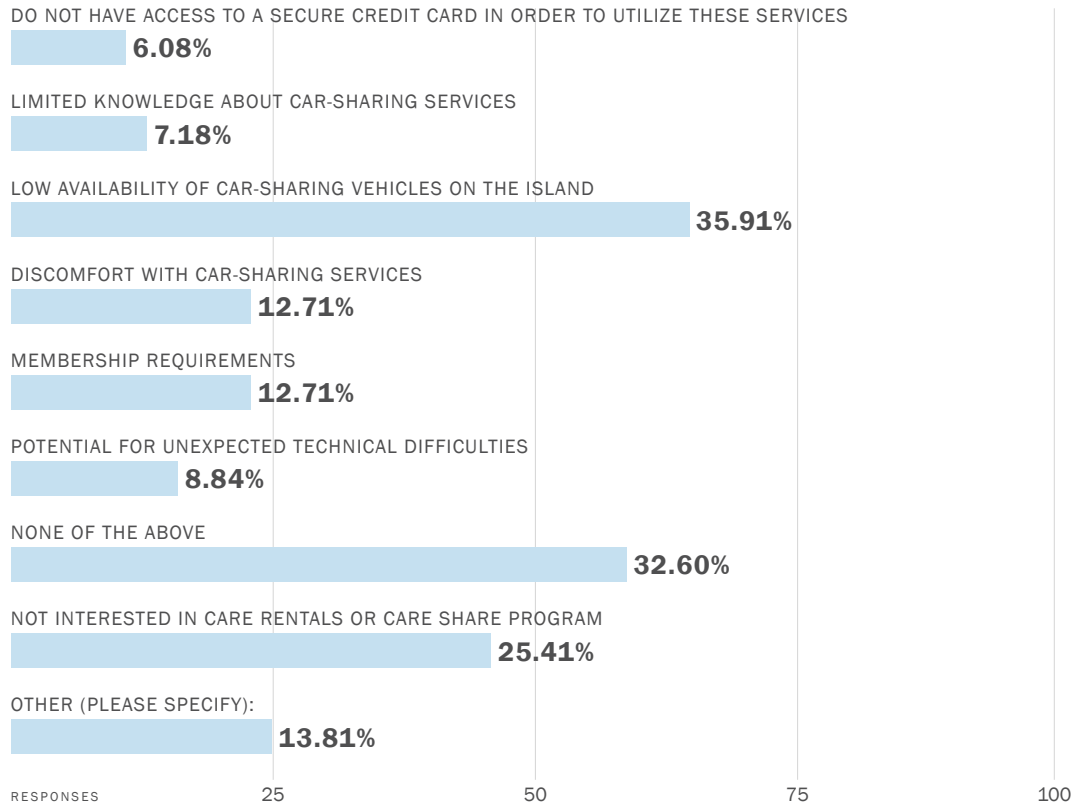
Answered: 170 Skipped: 21



ANSWER CHOICES	PERCENT	RESPONSES
Assistance getting into and out of a vehicle	3.53%	6
Escort to accompany you	3.53%	6
Help loading and unloading packages	7.06%	12
Door-to-door service	4.12%	7
Wheelchair, lift, or ramp	1.76%	3
Space for a fold-up wheelchair	0%	0
None of the above	86.47%	147
Other (please specify):	2.94%	5
TOTAL		186

**Q10: What barriers to car rentals or car share programs do you experience?
(Check all that apply)**

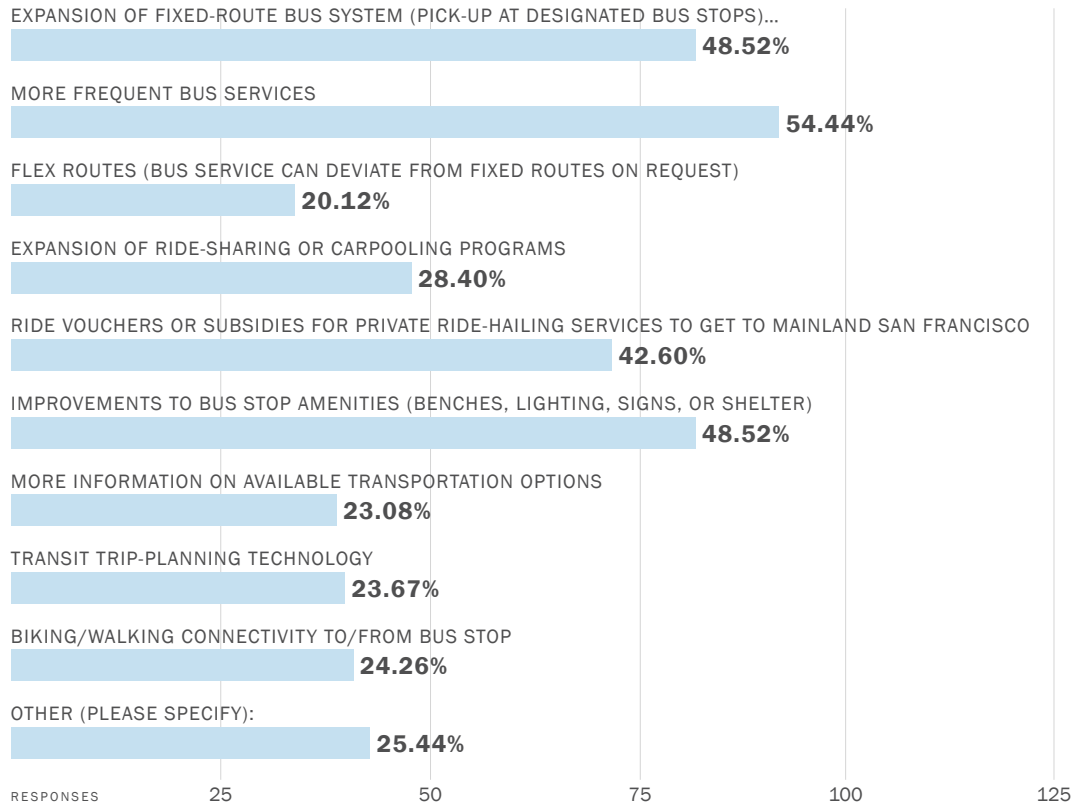
Answered: 181 Skipped: 10



ANSWER CHOICES	PERCENT	RESPONSES
Do not have access to a secure credit card in order to utilize these services	6.08%	11
Limited knowledge about car-sharing services	7.18%	13
Low availability of car-sharing vehicles on the Island	35.91%	65
Discomfort with car-sharing services	12.71%	23
Membership requirements	12.71%	23
Potential for unexpected technical difficulties	8.84%	16
None of the above	32.60%	59
Not interested in care rentals or care share program	25.41%	46
Other (please specify):	13.81%	25
TOTAL		281

Q11: What transportation improvements would you like to see prioritized to support travel on/off Treasure Island? (Check all that apply)

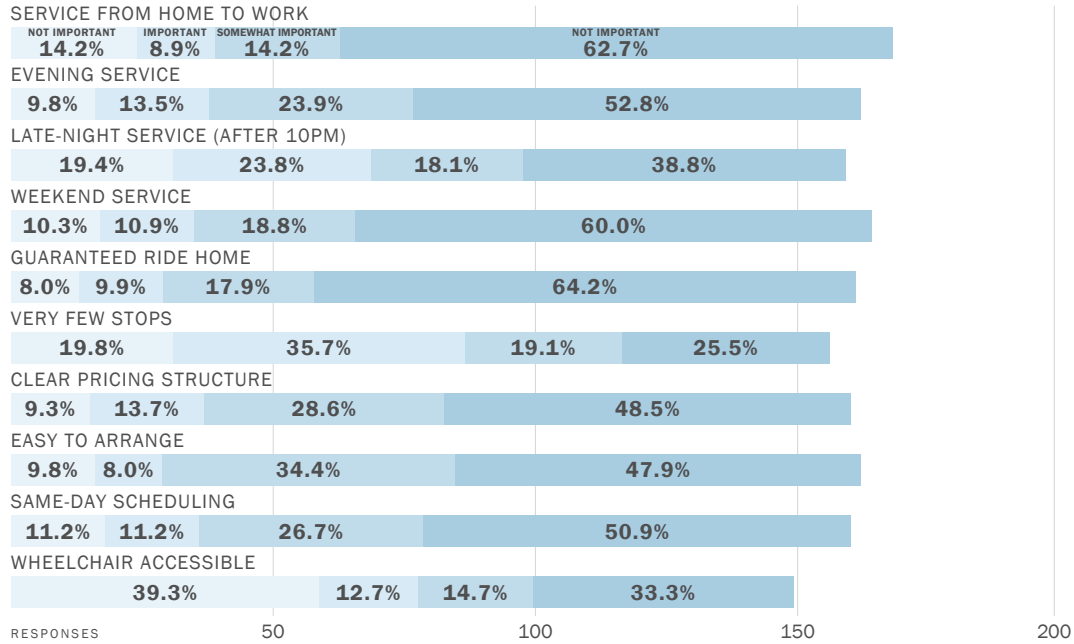
Answered: 169 Skipped: 22



ANSWER CHOICES	PERCENT	RESPONSES
Expansion of fixed-route bus system (pick-up at designated bus stops), including more stops in San Francisco	48.52%	82
More frequent bus services	54.44%	92
Flex routes (bus service can deviate from fixed routes on request)	20.12%	34
Expansion of ride-sharing or carpooling programs	28.40%	48
Ride vouchers or subsidies for private ride-hailing services to get to mainland San Francisco	42.60%	72
Improvements to bus stop amenities (benches, lighting, signs, or shelter)	48.52%	82
More information on available transportation options	23.08%	39
Transit trip-planning technology	23.67%	40
Biking/walking connectivity to/from bus stop	24.26%	41
Other (please specify):	25.44%	43
TOTAL		573

Q12: How important would each of the following characteristics be in your decision to use a public transportation service (such as a bus or accessible services) to travel on/off the island? (Circle/Check the one that most applies)

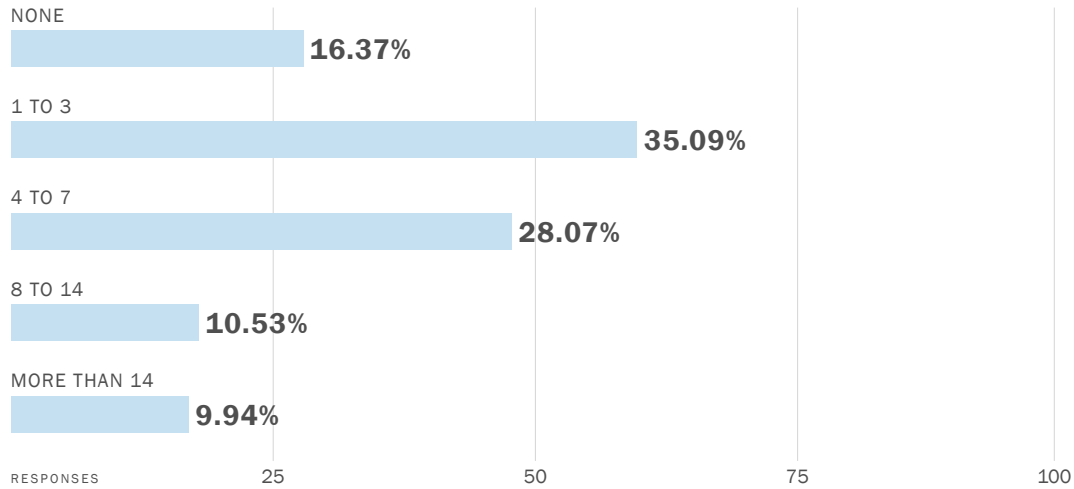
Answered: 172 Skipped: 19



	NOT IMPORTANT	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
Service from home to work	14.20% 24	8.88% 15	14.20% 24	62.72% 106	169	3.25
Evening service	9.82% 16	13.50% 22	23.93% 39	52.76% 86	163	3.2
Late-night service (after 10pm)	19.38% 31	23.75% 38	18.12% 29	38.75% 62	160	2.76
Weekend service	10.30% 17	10.91% 18	18.79% 31	60.00% 99	165	3.28
Guaranteed ride home	8.02% 13	9.88% 16	17.90% 29	64.20% 104	162	3.38
Very few stops	19.75% 31	35.67% 56	19.11% 30	25.48% 40	157	2.5
Clear pricing structure	9.32% 15	13.66% 22	28.57% 46	48.45% 78	161	3.16
Easy to arrange	9.82% 16	7.98% 13	34.36% 56	47.85% 78	163	3.2
Same-day scheduling	11.18% 18	11.18% 18	26.71% 43	50.93% 82	161	3.17
Wheelchair accessible	39.33% 59	12.67% 19	14.67% 22	33.33% 50	150	2.42

Q13: If you had additional public transportation options (such as more bus or shuttle options), how many additional trips would you take on/off the island per week (1 round trip = 1 trip)? (Check the one that most applies)

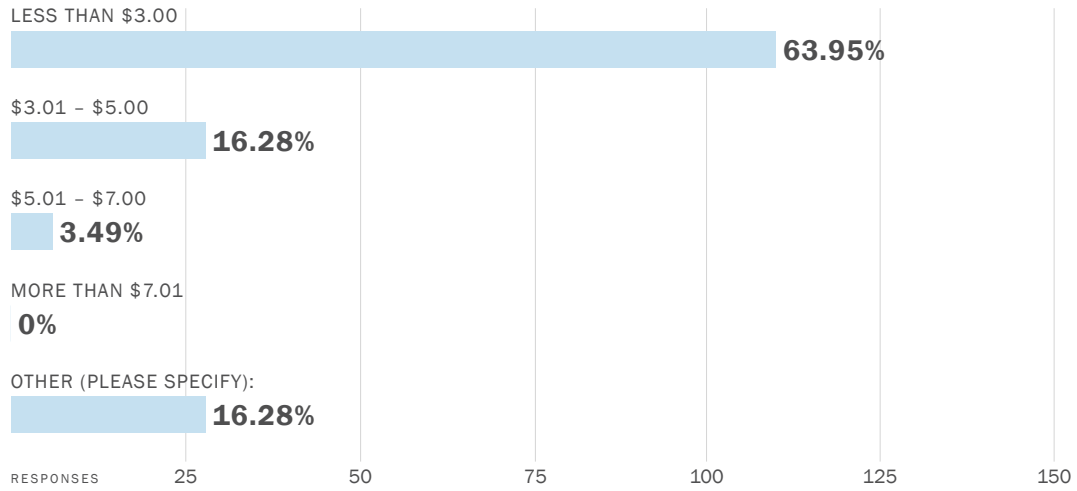
Answered: 171 Skipped: 20



ANSWER CHOICES	PERCENT	RESPONSES
None	16.37%	28
1 to 3	35.09%	60
4 to 7	28.07%	48
8 to 14	10.53%	18
More than 14	9.94%	17
TOTAL		171

Q14: How much would you be willing to pay for transportation service on/off the Island each way? (Check the one that most applies)

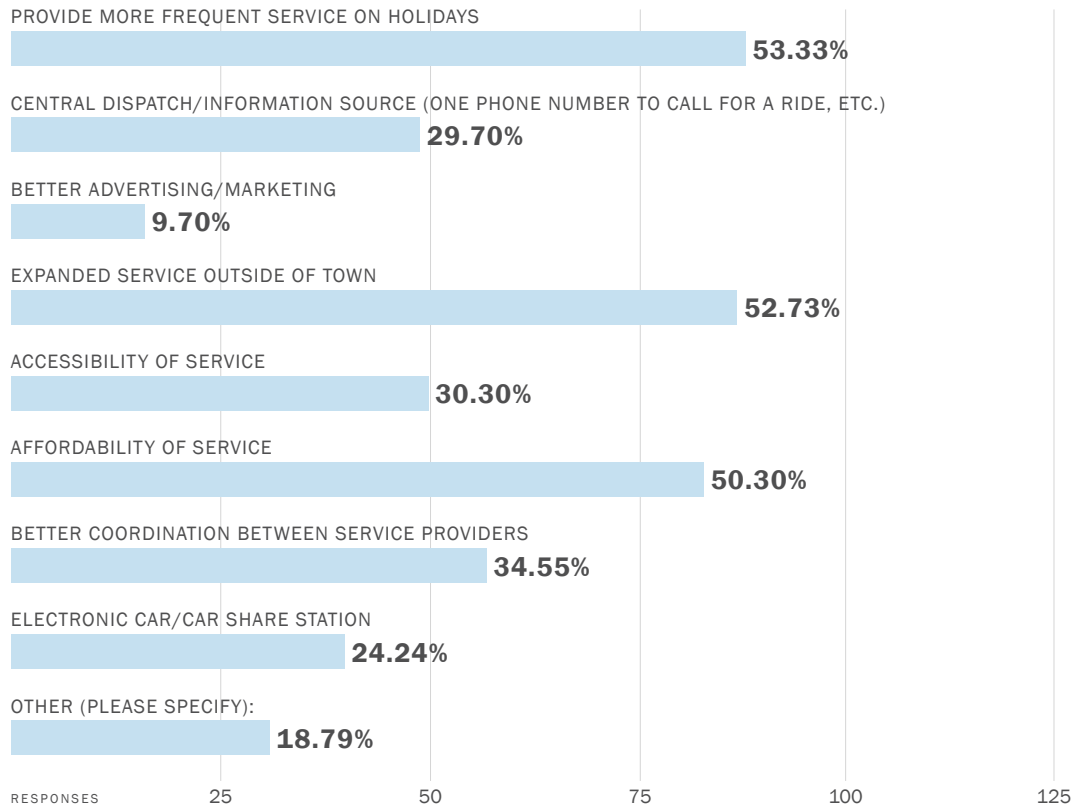
Answered: 172 Skipped: 19



ANSWER CHOICES	PERCENT	RESPONSES
Less than \$3.00	63.95%	110
\$3.01 - \$5.00	16.28%	28
\$5.01 - \$7.00	3.49%	6
More than \$7.01	0%	0
Other (please specify):	16.28%	28
TOTAL		172

**Q15: Please indicate how current transit service on/off the island could be improved.
(Check all that apply)**

Answered: 165 Skipped: 26



ANSWER CHOICES	PERCENT	RESPONSES
Provide more frequent service on Holidays	53.33%	88
Central dispatch/information source (one phone number to call for a ride, etc.)	29.70%	49
Better advertising/marketing	9.70%	16
Expanded service outside of town	52.73%	87
Accessibility of service	30.30%	50
Affordability of service	50.30%	83
Better coordination between service providers	34.55%	57
Electronic car/car share station	24.24%	40
Other (please specify):	18.79%	31
TOTAL		501

Q16: Would you rent a bike, electronic scooter, or other accessible mobility option if it were available for transportation on the island?

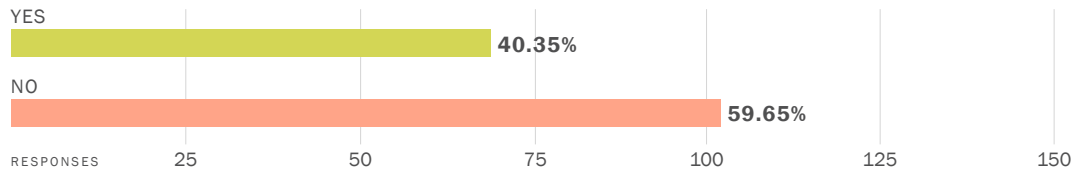
Answered: 177 Skipped: 14



ANSWER CHOICES	PERCENT	RESPONSES
Yes	48.59%	86
No	51.41%	91
TOTAL		177

Q17: Would you participate in a self-managed carpool service among Island residents?

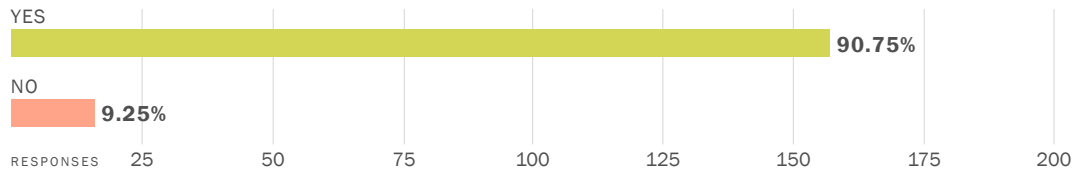
Answered: 171 Skipped: 20



ANSWER CHOICES	PERCENT	RESPONSES
Yes	40.35%	69
No	59.65%	102
TOTAL		171

Q18: Would you like to see a transportation alert service system on Treasure Island?

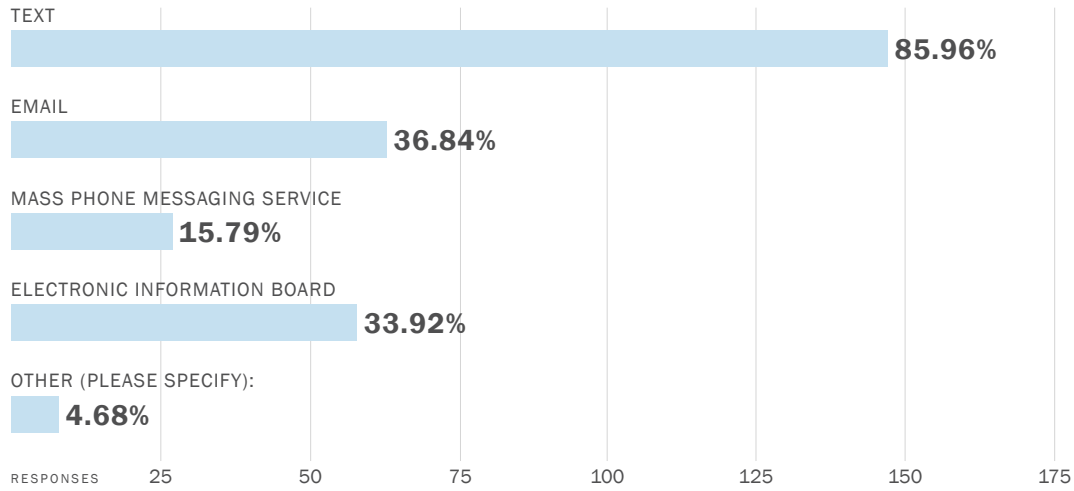
Answered: 173 Skipped: 18



ANSWER CHOICES	PERCENT	RESPONSES
Yes	90.75%	157
No	9.25%	16
TOTAL		173

Q19: How would you like to receive transportation alert service system messages that impact commuting on Treasure Island? (Check all that apply)

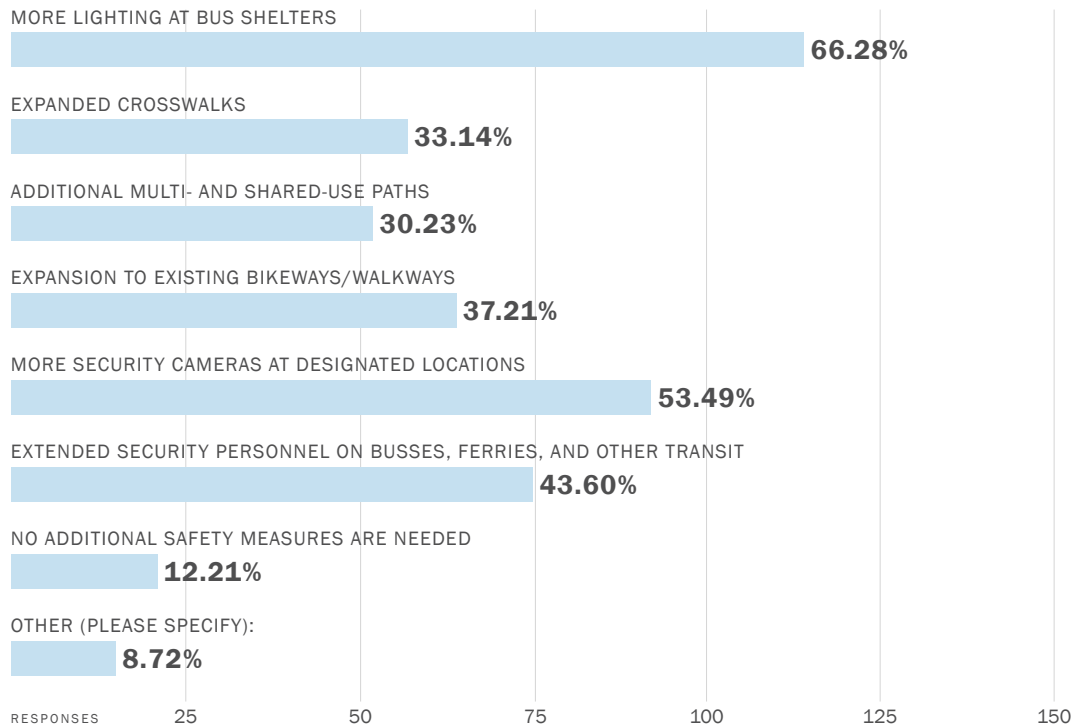
Answered: 171 Skipped: 20



ANSWER CHOICES	PERCENT	RESPONSES
Text	85.96%	147
Email	36.84%	63
Mass phone messaging service	15.79%	27
Electronic information board	33.92%	58
Other (please specify):	4.68%	8
TOTAL		303

Q20: What additional safety measures might be needed on Treasure Island to make transportation more accessible? (Check all that apply)

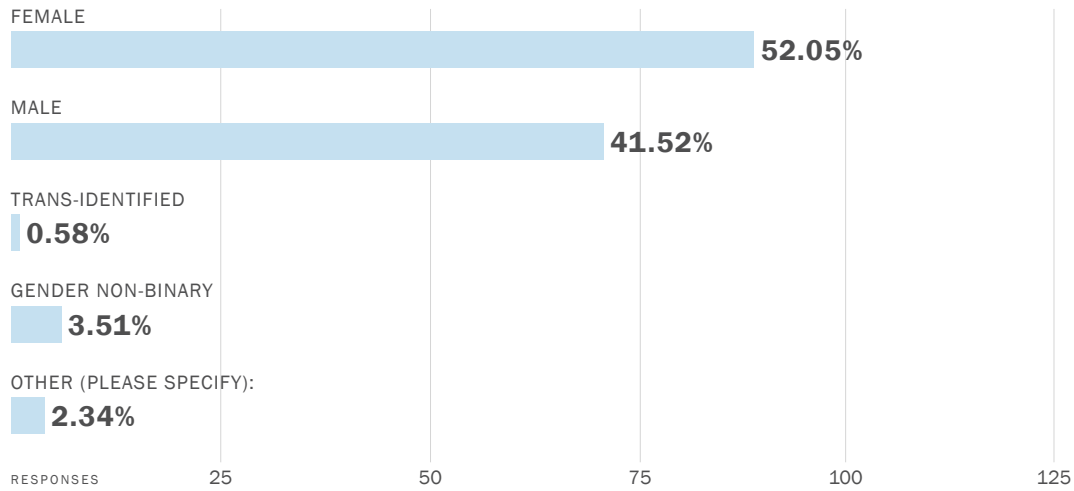
Answered: 172 Skipped: 19



ANSWER CHOICES	PERCENT	RESPONSES
More lighting at bus shelters	66.28%	114
Expanded crosswalks	33.14%	57
Additional multi- and shared-use paths	30.23%	52
Expansion to existing bikeways/walkways	37.21%	64
More security cameras at designated locations	53.49%	92
Extended security personnel on busses, ferries, and other transit	43.60%	75
No additional safety measures are needed	12.21%	21
Other (please specify):	8.72%	15
TOTAL		490

Q22: What is your gender identity?

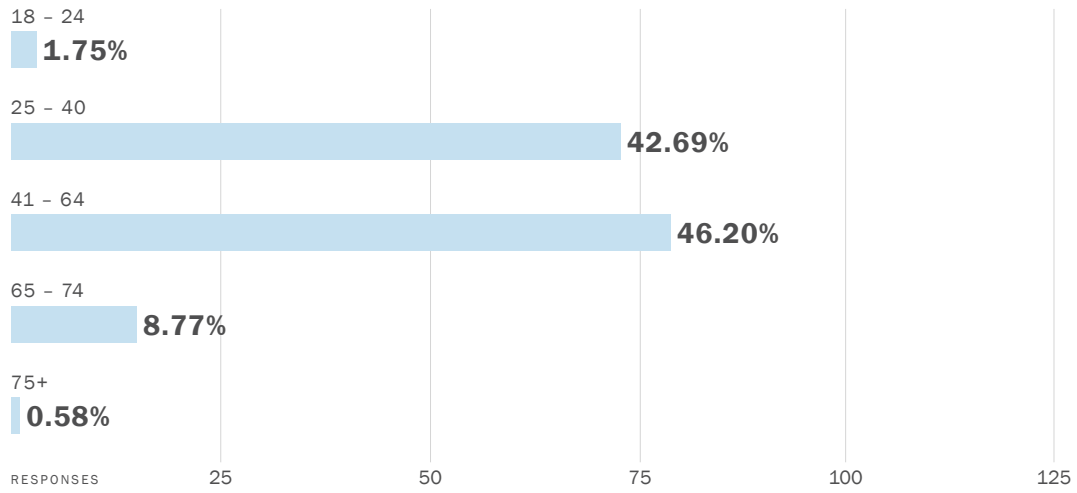
Answered: 171 Skipped: 20



ANSWER CHOICES	PERCENT	RESPONSES
Female	52.05%	89
Male	41.52%	71
Trans-identified	0.58%	1
Gender non-binary	3.51%	6
Other (please specify):	2.34%	4
TOTAL		171

Q23: What is your age?

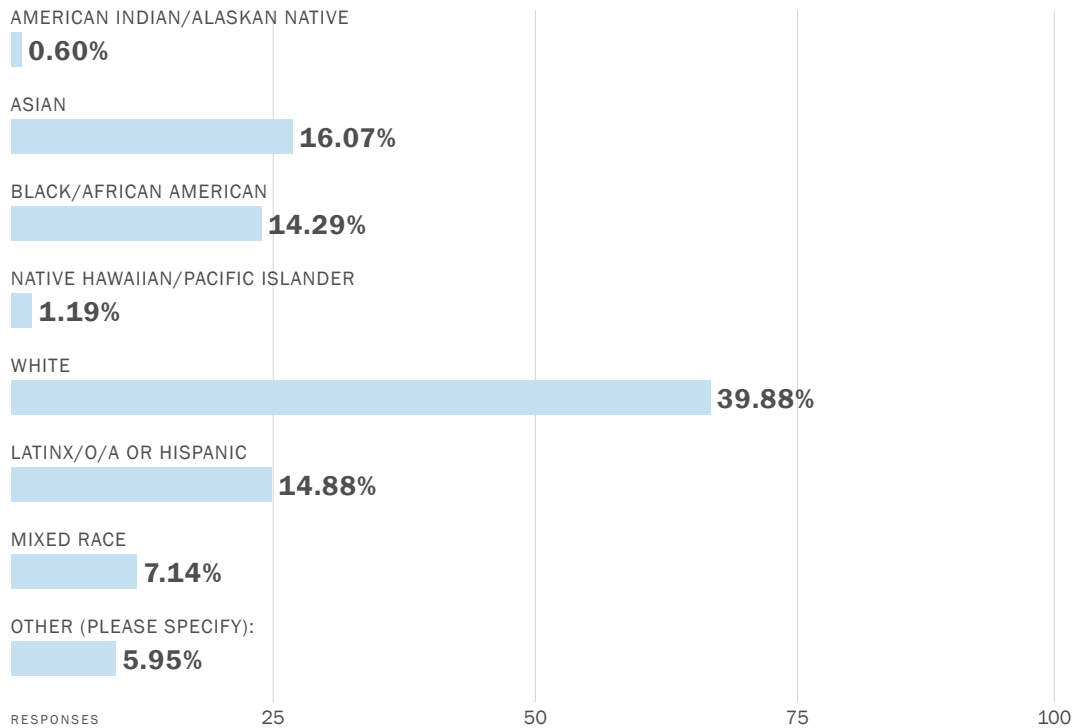
Answered: 171 Skipped: 20



ANSWER CHOICES	PERCENT	RESPONSES
18 - 24	1.75%	3
25 - 40	42.69%	73
41 - 64	46.20%	79
65 - 74	8.77%	15
75+	0.58%	1
TOTAL		171

Q24: What is your Race/Ethnic identity?

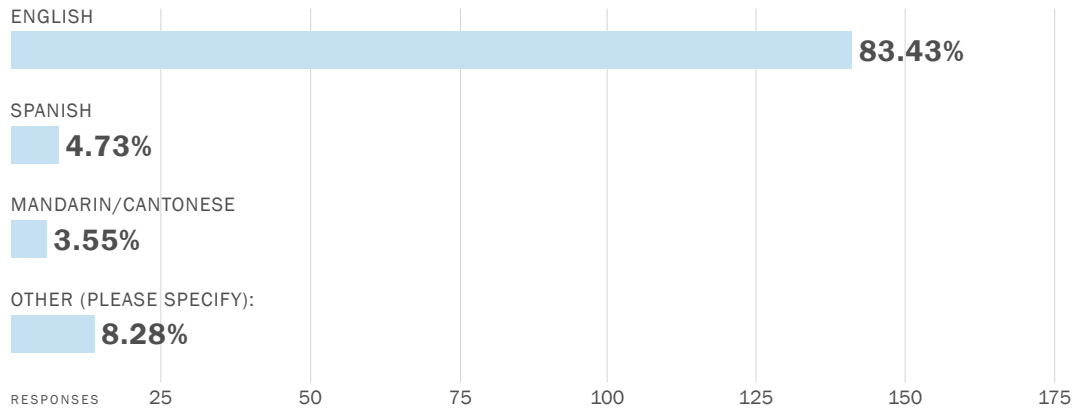
Answered: 168 Skipped: 23



ANSWER CHOICES	PERCENT	RESPONSES
American Indian/Alaskan Native	0.60%	1
Asian	16.07%	27
Black/African American	14.29%	24
Native Hawaiian/Pacific Islander	1.19%	2
White	39.88%	67
Latinx/o/a or Hispanic	14.88%	25
Mixed Race	7.14%	12
Other (please specify):	5.95%	10
TOTAL		168

Q25: What is the primary language spoken in your household?

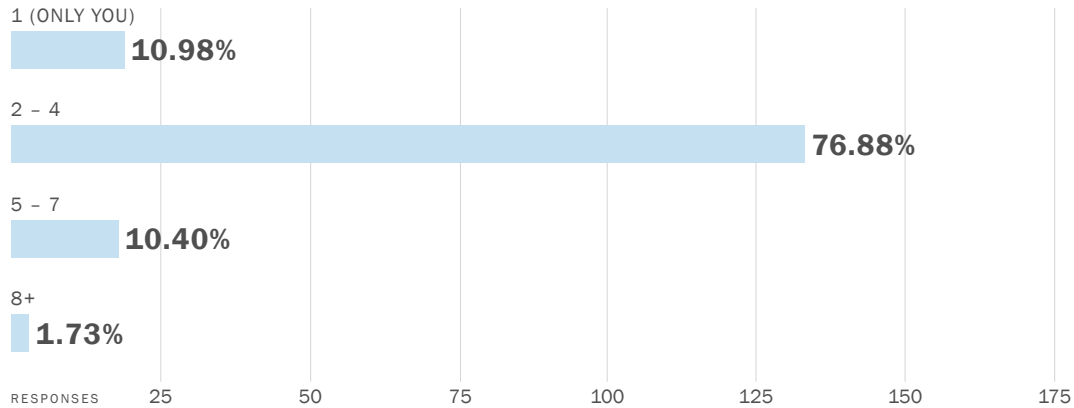
Answered: 169 Skipped: 22



ANSWER CHOICES	PERCENT	RESPONSES
English	83.43%	141
Spanish	4.73%	8
Mandarin/Cantonese	3.55%	6
Other (please specify):	8.28%	14
TOTAL		169

Q26: How many members live in your household?

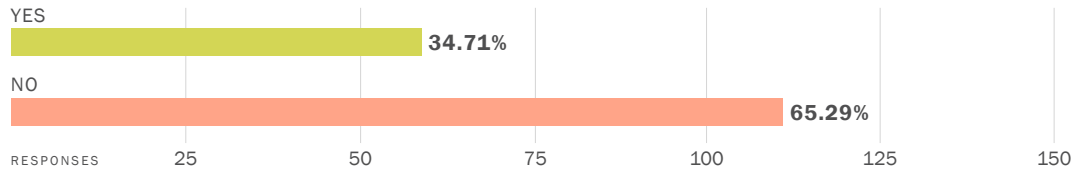
Answered: 173 Skipped: 18



ANSWER CHOICES	PERCENT	RESPONSES
1 (only you)	10.98%	19
2 - 4	76.88%	133
5 - 7	10.40%	18
8+	1.73%	3
TOTAL		173

Q27: Do you have children?

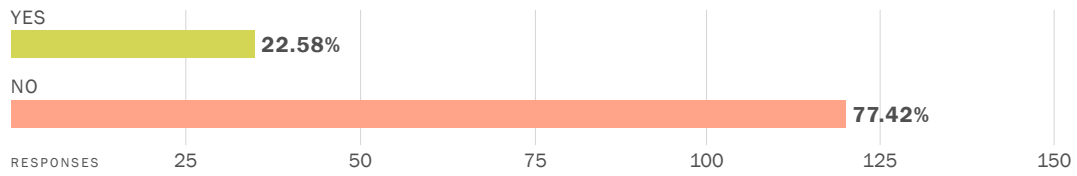
Answered: 170 Skipped: 21



ANSWER CHOICES	PERCENT	RESPONSES
Yes	34.71%	59
No	65.29%	111
TOTAL		170

Q28: Do your children attend school off the island?

Answered: 155 Skipped: 36



ANSWER CHOICES	PERCENT	RESPONSES
Yes	22.58%	35
No	77.42%	120
TOTAL		155

APPENDIX C

Focus Group Meeting Materials

Focus Group Meeting Flyers



Treasure Island Transportation
Needs Assessment

FOCUS GROUP

Join us for a focus group discussion on the transportation needs on, off, and around Treasure Island for residents and patrons.



WE WANT TO HEAR MORE!

Thursday,
8/25, 6:00
PM – 7:30
PM (English-
language)

Friday, 8/26,
3:30 PM –
5:00 PM
(Chinese-
language)

Saturday,
8/27, 10:00
AM – 11:30
AM (Youth)

Saturday,
8/27, 1:00 PM
– 2:30 PM
(Spanish-
language)

**Limited seats available!
First Come, First Served.**



Focus group meetings will be held at the
Ship Shape Community Center, 850 Ave I, Treasure Island

Light snacks provided and participants will receive
\$20 gift cards for their time.

For more information, please contact Nella Goncalves,
415-986-4810, ngoncalves@onetreasureisland.org





Evaluación de las Necesidades de Transporte de Treasure Island

GRUPO DE ENFOQUE

Comparte con nosotros sus ideas, sugerencias, e soluciones sobre las necesidades de transporte para los residentes y patrocinadores de Treasure Island.

Jueves,
8/25,
6:00pm a
8:00pm
(en inglés)

Viernes,
8/26, 3:30pm
a 5:30pm
(en idioma
chino)

Sábado, 8/27,
10:00am a
12:00pm
(jóvenes)

Sábado, 8/27,
1:00 pm a
3:00pm (en
español)

¡Los asientos son limitados! **POR FAVOR REGÍSTRESE...**

<https://forms.gle/KrLjLwim9b8xtYxF8>



Las reuniones de los grupos de enfoque se llevarán a cabo en el **Ship Shape Community Center, 850 Ave I, Treasure Island**

Ofreceremos alimentos ligeros y participantes recibirán tarjetas de regalo de \$20 por su tiempo.

Para obtener más información, póngase en contacto con Nella Goncalves, 415-986-4810, ngoncalves@onetreasureisland.org





金銀島交通需求評估 焦點小組

請加入我們的焦點小組，探討金銀島居民和訪客的交通需求和解決方案。



星期四，
8/25，
晚上6-8點
(英語)

星期五，
8/26，
下午3:30-
5:30
(中文)

星期六，
8/27，
上午10-12點
(青年)

星期六，
8/27，
下午1-3點
(西班牙語)

**座位有限
有空參加！請點擊下列網址登記...**

<https://forms.gle/KrLjLwim9b8xtYxF8>



**焦點小組會議舉行地點：
Ship Shape社區中心，位於金銀島850 Ave I**

備有小點，以及參加者將可獲贈 \$20禮品卡以表謝意。

查詢詳情，請聯絡 Nella Goncalves, 415-986-4810,
ngoncalves@onetreasureisland.org

Focus Group Meeting Presentation

Supplemental Transportation Strategies Focus Group



San Francisco
County Transportation
Authority



Supplemental Transportation Strategies Focus Group
August 25 - 27, 2022

1. Previous Survey Findings

Demographics information



San Francisco
County Transportation
Authority

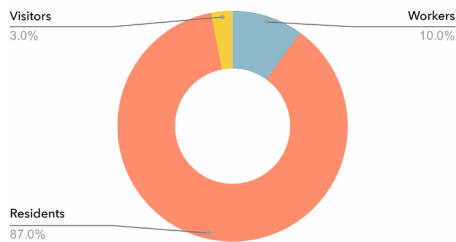


Supplemental Transportation Strategies Focus Group
August 25 - 27, 2022

Survey Respondents' Relationship to TI

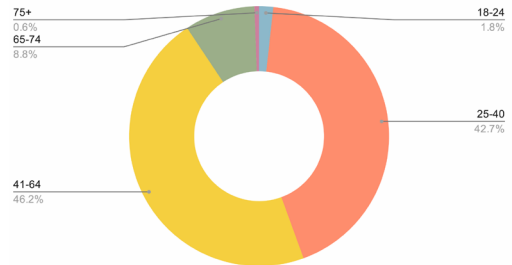
Total: 195 responses (~10% of Island patrons)

- 87% Residents
- 10% Workers
- 3% Visitors



Age

- 46% 41~64
- 42% 25~40
- 8.8% 65~74



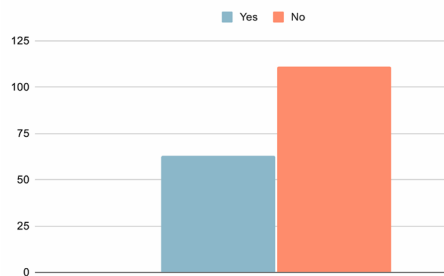
3

Gender

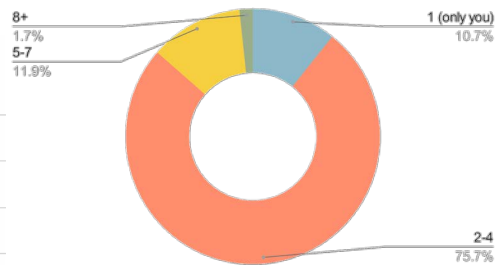
- 52% Female
- 41% Male
- 3% Gender Non-Binary
- 2% Other

Household Characteristics

Having Children



Number of Household Members



4

a. Current Commute

How are you getting around today?
What challenges do you face?



Supplemental Transportation Strategies Focus Group
August 25 - 27, 2022

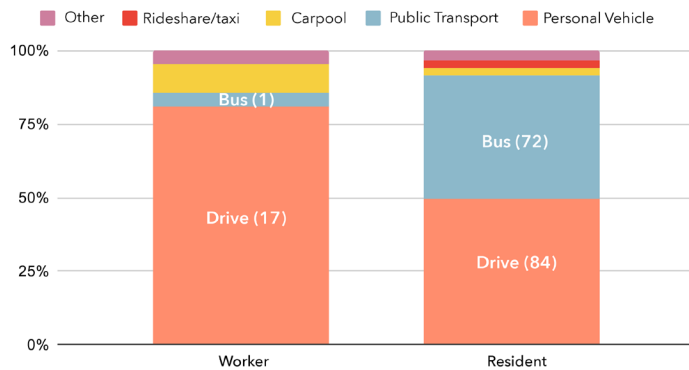
Mode of Transportation to Travel on/off TI

Workers:

- 80% Drive
- 4% Transit

Residents:

- 49% Drive
- 42% Transit



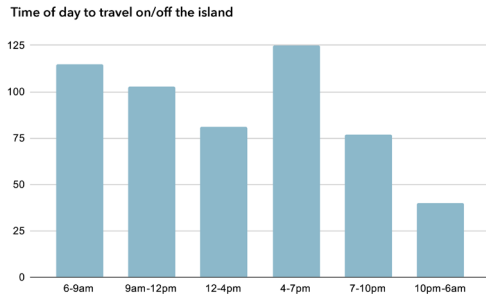
Stacked column chart showing the modes of transportation by workers and residents



Travel Pattern

Most days of the week, with varied times:

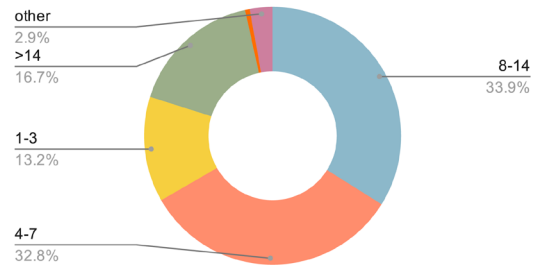
- 65% 4~7PM
- 21% 10PM~6AM



Travel Frequency

Residents make more round trips on and off the Island:

- 32% 4~7 round trips/week
- 33% 8~14 round trips/week

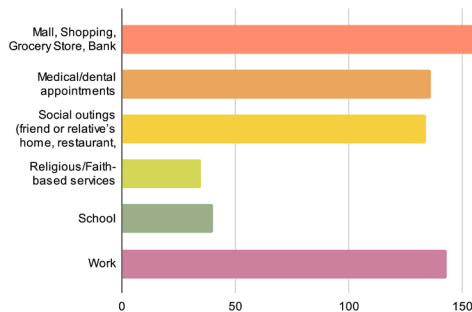


7

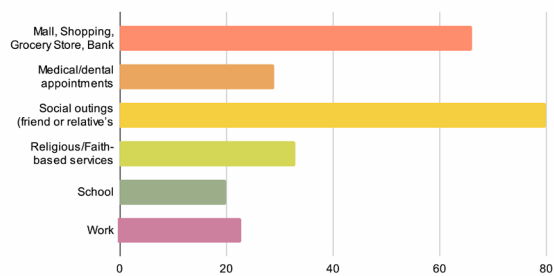
Frequent Destinations outside of TI

Results reflect the lack of facilities on the Island

Destinations outside of the island



Destinations outside of the island not go to as often due to limited transportation options



Two bar charts comparing destinations that respondents visit the most outside of the island, and not visit due to lack of transit



8

Reason deterred trips off TI

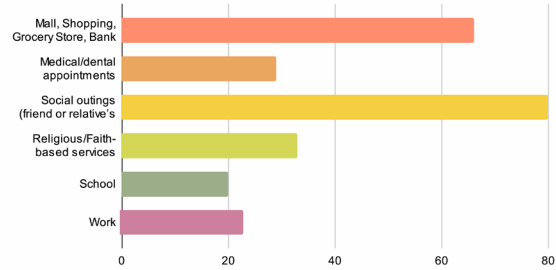
Results reflect the lack of facilities on the Island

- cannot afford **gas, parking, or insurance**
- cannot afford **taxi/private transportation**
- do not have **bus services** where I am or where I want to
- do not have a **reliable vehicle**

insurance
unaffordability
health reason
bus services
gas
reliable vehicle
uncomfort
parking unsafe



Destinations outside of the island not go to as often due to limited transportation options



Two bar charts comparing destinations that respondents visit the most outside of the island, and not visit due to lack of transit

b. Future Commute

How would you like to get around?
What alternative options do you wish to have?



Supplemental Transportation Strategies Focus Group
August 25 - 27, 2022

Transportation Improvements

Prioritizations to support travel on/off TI



Operator Kevin Grady Competing at SamTrans JVC Bus
Photo: SFMTA Photography Department

- More frequent bus services
- Expansion of fixed-route bus system (pick-up at designated bus stops), including more stops in San Francisco
- Improvements to bus stop amenities (benches, lighting, signs, or shelter)
- Ride vouchers or subsidies for private ride-hailing services to get to mainland San Francisco

If Additional Public Transit is Available?

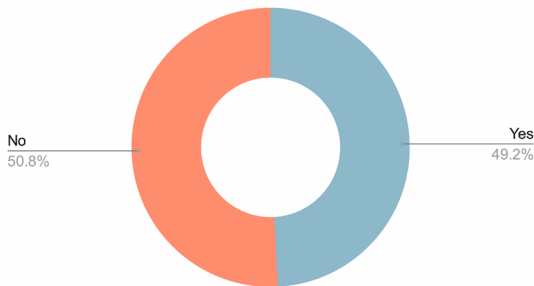
- Island patrons would take more trips
- Overwhelming willingness to pay <\$3 additionally



Alternative Mobility Options

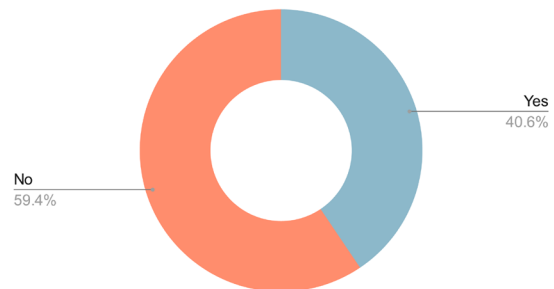
- 50% No - Bike/Electric Scooter
- 49% Yes - Bike/Electric Scooter
- 59% No - Carpool service
- 40% Yes - Carpool service

Bike/scooter Rental on the Island



Pie chart showing the willingness to use bike or scooter rental service

Self-managed carpool service among residents



Pie chart showing the willingness to participate in self-managed carpool service among residents



Alert and Safety Measures

Necessity to make transportation more accessible on TI

- **90% interested in a transportation alert service system on Treasure Island**
- 66% more **lighting at bus shelters**
- 53% more **security cameras** at designated locations
- 43% **extended security personnel** on buses, ferries, and other transit



A rendering of a small shuttle bus with "Treasure Island" on the destination sign



2. Mobility Strategies



Supplemental Transportation Strategies Focus Group
August 25 - 27, 2022

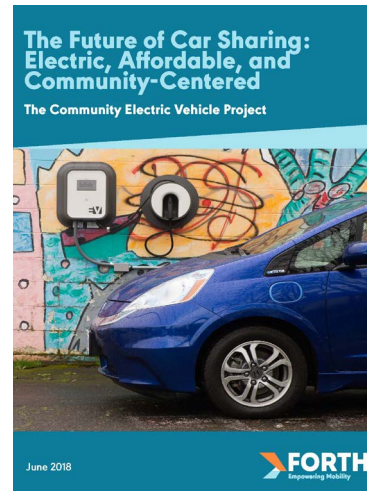
Community-Centered Carshare

What is it?

- Cars available for short-term use. There are two models:
 - Round-trip - vehicles are picked up and dropped off at the same location (e.g., Zipcar)
 - One-way - vehicles are picked up and dropped off anywhere within a defined service area (e.g., GIG, Car2Go)
- Implemented in partnership with a local community group

What are the benefits?

- Offers an affordable service for people who drive
- Supports environmental goals by using hybrid or electric vehicles and reducing reliance on privately owned vehicles
- Designed to meet community needs by partnering with a local organization



Example: Forth Mobility and Hacienda CDC partnered to pilot a carshare service at an affordable housing community in Cully, Oregon that has limited transportation options.

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Treasure Island Independent Shuttle Service

What is it?

- A shuttle that follows common routes on and off the island to supplement existing Muni service
- Could provide on-demand service

What are the benefits?

- Provides connections to destinations in San Francisco that are not served by Muni
- Provides additional options for people who cannot or prefer not to drive



Example: Marin Transit Connect offers an on-demand shuttle service in Marin County. Riders can request and manage their trip through the Uber app.

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Volunteer Driver Program

What is it?

- Traditional model: Organization recruits volunteer drivers and riders apply for the service
- Reimbursement model: Riders recruit their own drivers, arrange their own trips, and offer the drivers gas reimbursement
- Typically provided for seniors and/or people with disabilities who need mobility assistance

What are the benefits?

- Fills gaps that public transit cannot provide due to high cost or demand
- Provides services outside of public transit service areas



Example: Avenidas is a nonprofit that provides a volunteer driver program in Santa Clara County. This program provides seniors with assisted, door-to-door transportation from volunteer drivers for non-emergency medical appointments, grocery shopping trips, or other recreational trips.

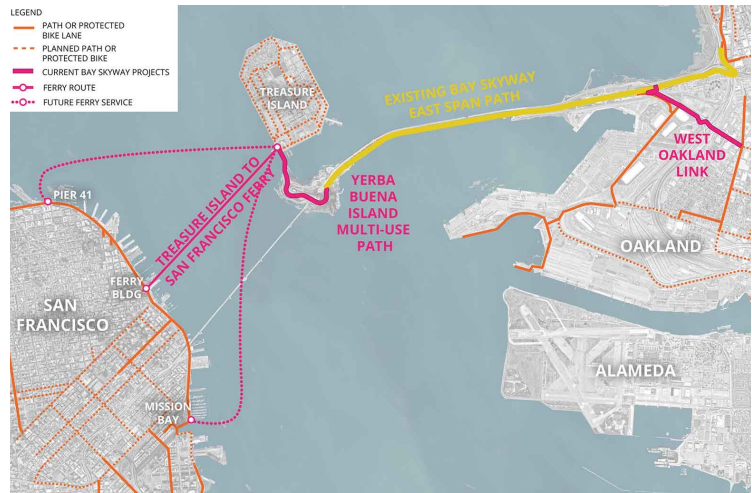


Proposed Bay Skyway

What is it?

1. Bay Bridge bike lane
 - a. Phase 1: Improve connections to/from the bike path on the eastern span, estimated completion is 2027
 - b. Phase 2: Build a bike path on the western span, estimated completion is 2030s
2. Ferry service to multiple SF destinations, estimated completion is 2027

LEGEND
 — PATH OR PROTECTED BIKE LANE
 - - - PLANNED PATH OR PROTECTED BIKE
 — CURRENT BAY SKYWAY PROJECTS
 ○ FERRY ROUTE
 ○ FUTURE FERRY SERVICE

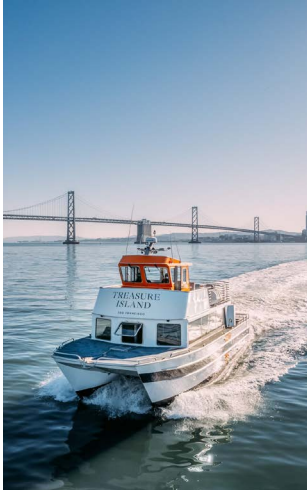


What are the benefits?

Improved multimodal connections on/off Treasure Island



Existing Transit Options



19

Thank you.

sfcta.org/projects/treasure-island-supplemental-transportation-study

Nella Goncalves
ngoncalves@onetreasureisland.org

Lazara Paz-Gonzalez
lazara@facenteconsulting.com



[f](#) [@](#) [in](#) [t](#) [v](#) sfcta.org/stay-connected

English-Language Focus Group Meeting Notes, Thursday, August 25, 2022, 6 - 8pm

The following remarks and recommendations were stated by the 9 attendees (8 residents and 1 recreational-use visitor/neighbor) of this focus group session. There were only two youth who attended the youth focus group. They provided very limited input and their comments are incorporated into these notes.

- The group opened stating that they would like to address more immediate needs, rather than addressing what they might need 5 - 10 years from now. There is a large concern with over-population on the Island that might make existing (and non-existing) resources bust at the seams.
- “Build working transportation, and people will use it. It is a necessity.”
 - » People don’t want to be displaced from being part of the Island.
- Attendees would like any ideas or methods implemented adjusted and evaluated frequently to shift with needs of the residents and patrons of the Island.
- No tolls: the community feels it will not benefit them, but rather other entities and private investors; community wants to hear what the actions will be to appease the toll concerns.
- There is concern re: the parking structure in the new units that are being built; they are extremely expensive and not within means for current island residents.
- Attendees believe there should be a “neighborhood service system” that can support their needs
- There are technology use limitations; hard to have technology dependent methods, including the fact that there are not enough towers to provide adequate cell service or reception. Need better 5-bar/5G service and wifi on the Island (maybe public wi-fi options in various locations)
- There should be a security station with an accessible button placed throughout various points in the island that connects directly to police.
- Residents already have vehicles; a sound transportation system could incentivize persons with cars rather than punish them – language around cost of saving, rather than how much more they are being taxed/tolled for use
- There are existing difficulties with RideShare options that need to be addressed (including fear of toll) to support enhanced use of the service

-
- Would like to see more bicycles available on Island for residents to use, including e-bike – specifically to be able to get up the hill and on to the bridge.
 - Ideal transportation would offer two lanes on and off the island, that are well-paved and maintained with an on-ramp to the interstate at no fees.
 - Dedicated bus lanes vs car lanes
 - Parking that is closer and more affordable to where people actually live on the Island
 - Walking concerns: Residents would like the City to acknowledge that this is part of their transportation needs and concerns, as well as that for safety of the entire Island:
 - » Fix curbs to allow motorized access
 - » Fix sidewalks at intersections with no sidewalks for use
 - » Add crosswalks at all intersections, especially near more trafficked areas (i.e. local grocery store)
 - » Would like to see more traffic signs, well-lit streets, and streets that are clean [willing to develop a neighborhood team to support with these duties]
 - » Consider making accessibility-specific walkways and streets (i.e. Chris Downey, Architect <https://thearchitectstake.com/interviews/chris-downey-architecture-blind/>)
 - Carshare (electric or hybrid at low or minimal charge): Excellent idea that was well received
 - » Make it available with well-lit structures
 - » Have closer access to or in front of housing [developments]; do not place it in a far or remote area with no other access
 - » Have as many cars proportionally to the number of residents
 - » Make cars available near bus stops (maybe 1 - 2 cars), at the ferry station, and at the proposed toll-booth
 - » Possibly offered some covered spots to avoid excess sun exposure
 - » Have a security button located near the parked vehicles
 - » Makes sports handi-cap accessible; possibly offer accessible vehicles for us
 - » Offer one or two larger sized vehicles for larger family/group or for larger purchased that may require lots of space
 - TI Shuttle:
 - » There has to be two different services
-

-
- On-Island: Possibly available 24 hours, more frequent, more Island stops throughout [gym, grocery, NE jetty, community meetings, various spots throughout, etc.]
 - Off-Island: Routes that include Costco and Safeway Shopping; downtown stops; cultural center; 9th street Promenade; Contrero Center; East Bay; Hospital/Care Centers/Urgent Centers; BART to get to airport; beach
 - Have options (specific days/times) for taking pets to vet appointments or other needs
 - Have access on-demand during night hours with a phone number to get services [midnight - 6am]
 - » Have ample space for all goods purchased (BIG DEMAND)
 - » Go to the toll-booth (that way it limits cost for Lyft, Uber, etc and has more probability that RideShare vehicles make it on to the Island appropriately)/central location for pick-up/drop-off
 - » Maybe model the PresidiGo shuttle service:
<https://www.presidio.gov/transportation/presidigo>
 - » Would like a shuttle that has space to transports larger good purchased off the Island (i.e. Costco, PetSmart, other commercial spaces)
 - » Would like a shuttle that has electric wheel-chair accessibility within the van (similar to medical transport cans)
 - Volunteer Driver:
 - » Would be very valuable especially with curb-side pick-up services
 - » Residents would be willing to be drivers, 1-day/week @ 4 hours or so on a voluntary basis
 - » They feel they would feel comfortable as passengers to their own neighbors
 - Other considerations and comments:
 - » **Income is limited** for most residents, so it will be necessary to subsidize and provide support funds to pay for increased cost of services
 - » Add a **gondola** service
 - » **Golf-cart services** to get around the Island; they could rent them or have them stationed at the local community center to get around more quickly – limited on-island services
 - » **All-in-one \$ gadget/card** to pay or load with funds for Muni, BART, Ferry, Fast-track e-bike, rental services on-island
-

-
- » **Bike servicing stations** along perimeter trail (i.e. bike pump, keys, wrench, lock bars, etc.)
 - » Create incentive for commercial spaces focused on **social and community-living providers**, including medical providers, daycares, a wet-grounds/sprinkler park, community pool, Boys and Girls Club – along with YMCA, safer places for children and families to play and gather, ample community center, dog parks on opposite ends of the Island, mechanic shop, at least one gas station, and car wash
 - Consider offering start-up funds for residents with credentials who can provide essential services, such as beautician/barber, massage therapist, chiropractor, grocery delivery, restaurant delivery on-island, house cleaning, childcare
 - If the toll is passed, how will visiting nurses, in-home care givers, dentists, physical therapists, and other specialties get on to the Island without added \$ hurdles or challenges? Incentivize them to offer services on the Island!
 - Would like the “great lawn” space back on the West side of the Island along Ave of the Palms for the community to use
 - Preserve multiple playing fields (soccer, rugby, baseball, field hockey); bring back more community sports
 - » What are the transportation plans within **emergency disaster planning** has been done? Make residents and patrons aware of it. Add training to emergency plan for Island patrons, including car routes, ferry schedules, bus routes and locations, community ride-share info, etc.
 - » Add shoulder and service road access for all accessways
 - » **From youth:** better recreation spaces for children to access water sports; on-island shuttle with access to rec spaces; more family-based options on the Island
 - » Where are we with meeting **Treasure Island Transportation Management Act AB-981** goals and outcomes? It seems like many of the proposed strategies have already been planned and no update has been given.
 - » There was mention that this was already proposed in the **SFCTA Day-1 project** and aren't sure what amendments would be made to really make this possible more immediately
 - » “Aging in Place” theory and model is a critical concept to consider for Treasure Island <https://www.cdc.gov/healthyplaces/terminology.htm>
 - » Create Fast-Lane access for Uber/RideShare and deliveries for groceries and life-items
-

-
- » Currently there is no shuttle that runs to the **NE corner ramp** with access to water sports or recreational water space; perhaps consider making a shuttle stop, and have lockers for personal storage of property for patrons to put their items at a nominal cost or parking for private vehicles (as proposed in 2006 Bay Plan). Rec sport access is an equity issue, as it minimizes the use of optimal space for activity. Getting to this corner and back home is difficult for residents.
 - A local vendor connected with me after the focus group sessions and stated that there is some hesitancy from the local community to give any additional input about their transportation needs because I am the “third or fourth contractor” on the Island asking for their input over the past 6 years. They identified that the person prior to Rachel H. at SFCTA had over-promised on systems that would support Island residents, but never delivered. The Island’s biggest concern is the toll and the impact it will make on an already-strained community. They are scared that it will limit the commercial use of spaces and not bring anyone down to the Island, as well as keep folks trapped on the Island because they do not have the means to get off/on without paying a toll.

Cantonese Focus Group Meeting Notes, Friday, August 26, 2022, 3 - 5pm

Below is a summary of the discussion.

EXISTING TRANSIT OPTIONS

Overall, there needs to be additional transit options. Currently, it can get really congested during rush hour since there is only one entry and exit way on the island by land.

“Living on the island, there’s only one road in and out. The worst is when there’s an accident on the road. Thank goodness for the ferry – we could still bring our children to school.”

Ferry Service

Both participants agree that ferry service is important to have as an option.

The pros include:

- Convenient location
- Faster than bus
- Alternative way off island (especially useful when there’s an accident or a bus breakdown)

However, they don't utilize it with any frequency currently due to:

- Pricing – \$5 per ride is high.
- They have to take a bus after taking the ferry into San Francisco. When adding both costs together it's too expensive.

Suggestions:

- Add ferry service to monthly bus pass.
- Make ferry ticket a valid transfer for a bus trip. The ferry stops in a tourist area. As residents, we'd have to get somewhere else, and would need to take the bus after.
- Reduce ferry ticket price to something comparable to a bus ticket.

Bus Service

Generally positive experience with MUNI:

- Adequate number of stops
- 10- or 15-minute intervals between buses is okay, but it's not reliably so
- Bus transfer options are good at Transbay Terminal
- 24-hour service

Suggestions for improvement:

- Add more buses for rush hour (especially the morning because you can't be late to school or work, but you could get home a little later if need be)
- Hours to add service: 7am to 9am and 4pm to 7pm
- Since there's only one bus line (#25), add a back-up bus on the island in case of breakdowns. Residents have experienced over an hour wait times when there's been bus breakdowns.
- Add another entry/exit for the island
- Plan to add more buses as the population of the island increases.
- Add a bus line or a shuttle service for journeys within the island.

NEW OPPORTUNITIES

When presented with three new transportation opportunities, participants were both curious about how programs would be administered and excited about the possibilities.

Community Car Share Program

Neither participant was familiar with the concept of car share. However, once explained, they could see the benefit of not having to own a personal car. Other factors that would make it attractive:

- Designated parking
- Availability near bus stops or near home
- Ability to pick up car from one spot and leave it in another spot (e.g. one way rental).
- Carshare reduces the number of personal automobiles on the island, which would help with traffic
- Ability to get to destinations not serviced by bus lines
- Option for shorter travel time (for destinations that require multiple bus transfers)
- Ability to carry large loads or a lot of shopping bags

Treasure Island Independent Shuttle Service

- Keep shuttle on-island!
- Provide stops near residential areas and services
- Every 5 minutes would be great

Volunteer Driver Program

Participants had a difficult time imagining someone who would volunteer to drive strangers. They could see a benefit to such a program, particularly for the elderly. They could also see themselves volunteering. However, they were more skeptical about using it for themselves.

"I would feel safer if I had to pay and I know they have to provide a service for that fee. I've experienced bias before, so I worry. They (drivers) might give attitude."

Bike Path

Participants were excited about the possibility of adding a bicycle path to San Francisco. They see this as a healthy and low-cost option.

"As long as you're adding and not taking up a vehicle lane for bicycles, I would use it!"

As for an e-bike sharing program, one participant responded, *"I would love it!"*

Rideshare

One participant used a rideshare service when the bus broke down and they couldn't be late for a school pickup. Both participants consider rideshare the last transportation option as it's the most expensive.

Road Safety Suggestion

The entry and exit point from the island is dangerous. To exit, you'd have to wait for cars on bridge to yield. But because you're stopped completely, it's difficult to get on.

The two participants were appreciative of the opportunity to provide feedback. They would welcome any future surveys or focus groups, if there's translation to Cantonese available.

APPENDIX D

Evaluation Framework

Table D-1. Evaluation Framework and Scoring

CATEGORY	STRATEGY	STRATEGY DESCRIPTION	CONNECTIVITY CRITERIA				SAFETY CRITERIA			COMMUNITY CRITERIA			AFFORDABILITY CRITERIA				ACTION CRITERIA					OVERALL AVERAGE	
			AVAILABILITY	QUALITY	NUMBER OF BENEFICIARIES	AVERAGE	PERSONAL SECURITY	INFRASTRUCTURE SAFETY	AVERAGE	COMMUNITY SUPPORT	UNSERVED NEEDS	AVERAGE	COST	COST PER BENEFICIARY	FUNDING AVAILABILITY AND SUSTAINABILITY	AFFORDABILITY	AVERAGE	IMPLEMENTATION TIME-FRAME	PHASING	COORDINATION	PROJECT CHAMPION		AVERAGE
Safety	Community ambassador program	Launch a community ambassador program to respond to personal security issues at bus stops and on the bus.	4	4	5	4.3	5	2	3.5	5	5	5.0	3	3	3	3	3.0	5	5	5	5	5.0	4.2
Safety	Improve bus shelters	Improve bus shelters to increase personal safety and traffic safety at and around bus stops: Lighting, Seating, Maintenance, Accessibility	1	1	5	2.3	5	5	5.0	5	3	4.0	4	4	2	3	3.3	3	5	4	3	3.8	3.7
Safety	Travel trainings	Host travel trainings with community members to help them feel safer and more comfortable when riding various transportation options.	3	1	3	2.3	5	3	4.0	3	5	4.0	3	3	5	3	3.5	5	1	4	5	3.8	3.5
Safety	Alert systems	Leverage existing transportation information alert systems to inform Treasure Island residents and workers about changes to transportation services and of any emergency service alerts. Research the opportunity for a security alert system for people to use when they feel unsafe at bus stops or on the bus.	1	1	3	1.7	5	3	4.0	5	4	4.5	3	5	3	3	3.5	4	3	3	1	2.8	3.3
Improved Transportation Options	Microtransit shuttle pilot	Pilot an on-demand or microtransit transit service on Treasure Island. TIMMA should coordinate plans to provide on-island and off-island on-demand shuttle services. The off-island shuttle should be operated by the same provider that will operate the future on-island on-demand shuttle (TIMMA is responsible for launching this service by 2025).	5	4	4	4.3	4	4	4.0	4	4	4.0	2	3	2	4	2.8	4	5	4	5	4.5	3.9
Improved Transportation Options	Expand Muni service to provide one-seat rides to more destinations in SF	Expand Muni service that serves Treasure Island to provide one-seat rides to more destinations in San Francisco.	5	5	5	5.0	3	3	3.0	5	4	4.5	3	4	2	4	3.3	4	5	2	3	3.5	3.9
Improved Transportation Options	Community carshare pilot	Pilot a community-based carshare program on Treasure Island for residents to use to get to destinations not accessible using public transit. Community-based carshare models are designed so they are affordable (ideally free) for the community, specifically lower-income groups. This program should use hybrid or electric vehicles to minimize emissions in the community and build awareness about the benefits of these types of vehicles.	5	5	4	4.7	3	3	3.0	5	2	3.5	2	4	3	4	3.3	2	5	3	3	3.3	3.5

CATEGORY	STRATEGY	STRATEGY DESCRIPTION	CONNECTIVITY CRITERIA				SAFETY CRITERIA			COMMUNITY CRITERIA			AFFORDABILITY CRITERIA				ACTION CRITERIA					OVERALL AVERAGE	
			AVAILABILITY	QUALITY	NUMBER OF BENEFICIARIES	AVERAGE	PERSONAL SECURITY	INFRASTRUCTURE SAFETY	AVERAGE	COMMUNITY SUPPORT	UNSERVED NEEDS	AVERAGE	COST	COST PER BENEFICIARY	FUNDING AVAILABILITY AND SUSTAINABILITY	AFFORDABILITY	AVERAGE	IMPLEMENTATION TIME-FRAME	PHASING	COORDINATION	PROJECT CHAMPION		AVERAGE
Improved Transportation Options	Volunteer driver pilot	Pilot a volunteer driver program. Volunteer driver programs can fill the gap between costly private sector transportation modes and public transportation. In senior volunteer driver programs, volunteers drive either an organization-owned vehicle or their own vehicle and transport seniors to work, medical appointments, or other trips.	5	3	1	3.0	3	5	4.0	3	4	3.5	3	3	3	4	3.3	3	5	3	3	3.5	3.5
Improved Transportation Options	Mobility hub	Create a mobility hub on Treasure Island to bring together public transit, bike share, car share, and other mobility amenities. This mobility hub should serve trips to, from, and within Treasure Island.	5	3	5	4.3	3	5	4.0	3	3	3.0	1	4	3	1	2.3	3	5	3	1	3.0	3.3
Improved Transportation Options	Expand existing shuttle programs (e.g., Van Gogh Shuttle)	Expand existing shuttle programs, such as the Van Gogh Shuttle, to support access between Treasure Island and San Francisco destinations.	5	3	1	3.0	3	4	3.5	3	5	4.0	3	2	3	3	2.8	4	5	3	1	3.3	3.3
Improved Transportation Options	Treasure Island-based taxi service	Establish a Treasure Island-based private taxi service on Treasure Island. This local small business would be incentivized to serve Treasure Island specifically, and therefore would be reliable for Treasure Island residents and workers.	5	5	5	5.0	3	3	3.0	3	2	2.5	3	3	2	1	2.3	2	5	2	1	2.5	3.1
Improved Transportation Options	TNC partnership	Partner with a TNC company (Uber, Lyft, GoGo Grandparent, etc) to provide discounted rides between Treasure Island and San Francisco. The program design should consider how to incentivize drivers to travel to/from Treasure Island and how to encourage travelers to/from Treasure Island to use carpool matching (and therefore split the toll).	5	2	4	3.7	3	3	3.0	3	2	2.5	3	3	3	3	3.0	3	5	3	1	3.0	3.0
Communications	Marketing and communications for existing and new mobility services	Improve marketing and communications about existing transportation services and programs (e.g., Clipper START, Free Muni for All Youth, Lifeline Pass, Shop-a-round Shuttle, Van Gogh Shuttle, Essential Trip Card) AND about upcoming new services and programs. Marketing could include tabling, website updates, social media campaigns, transit ads, and more.	3	1	5	3.0	4	4	4.0	3	4	3.5	5	4	4	3	4.0	5	5	5	1	4.0	3.7
Affordability	Universal basic mobility program	Pilot a universal basic mobility program for Treasure Island residents. This program would distribute a monthly stipend (most likely loaded on a Clipper card) to eligible residents.	3	1	3	2.3	4	4	4.0	5	5	5.0	3	1	3	5	3.0	4	5	2	1	3.0	3.5

APPENDIX E

Funding Sources

Potential Funding Sources

The table below lists potential funding sources for the recommended actions along with the implementing agencies. The top five priority actions are in Bold. Grant sources typically provide one-time funds for operating project implementation and pilot programs, not ongoing funds for program operations. For instance, some grants can provide startup operating funding to pilot an Action such as microtransit or community ambassadors. It is very difficult to identify a grant that will provide ongoing operating funding. The Lifeline Transportation Program is an exception; it may provide repeated funding over multiple funding cycles as it does for SFMTA paratransit service. However, funding levels are highly variable and insufficient to meet demand.

One of the top priority Actions, Bus Shelter Improvements, is a capital cost that is eligible for a variety of local, regional, and state grant sources. However, all other top priority Actions require ongoing operating funding in order to be sustained over time. The priority Actions need stable sources of funding to cover both match requirements and ongoing operations post-pilot. Pilot or demonstration projects must identify reasonably-likely sources of continued funding for operations. In the case of Treasure Island, that source is the potential to be incorporated in TIMMA's ongoing implementation of its mobility management program.

Demand for transportation program funding exceeds the amount available from grant sources. Grant sources are often very competitive and there is no guarantee that all recommended actions can be funded. Grant sources may require matching local funds and other eligibility criteria. Grant programs may or may not cover the full costs of the recommended actions.

Table E-1. Recommended Actions and their Potential Funding Sources

CATEGORY	ACTION	POTENTIAL FUNDING SOURCES	IMPLEMENTING AGENCIES
Safety	Community ambassador program	<ul style="list-style-type: none"> Community Action Resource and Empowerment (CARE) Program Sustainable Transportation Equity Project (STEP) 	TIMMA, OTI, SFMTA
	Bus shelter improvements	<ul style="list-style-type: none"> Affordable Housing and Sustainable Communities (AHSC)²² Community Action Resource and Empowerment (CARE) Program Lifeline Transportation Program (LTP) 	SFMTA, SFPUC
		<ul style="list-style-type: none"> Local Partnership Program (LPP) – Formulaic Program Prop L – Transit Enhancements Prop AA Public-private partnership 	
		<ul style="list-style-type: none"> Sustainable Transportation Equity Project (STEP) 	
		<ul style="list-style-type: none"> Community Action Resource and Empowerment (CARE) Program 	
Travel trainings	<ul style="list-style-type: none"> Sustainable Transportation Equity Project (STEP)²³ Transit Security Grant Program Funding Opportunity²⁴ 	OTI, SFMTA	
Alert systems	<ul style="list-style-type: none"> Sustainable Transportation Equity Project (STEP) Transit Security Grant Program Funding Opportunity 	TIMMA, OTI, SFMTA	

22 Bus shelters would need to be part of a larger bundle of transportation improvements for an affordable housing proposal.

23 Travel trainings and marketing and communications for existing and new mobility services could be bundled with three similar recommended strategies from the San Francisco School Access Plan (2023) – transit trainings, discounted fare awareness, and transportation coordinators – into a single grant application to the STEP program administered by the California Air Resources Board.

24 Travel trainings and alert systems could be combined in a grant application for the Transit Security Grant Program Funding Opportunity administered by FEMA.

CATEGORY	ACTION	POTENTIAL FUNDING SOURCES	IMPLEMENTING AGENCIES	
Improved Transportation Options	Microtransit shuttle pilot	<ul style="list-style-type: none"> Community Action Resource and Empowerment (CARE) Program Clean Mobility Options Voucher Pilot Program Higher Impact Transformative Allocation of the Regional Early Action Planning Grants²⁵ Lifeline Transportation Program (LTP) Sustainable Transportation Equity Project (STEP) 	TIMMA	
	Expand Muni service	<ul style="list-style-type: none"> Lifeline Transportation Program (LTP) Sustainable Transportation Equity Project (STEP) 	SFMTA	
	Community carshare pilot	<ul style="list-style-type: none"> Access Clean California Bay Area Vanpool Program Clean Mobility Options Voucher Pilot Program Climate Initiatives Community Action Resource and Empowerment (CARE) Program Sustainable Transportation Equity Project (STEP) 	OTI, TIMMA	
	Volunteer driver pilot	<ul style="list-style-type: none"> Clean Mobility Options Voucher Sustainable Transportation Equity Project (STEP) 	OTI, TIMMA	
	Mobility hub	<ul style="list-style-type: none"> Local Partnership Program (LPP) – Formulaic Program Mobility Hubs Pilot Program Sustainable Transportation Equity Project (STEP) 	TIMMA, SFMTA	
	Expand existing shuttle programs (e.g. Van Gogh, Shop-a-Round Shuttle)	<ul style="list-style-type: none"> Clean Mobility Options Voucher Pilot Program Enhanced Mobility of Seniors and Individuals with Disabilities Program Prop L – Paratransit 	SFMTA	
	Treasure Island-based taxi service	<ul style="list-style-type: none"> Climate Initiatives Clean Mobility Options Voucher Pilot Program 	SFMTA, TIMMA, OTI	
	TNC partnership	<ul style="list-style-type: none"> Clean Mobility Options Voucher Pilot Program Community Action Resource and Empowerment (CARE) Program Sustainable Transportation Equity Project (STEP) 	TIMMA and a TNC company	
	Communications	Marketing and communications for existing and new mobility services	<ul style="list-style-type: none"> Access Clean California²⁶ Community Action Resource and Empowerment (CARE) Program Lifeline Transportation Program (LTP) Sustainable Transportation Equity Project (STEP) 	OTI, TIMMA, SFMTA
	Affordability	Universal basic mobility program	<ul style="list-style-type: none"> Access Clean California²⁷ Community Action Resource and Empowerment (CARE) Program Sustainable Transportation Equity Project (STEP) 	OTI, TIMMA

25 SFCTA applied for this grant in 2022 but was not awarded funding.

26 OTI could partner with Access Clean California to help connect residents with discounted transportation programs.

27 Access Clean California could be a partner in a potential universal basic mobility program, since it connects people with free and discounted carshare memberships and pre-paid cards for public transportation.

The table below provides information on the potential funding sources, including their issuing agency, call for projects, application due date, and eligible projects.

Table E-2. Potential Funding Sources

FUNDING SOURCE	ISSUING AGENCY	CALL FOR PROJECTS	APP DUE DATE	ELIGIBLE PROJECTS
Access Clean California	CARB	Continuous	First-come, first-served	Help clients find energy assistance programs, including switching to cleaner vehicles. OTI is eligible as applicant
Affordable Housing and Sustainable Communities (AHSC)	CA SGC	1/30/23	4/4/23	Transportation improvements linked to an affordable housing project
Bay Area Vanpool Program	MTC	Continuous	First-come, first-served	Carpool for TI residents to SF employment centers
Community Action Resource and Empowerment (CARE) Program	MTC	9/1/23	TBA	Lower cost capital improvement projects, active transportation infrastructure, mobility services, pilot programs, transportation-related workforce development, outreach and education
Clean Mobility Options Voucher Pilot Program	California Climate Investments	3/1/23	4/5/23	Zero-emission mobility projects, including bikeshare and on-demand rideshare services
Climate Initiatives	MTC/ BAAQMD	TBA 2023/24	TBA	Carpooling/vanpooling and car sharing programs with TIMMA/OTI as applicant.
Enhanced Mobility of Seniors and Individuals with Disabilities Program	FTA	TBA 2023	TBA	Replace vehicles, new ADA vehicles and related equipment, mobility management, operating assistance
Higher Impact Transformative Allocation of the Regional Early Action Planning Grants	CA HCD	TBA	TBA	Programs, plans, and implementation of accelerated infill development for housing, multimodal communities, reducing driving, increasing transit ridership
Lifeline Transportation Program (LTP)	SFCTA	TBA	TBA	New, enhanced, or restored transit service (operations), including late-night and weekend services; transit stop enhancements; purchase of vehicles or technologies; shuttle service; and various elements of mobility management
Local Partnership Program (LPP) – Formulaic Program	CTC	TBA	TBA	Construction for transportation improvements, new or rehabilitated transit vehicles, bike and ped facilities, road maintenance and rehabilitation
Mobility Hubs Pilot Program	MTC	TBA 2024	TBA	Mobility hub sites that advance coordinated mobility, climate action, and equitable mobility
Prop AA	SFCTA	TBA	TBA	Transit reliability and mobility, pedestrian, and complete street improvements
Prop L	SFCTA	Ongoing	TBA	Transit improvements, implementation of community-based plans, major transit projects, transportation demand management
Solutions for Congested Corridors Program (SCCP)	CTC	TBA 2024	TBA	Construction for projects that reduce congestion, such as multimodal options. Treasure Island projects could potentially be combined with other projects on the I-80 corridor.
Sustainability Transportation Equity Project (STEP)	CARB	TBA 2023	TBA	Transit service improvements (operations), zero-emission buses, active transportation facilities, transit vouchers, bike safety education, transportation training, workforce development training

FUNDING SOURCE	ISSUING AGENCY	CALL FOR PROJECTS	APP DUE DATE	ELIGIBLE PROJECTS
Transformative Climate Communities (TCC)	CA STG	3/16/23	8/1/23	Combination of community-driven climate projects: affordable housing, transit stations, e-bike and carshare programs, urban greening, bike and ped facilities, energy efficiency
Transit Security Grant Program Funding Opportunity	US DHS and FEMA	2/27/23	5/18/23	Projects that protect and increase resilience of critical surface transportation infrastructure, including public awareness campaigns and vulnerability assessments



Memorandum

AGENDA ITEM 8

DATE: August 30, 2023

TO: Transportation Authority Board

FROM: Carl Holmes - Deputy Director for Capital Projects

SUBJECT: 9/12/23 Board Meeting: Increase the Amount of Professional Services Contract with WMH Corporation by \$350,000, to a Total Amount Not to Exceed \$3,050,000 for the Design Phase and Caltrans Right-of-Way Approval for the Yerba Buena Island Hillcrest Road Improvement Project

RECOMMENDATION Information Action

- Increase the amount of professional services contract with WMH Corporation by \$350,000, to a total amount not to exceed \$3,050,000 for the design phase and Caltrans right-of-way approval for the Yerba Buena Island (YBI) Hillcrest Road Improvement Project (Project).
- Authorize the Executive Director to negotiate and modify agreement payment terms and non-material terms and conditions.

SUMMARY

The Transportation Authority has an existing contract with WMH Corporation for professional design services for the Project, which will install a single direction 2-lane roadway with a dedicated bike path from the West Side Bridges Seismic Retrofit Project to the I-80 interchange at Southgate Road. This contract is for design services up to \$2,700,000 for 95% preliminary and final design plans. This amount was a result of the maximum project design cost allowed by the Infill Infrastructure Grant which is funding the Project. After the contract award in May 2022, the State of California Department of Housing and Community Development gave approval to increase the design service cost to \$3,210,000. We are now seeking to increase the amount of the WMH Corporation contract by \$350,000 to complete design from 95% to 100% preliminary and final design plans.

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



BACKGROUND

The redevelopment of Treasure Island and YBI will transform the islands into a new San Francisco neighborhood with new businesses, homes, retail, parks, and transportation modes. At full buildout, the redevelopment will create 8,000 new housing units and anticipates up to 25,000 new residents, workers and thousands of visitors each year. To improve traffic circulation around the islands, the roads are being upgraded to meet anticipated increasing demands. Hillcrest Road on YBI connects Treasure Island Road to both Southgate Road and the eastbound I-80 on-ramp to the Bay Bridge. It plays a vital connection role across YBI and between the two spans of the Bay Bridge. Hillcrest Road does not meet current City and County of San Francisco Public Works (SFPW) standards.

The Treasure Island Development Authority (TIDA) was awarded a \$30,000,000 Infill Infrastructure Grant (IIG) by the State of California Department of Housing and Community Development in the Spring of 2020 for the widening of Hillcrest Road to improve safety and traffic circulation. TIDA requested that the Transportation Authority lead the design and construction effort for the Project because of the Transportation Authority's expertise and experience on other YBI engineering projects including YBI Ramps Improvement Project, Southgate Road Realignment Project, and West Side Bridges Seismic Retrofit Project (see Attachment 2 - YBI Project Map). In December 2021, TIDA and the State executed the standard agreement which allows work to start on the Project. These documents include preliminary engineering, environmental documents, and plans, specifications, and estimates.

The TI/YBI Redevelopment Project Environmental Impact Report (EIR) includes roadway improvements on YBI including Hillcrest Road. The baseline Project will widen Hillcrest Road and provide two travel lanes and a Class II bicycle lane. This is consistent with the TI/YBI Redevelopment EIR. The baseline Project is estimated to cost \$26.8 million and is fully funded with the IIG grant. We are working closely with TIDA and BATA to identify and secure an additional \$6.7 million to add scope to the Hillcrest project from our failed Senate Bill 1 Solutions for Congested Corridors application for the Yerba Buena Island Multi-Use Path (MUP). Instead of a 6-foot Class II bike lane along Hillcrest, the MUP envisions a 16-foot Class I bike/ped path. This requires a wider cross-section on Hillcrest and a taller and longer retaining wall built into the hillside. Building this now as part of the Hillcrest Project would achieve construction and cost efficiencies; thus, we are working diligently with TIDA and BATA to secure funding in the next few months. Phase 1 of the MUP, which is envisioned to be built in four segments to take advantage of various construction projects underway on the island, would allow full bicycle and pedestrian access from the east span of the SFOBB to the ferry terminal on Treasure Island. The Hillcrest project would build out segment 2 of the MUP, subject to funding availability.



DISCUSSION

Contract Update. In May 2022, through Resolution 22-52, we awarded a two-year contract in the amount of \$2,700,000 to WMH Corporation to provide design services up to 95% preliminary and final design plans for the Project. Over the past year, the project team has been working on the design and coordinating with TIDA, SFPW, San Francisco Municipal Transportation Agency, San Francisco Public Utilities Commission, San Francisco Fire Department, and Caltrans. The design is now approaching 95% completion of plans and construction is scheduled to start in early 2024. With the State of California Department of Housing and Community Development's approval to allow additional reimbursable design cost, the project team would like to complete the plans to 100%.

We established a Disadvantaged Business Enterprise (DBE)/Small Business Enterprise (SBE) goal of 15% for this contract. To date, the WMH team has achieved 97% DBE/SBE participation from multiple firms, including WMH Corporation (SBE), Associated Right of Way Services (SBE), Biggs Cardosa Associates (SBE), Earth Mechanics (DBE/SBE), David J Powers & Associates (DBE), Haygood & Associates (DBE), MGE Engineering (DBE), Power Systems Design (SBE), Towill (SBE), and Y&C Transportation Consultants, Inc. (DBE).

FINANCIAL IMPACT

The Project contract amount is funded with Infill Infrastructure Grant funds awarded to TIDA by the State. The proposed amendment will increase the contract budget by \$350,000 for a total amount not to exceed of \$3,050,000. The Transportation Authority has a Memorandum of Agreement with TIDA for the reimbursement of design services. The approved Fiscal Year 2023/24 budget amendment includes this year's activities.

CAC POSITION

The Community Advisory Committee will consider this item at its September 6, 2023, meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Design Services for Hillcrest Road Improvement Project - Scope of Services
- Attachment 2 - YBI Project Map



Attachment 1 Scope of Services

WMH Corporation shall prepare plans, specifications, and estimates for the Hillcrest Road Widening Project (Hillcrest Project).

Specific tasks include: 1) Project Management, 2) Right of Way Engineering, and 3) Project Engineering and Design. The tasks are detailed below.

Task 1 - Project Management

This task provides for management of civil engineering design efforts, interagency coordination meetings, and regular progress updates. Contractor will perform the following project management tasks and activities:

- Supervise, coordinate, and monitor products development, for conformance with the Transportation Authority, San Francisco Public Works (SFPW), San Francisco Municipal Transportation Agency (SFMTA), San Francisco Public Utilities Commission (SFPUC), and Caltrans standards and policies.
- Coordinate all design staff and any subconsultants to assure the free and timely flow of information for each task activity.
- Assure that all documents requiring City oversight review are prepared in accordance with City standards, guidelines, and procedures.
- Assure that all documents requiring Caltrans' approval are prepared in accordance with Caltrans' standards, guidelines, and procedures.
- Prepare a detailed Critical Path Method (CPM) schedule to meet milestone deliverables and required board cycle approvals.
- Reporting: Prepare monthly reports detailing work activity in the period, schedule, cost and performance against key project objectives and metrics.

Task 2 - Right of Way Engineering

This task consists of all right-of-way engineering for the Project including obtaining Caltrans Encroachment Permit and United States Coast Guard (USCG) easements if necessary.



Deliverables:

- *All right-of-way engineering deliverables (Hard Copy, Appraisal Maps, Plat Maps, Legal Descriptions, etc.) prepared in accordance with City, USCG, and Caltrans standards.*
- *Caltrans Encroachment Permit*
- *Right-of-Way Easement*
- *Coordination with USCG and Treasure Island Development Authority (TIDA)*

Task 3 - Project Engineering and Design

Final design shall consist generally of the preparation of PS&E in accordance with current City and Caltrans standards. The final contract plans shall include all necessary plan sheets required for the complete construction of the Project. In addition, the selected consultant shall be responsible for the preparation, submittal, and approval of all accompanying documents (i.e., various design reports, utility relocations, permits, agreements, reports, survey notes, slope stake notes, SFPW permits and requirements, SFMTA permits and requirements, SFPUC permits and requirements, and Caltrans District Office Engineer/Headquarters Office Engineer permits and requirements). Below are the tasks that are anticipated to be performed:

3.1 PS&E (35% Submittal)

Deliverables:

- *Geometric Approval Drawings including design exceptions if necessary*
- *35% Plans including typical cross sections*
- *Structures Type Selection Report*
- *QA/QC documentation*

3.2 PS&E (65% Submittal)

Deliverables:

- *65% Plans*
- *Geotechnical Materials Report*
- *Foundation Report*
- *Hydraulics Report*
- *All necessary City permits*



- *Draft Agreements and Permits (Caltrans and utility providers, etc.)*
- *Draft Storm Water Pollution Prevention Plan (SWPPP)*
- *Draft Construction Cost Estimate*
- *Electronic copy of plans, design, reports, draft permits, and draft agreements*
- *Traffic Management Plan*
- *Constructability Review*

3.3 PS&E (95% Submittal)

Deliverables:

- *95% Plans*
- *Draft Final SWPPP*
- *Construction Cost Estimate*
- *Constructability Review*
- *Draft Agreements and Permits (City, Caltrans, and utility providers, etc.)*
- *Electronic copy of plans, design, reports, draft permits, and draft agreements*
- *QA/QC documentation*

3.4 PS&E (100% Final Submittal)

Deliverables:

- *Final Roadway Plans*
- *Final Structure Plans*
- *Final SWPPP*
- *Construction Cost Estimate*
- *Constructability Review*
- *Agreements and Permits (City, Caltrans, and utility providers, etc.)*
- *Electronic copy of plans, design, reports, draft permits, and draft agreements*
- *QA/QC documentation*

Project schedule: The Transportation Authority desires to adhere to the milestone schedule shown below for the consultant contract. The schedule is intended to include adequate time for review and comments by the appropriate participating agencies.

- Contract Award - May 2022
- 35% PS&E and all Task 3.1 deliverables - March 2023

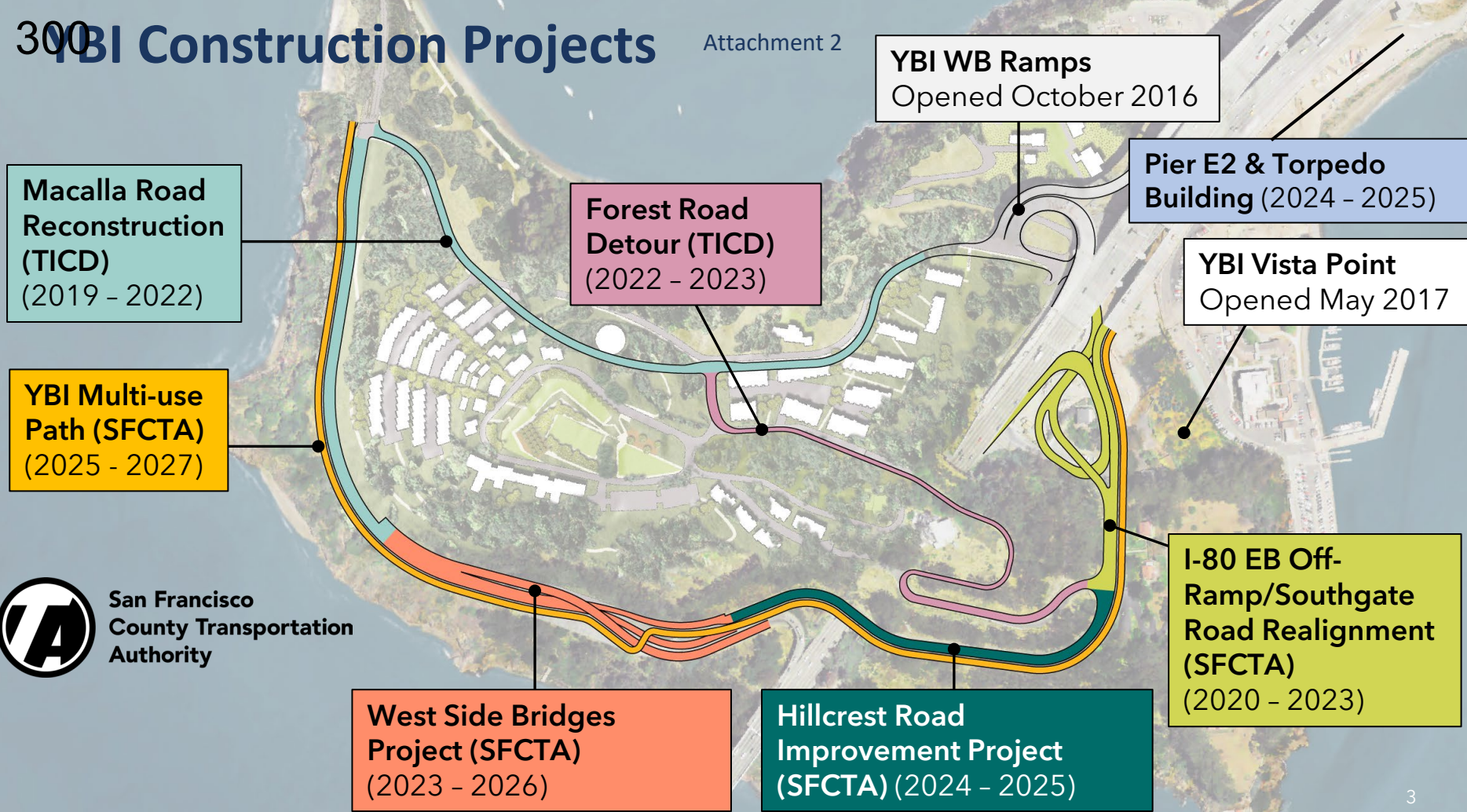


- 95% PS&E and all Task 3.2 and Task 3.3 deliverables - August 2023
- 100% Final PS&E and all Task 3.4 deliverables - November 2023

Preparation of the final design engineering, City and County of San Francisco permits and approvals, and Caltrans encroachment permit shall commence immediately following completion of a contract amendment from the Transportation Authority. WMH Corporation shall be responsible for all work necessary to obtain all City and County of San Francisco permits and approvals, Caltrans encroachment permit, CCSF right-of-way, and complete Final PS&E, and shall comply with applicable local, State, and Federal standards.

300 YBI Construction Projects

Attachment 2



San Francisco
County Transportation
Authority



Memorandum

AGENDA ITEM 9

DATE: August 30, 2023

TO: Transportation Authority Board

FROM: Carl Holmes - Deputy Director for Capital Projects

SUBJECT: 9/12/23 Board Meeting: Approve a Two-Year Professional Services Contract with WSP USA Inc. in an Amount Not to Exceed \$4,300,000 for Construction Management Services for the Yerba Buena Island Hillcrest Road Improvement Project; and Approve a Two-Year Professional Services Contract with GHD in an Amount Not to Exceed \$1,200,000 for Construction Management Services for the Torpedo Building Preservation Project and Pier E-2 Phase 2 Project

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> • Approve a two-year professional service contract with WSP USA Inc (WSP) in an amount not to exceed \$4,300,000 for Construction Management Services for the Yerba Buena Island (YBI) Hillcrest Road Improvement Project. • Approve a two-year professional service contract with GHD in an amount not to exceed \$1,200,000 for Construction Management Services for the Torpedo Building Preservation Project and Pier E-2 Phase 2 Project. • Authorize the Executive Director to negotiate contract payment terms and non-material terms and conditions. <p>SUMMARY</p> <p>The Transportation Authority will be administering the construction work for YBI Hillcrest Road Improvement Project, Torpedo Building Preservation Project, and Pier E-2 Phase 2 Project. We issued a Request for Proposals (RFP) for construction management services for all three projects on July 20, 2023, we received four proposals, and a multi-agency technical review panel including the Treasure Island Development Authority (TIDA), Bay Area Toll Authority (BATA), and the Transportation Authority recommended WSP to provide construction management services for the YBI Hillcrest Road Improvement Project. The review panel also recommended GHD to provide construction management</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input checked="" type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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<p>services for the Torpedo Building Preservation Project and the Pier E-2 Phase 2 Project. The Transportation Authority is leading these projects on behalf of the Treasure Island Development Authority (TIDA) .</p>	
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BACKGROUND

YBI Hillcrest Road Improvement Project. TIDA was awarded a \$30,000,000 Infill Infrastructure Grant (IIG) by the State of California Department of Housing and Community Development in the Spring of 2020 for the widening of Hillcrest Road to improve safety and traffic circulation. TIDA requested that the Transportation Authority lead the design and construction effort for the Hillcrest Road Improvement Project because of the Transportation Authority's expertise and experience on other YBI engineering projects including YBI Ramps Improvement Project, Southgate Road Realignment Project, and West Side Bridges Seismic Retrofit Project. In December 2021, TIDA and the State executed the standard agreement which allows work to start on the Hillcrest Project.

The TI/YBI Redevelopment Project Environmental Impact Report (EIR) includes roadway improvements on YBI including Hillcrest Road. The Hillcrest Project will widen Hillcrest Road and provide two travel lanes and a Class II bicycle lane. This is consistent with the TI/YBI Redevelopment EIR. The Hillcrest Project will require close coordination and consultation with all stakeholders including the TIDA, Caltrans, Bay Area Toll Authority (BATA), San Francisco Public Works (SFPW), and the United States Coast Guard. See Attachment 2 for the YBI Project Map.

The Hillcrest Road Improvement Project will improve the safety of the existing Hillcrest Road from Treasure Island Road and West Side Bridges Seismic Retrofit Project on the west side to the Southgate Road Realignment Improvements Project on the east side. The Hillcrest project connects these two projects and will provide improved vehicular access to the San Francisco Oakland Bay Bridge (SFOBB). The existing Hillcrest Road is 28-feet wide throughout the project limits and has a lane in each direction but limited shoulder widths. The project will widen Hillcrest Road to between 36-feet and 58-feet and accommodate a Class II bike path to enhance the bicycle circulation network on YBI. The project will be coordinated with BATA efforts to accommodate a new Class I bicycle/pedestrian (bike/ped) path adjacent to the project that will ultimately enable connection to the completed bike/ped landing next to Quarters 9 on YBI, and the future Class I path planned by BATA on the western span of the SFOBB connecting commuters, cyclists, and pedestrians to/from downtown San Francisco.



Torpedo Building Preservation Project. The Torpedo Building Preservation Project is a mitigation measure of the YBI Southgate Road Realignment Improvement Project (Southgate) which was completed in May 2023. The Southgate Project (I-80 East Side Ramps component) required execution of a Memorandum of Agreement (MOA) between Caltrans and the California State Historic Preservation Officer (SHPO). Subsequently, the Southgate Road Realignment Improvements Project was determined to have an adverse impact (removal) of Quarters 8, an officer's residence that was determined to be individually eligible for listing in the National Register of Historic Places (National Register). An amended MOA was executed in May 2019 between Caltrans, SHPO and USCG, to address mitigation responsibilities for the adverse impact. The mitigation measures have been applied to the Torpedo Building (Navy Building 262), which is located on the far northeast tip of YBI, underneath the SFOBB and is now owned by TIDA. The Torpedo Building is listed on the National Register of Historic Places. The preservation elements identified in the MOA include removing the roof and replacing it with corrugated metal roofing, repair or replace fascia boards, and repair or replace windows and doors.

Pier E-2 Phase 2 Project. The Pier E-2 Phase 2 project is part of the Toll Bridge Seismic Program in which BATA and Caltrans repurposed the area in and around Pier E-2 at the base of the East Span of the Bay Bridge for public use. In March 2018, the Caltrans Toll Bridge Program Oversight Committee approved retaining four of the six remaining marine pier foundations of the SFOBB that will serve as public access. The former pier was cut down to lower its elevation while remaining above sea level flood elevation, a land bridge connecting YBI to the pier was constructed, and site amenities were added including tables, seating, landscaping, and interpretive signage that honors and explains the site's history. Limited vehicle parking, bicycle parking, and signage were added to the site as Phase 1 of the project. The second phase of Caltrans Pier E-2 improvements design will expand the parking lot, add a restroom, complete landscaping, drainage and signage at the site, upgrade the entrance gates and provide utilities to serve both the parking lot improvements and the improvements planned for the Torpedo Building. At the completion of the Phase 2 Pier E2 improvements, the area will be completed and opened to the public for enhanced access to the San Francisco Bay and other amenities described above.

DISCUSSION

Project Status and Schedule. For the Hillcrest Road Improvement Project, environmental clearance has been completed and the project received Categorical Exemption in March 2021. The plans are anticipated to reach 100% completion in November 2023. The project is being fast-tracked to take advantage of the closure of Treasure Island and Hillcrest roads as part of the West Side Bridges Seismic Retrofit Project and to meet IIG grant requirements.



The Hillcrest Road Improvement Project is scheduled to go into construction in early 2024 and complete construction in 2025. (See separate memo in this agenda packet for more details on Hillcrest Road project.)

The Torpedo Building Retrofit Project is anticipated to reach 100% design completion in September 2023. The Pier E-2 Phase 2 Project plans are currently at 95%. Both the Torpedo Building Retrofit Project and Pier E-2 Phase 2 Project are on separate schedules from the Hillcrest Project. Construction for these projects is anticipated to start in 2024 and finish in 2025. The Transportation Authority will coordinate closely with TIDA and BATA on the exact construction schedule. However, all three projects are currently anticipated to be completed by 2025.

The planned schedule for the construction management service for all three projects is as follows:

Activity	Completion Date
• Notice to Proceed for Pre-construction Services	Oct 2023
• Perform Pre-construction Services	Oct 2023 - Jan 2024
• Notice to Proceed for Construction Services	Jan 2024
• Perform Construction Management Services	Jan 2024 - Dec 2025

Procurement Process. We issued an RFP for construction management services for the Hillcrest Road Improvement Project, Torpedo Building Preservation Project and Pier E-2 Phase 2 Project on July 20, 2023. We hosted a virtual pre-proposal conference on July 27, 2023, which provided opportunities for small businesses and larger firms to meet and form partnerships. 38 firms registered for the conference. We took steps to encourage participation from small and disadvantaged business enterprises, including advertising in seven local newspapers: San Francisco Chronicle, San Francisco Examiner, San Francisco Bayview, Small Business Exchange, Nichi Bei, El Reportero, and Sing Tao. 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 August 21, 2023, we received four proposals in response to the RFP. A selection panel comprised of Transportation Authority, TIDA, and BATA staff evaluated the proposal based on qualifications and other criteria identified in the RFP, including the proposer's understanding of project objectives, technical and management approach, and capabilities and experience. The panel short-listed and interviewed three firms on August 28, 2023. Based on the competitive process defined in the RFP and the interviews, the panel recommends that the Board award the YBI Hillcrest Road Improvement Project construction



management services contract to WSP. While the three firms were qualified for this work, WSP stood out because of their strong relevant experience on roadway projects with geologic formations like those found at Hillcrest Road. The team demonstrated clear understanding of engineering challenges, specifically, around YBI transportation improvements, roadway construction, retaining wall construction, and tunnels.

We established a Disadvantaged Business Enterprise (DBE)/Small Business Enterprise (SBE) goal of 20% for this contract. WSP's proposal exceeded the contract goal. The WSP team includes a combined 22% DBE/SBE participation from multiple firms, including BioMaas Inc. (DBE), ISI Inspection Services, Inc (DBE), KL Bartlett Consulting (DBE), Pendergast Consulting Group (SBE), and Transamerican Engineers & Associates, Inc. (DBE).

The panel also recommends that the Board award the Torpedo Building Preservation Project and the Pier E-2 Phase 2 Project construction management services contract to GHD. While all three firms were qualified for this work, GHD stood out because of their understanding of utility installation and relocation, relevant experience on preservation projects in the Bay Area, and landscaping construction. GHD also demonstrated knowledge of San Francisco Bay Conservation and Development Commission requirements for Pier E-2.

GHD's proposal exceeded the contract goal for DBE/SBE. The GHD team includes a combined 85% DBE/SBE participation from multiple firms, including VSCE Inc. (DBE) and Saylor Consulting Group (DBE).

FINANCIAL IMPACT

The Hillcrest Road Improvement Project contract amount will be funded with IIG funds awarded to TIDA by the State. The construction management service contract amount for Hillcrest Road Improvement Project is \$4.3 million. The Transportation Authority has an MOA with TIDA for the reimbursement of construction management services.

The Torpedo Building Preservation Project will be funded by BATA through a funding agreement for the Southgate Road Realignment Project. Execution of the proposed contract with GHD is contingent upon the execution of an amended funding agreement with BATA, to cover the Pier E-2 Phase 2 Project, anticipated to be completed by September 2023. Work will not commence until funding is obligated. The construction management service contract amount for the Torpedo Building Preservation Project is \$400,000 and for the Pier E-2 Phase 2 Project is \$800,000.

The first year's activities for all three contracts are included in the adopted Fiscal Year 2023/24 budget. Sufficient funds will be included in future year budgets to cover the remaining cost of the contracts.



CAC POSITION

The Community Advisory Committee will consider this item at its September 6, 2023, meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Construction Management Services for Hillcrest Road Improvement Project, Torpedo Building Preservation Project, and Pier E-2 Phase 2 Project - Scope of Services
- Attachment 2 - YBI Project Map



Attachment 1 Scope of Services

The Transportation Authority will be using the traditional Design-Bid-Build project delivery method for Yerba Buena Island (YBI) Hillcrest Road Improvement Project, the Torpedo Building Preservation Project, and the Pier E-2 Phase 2 Project. The construction management contract will consist of Task 1 consisting of pre-construction services; Task 2 consisting of construction phase management services, and Task 3 consisting of post construction phase services. Each project will have three separate tasks.

The construction management (CM) services required will include:

Task 1 - Pre-Construction Services

- Provide timely Briefings to Transportation Authority, BATA, and TIDA management regarding project issues, construction issues, and progress.
- Perform constructability review of the construction contract documents (construction plans, special provisions, bid proposal and relevant information) for the project and submit a constructability report on discrepancies, inconsistencies, omissions, ambiguities, proposed changes, and recommendations.
- Perform biddability review of the 100% contract documents (construction plans, special provisions, bid proposal and relevant information) for the project and submit a biddability report on discrepancies, inconsistencies, omissions, ambiguities, proposed changes, and recommendations.
- Prepare a detailed Critical Path Method (CPM) construction schedule including pre-construction and construction activities.
- Management of the construction contract bidding phase; and management of the pre-bid conference and bid opening procedures including review of bids, bid bonds, insurance certificates and related contractor bid proposal submittals; and assist the Transportation Authority in selecting the recommended lowest qualified bidder.
- Process construction contract for execution by the contractor.
- Arrange for, coordinate and conduct a pre-construction conference, including preparation of meeting minutes.
- Complete review, comment and approval of the Construction Contractor's baseline schedule of work.



Task 2 - Construction Phase Services

- Perform all necessary construction administration functions as required by the Transportation Authority's Construction Contract Administration Procedures, City and County of San Francisco (City) Department requirements and specifications, BATA requirements, Caltrans Standard Specifications, and Caltrans Construction and Local Assistance Procedures Manual including:
 - Perform all required field inspection activities, monitor contractor's performance and enforce all requirements of applicable codes, specifications, and contract drawings.
 - Provide inspectors for day-to-day on the job observation/inspection of work. The inspectors shall make reasonable efforts to guard against defects and deficiencies in the work of the Construction Contractor and to ensure that provisions of the contract documents are being met.
 - Prepare daily inspection reports documenting observed construction activities.
 - Hold weekly progress meetings, weekly or as deemed necessary, between contractors, the Transportation Authority, the City, TIDA, BATA, Caltrans oversight, USCG, and other interested parties. Prepare and distribute minutes of all meetings.
 - Take photographs and videotape recordings of pre-construction field conditions, during construction progress, and post construction conditions.
 - Prepare and recommend contractor progress payments including measurements of bid items. Negotiate differences over the amount with the contractor and process payments through the Transportation Authority Project Manager.
 - Monitor project budget, purchases and payment.
 - Prepare monthly progress reports documenting the progress of construction describing key issues cost status and schedule status.
 - Prepare quarterly project status newsletters.
- Establish and process project control documents including:
 - Daily inspection diaries
 - Weekly progress reports
 - Monthly construction payments
 - Requests for Information (RFI)
 - Material certifications
 - Material Submittals
 - Weekly Statement of Working Days
 - Construction Change Orders
 - Review of certified payrolls
- Review of construction schedule updates:



- Review construction contractor's monthly updates incorporating actual progress, weather delays and change order impacts. Compare work progress with planned schedule and notify construction contractor of project slippage. Review Construction Contractor's plan to mitigate schedule delay. Analyze the schedule to determine the impact of weather and change orders.
- Evaluate, negotiate, recommend, and prepare change orders. Perform quantity and cost analysis as required for negotiation of change orders.
- Analyze additional compensation claims submitted by the Construction Contractor and prepare responses. Perform claims administration including coordinating and monitoring claims responses, logging claims and tracking claims status.
- Process all Construction Contractor submittals and monitor City and Caltrans review activities.
- Review, comment and facilitate responses to RFI's. Prepare responses to RFI on construction issues. Transmit design related RFI's to designer. Conduct meetings with Construction Contractor and other parties as necessary to discuss and resolve RFI's.
- Act as construction project coordinator and the point of contact for all communications and interaction with the Construction Contractor, the City, TIDA, BATA, Caltrans, USCG, project designer and all affected parties.
- Schedule, manage and perform construction staking in accordance with the methods, procedures and requirements of the City and Caltrans.
- Schedule, manage, perform and document all field and laboratory testing services. Ensure the Construction Contractor furnishes Certificates of Compliance or source release tags with the applicable delivered materials at the project site. Materials testing shall conform to the requirements and frequencies as defined in the Transportation Authority's Construction Contract Administration Procedures, the City requirements and codes, Caltrans Construction Manual and the Caltrans Materials Testing Manuals.
- Coordinate and meet construction oversight requirements of the City, BATA, Caltrans, USCG, and TIDA for work being performed within the respective jurisdictions. Construction Manager shall be responsible for coordinating with the City, Caltrans, USCG, and TIDA regarding traffic control measures, press releases, responses to public inquiries, and complaints regarding the project.
- Oversee environmental mitigation monitoring. Monitor and enforce Construction Contractor SWPPP compliance.
- Enforce safety and health requirements and applicable regulations for the protection of the public and project personnel.
- Facilitate all necessary utility coordination with respective utility companies.
- Provide coordination and review of Construction Contractor's detours and staging plans with the City, TIDA, Caltrans, and BATA construction management staff.



- Maintain construction documents per funding requirements. Enforce Labor Compliance requirements.
- Quality Assurance/Quality Control (QA/QC) - Establish and implement a QA/QC procedure for construction management activities undertaken by in-house staff and by subconsultants. The QA/QC procedure set forth for the project shall be consistent with Caltrans' most recent version of the "Guidelines for Quality Control/Quality Assurance for Project Delivery". Enforce Quality Assurance requirements.
- Ensure construction contractor complies with State Prevailing Wage Law (Labor Code Sections 1720-1781) requirements.

Task 3 - Post-Construction Services

- Perform Post Construction Phase activities including:
 - Prepare initial punch list and final punch list items.
 - Finalize all bid items, claims, and change orders. Provide contract change order documentation to project designer. Coordinate preparation of record drawings (as-built drawings) by project designer.
 - Provide final inspection services and project closeout activities, including preparation of a final construction project report per Federal, State, and the City requirements.
 - Turn all required construction documents over to Transportation Authority, the City, Caltrans, and BATA for archiving.

General Project Administration

The Construction Manager will also perform the following general project administrative duties:

- a) Prepare a monthly summary of total construction management service charges made to each task. This summary shall present the contract budget for each task, any re-allocated budget amounts, the prior billing amount, the current billing, total billed to date, and a total percentage billed to date. Narratives will contain a brief analysis of budget-to-actual expenditure variances, highlighting any items of potential concern for Transportation Authority consideration before an item becomes a funding issue.
- b) Provide a summary table in the format determined by the Transportation Authority indicating the amount of DBE firm participation each month based upon current billing and total billed to date.
- c) Provide a monthly invoice in the standard format determined by the Transportation Authority that will present charges by task, by staff members at agreed-upon



**San Francisco
County Transportation
Authority**

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

hourly rates, with summary expense charges and subconsultant charges. Detailed support documentation for all Construction Manager direct expenses and subconsultant charges will be attached.

The selected Construction Manager shall demonstrate the availability of qualified personnel to perform construction engineering and construction contract administration.

The Construction Manager shall maintain a suitable construction field office in the project area for the duration of the project. Under a separate contract with the Transportation Authority, the Construction Contractor will be required to provide a construction trailer for the construction management team's use which shall include desks, layout table, phone, computers, fax machine, reproduction machine, file cabinets and for use for weekly construction meetings. The Construction Manager shall provide all necessary safety equipment required for their personnel to perform the work efficiently and safely. The Construction Manager personnel shall be provided with radio or cellular-equipped vehicles, digital camera, and personal protective equipment suitable for the location and nature of work involved.

The Construction Manager shall provide for the field personnel a fully operable, maintained and fueled pick-up truck which is suitable for the location and nature of work to be performed (automobiles and vans without side windows are not suitable). Each vehicle shall be equipped with an amber flashing warning light visible from the rear and having a driver control switch.

The Construction Manager field personnel shall perform services in accordance with the City, BATA, and Caltrans criteria and guidelines and subject to the following general requirements:

All reports, calculations, measurements, test data and other documentation shall be prepared on forms specified and/or consistent with City and Caltrans standards.

All construction management services, and construction work must comply with the requirements of the Transportation Authority, the City, Caltrans, BATA, USCG and TIDA. The selected Construction Manager will report directly to the Transportation Authority's Project Manager.

312 YBI Construction Projects

Macalla Road Reconstruction (TICD)
(2019 - 2022)

YBI Multi-use Path (SFCTA)
(2025 - 2027)

Forest Road Detour (TICD)
(2022 - 2023)

YBI WB Ramps
Opened October 2016

Pier E2 & Torpedo Building (2024 - 2025)

YBI Vista Point
Opened May 2017

I-80 EB Off-Ramp/Southgate Road Realignment (SFCTA)
(2020 - 2023)

West Side Bridges Project (SFCTA)
(2023 - 2026)

Hillcrest Road Improvement Project (SFCTA)
(2024 - 2025)



Driverless AV Experience in San Francisco

Jean Paul Velez
Principal Transportation Planner, Technology Policy



San Francisco
County Transportation
Authority

SFCTA Community Advisory Committee — Agenda Item 10

September 6, 2023

Principles for Emerging Mobility Services and Technologies



SAFETY



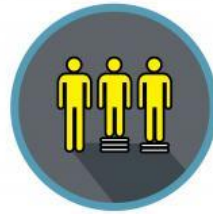
TRANSIT



SUSTAINABILITY



COLLABORATION



EQUITABLE ACCESS



LABOR



CONGESTION



FINANCIAL IMPACT



ACCOUNTABILITY



DISABLED ACCESS



Equity



Economic Vitality



Environmental Sustainability







Safety and Livability



Accountability and Engagement

AV Regulatory Framework

Federal		California		Local
 <ul style="list-style-type: none"> • Emphasis: Vehicle equipment • Establishes vehicle safety standards • Monitors and enforces vehicle safety issues and defects 		 <ul style="list-style-type: none"> • Emphasis: Driver • Permits drivers and vehicles to operate in CA roadways 		 <ul style="list-style-type: none"> • Emphasis: Commercial service passenger safety • Permits commercial passenger services
				  <ul style="list-style-type: none"> • No authority over AVs specifically • SFMTA regulates use of ROW in SF • SFCTA sets congestion management policy
GAPS	In AV case, the vehicle equipment <i>is</i> the driver	Road safety performance of commercial services	Transportation system impacts on SF streets	

Current context for AVPS

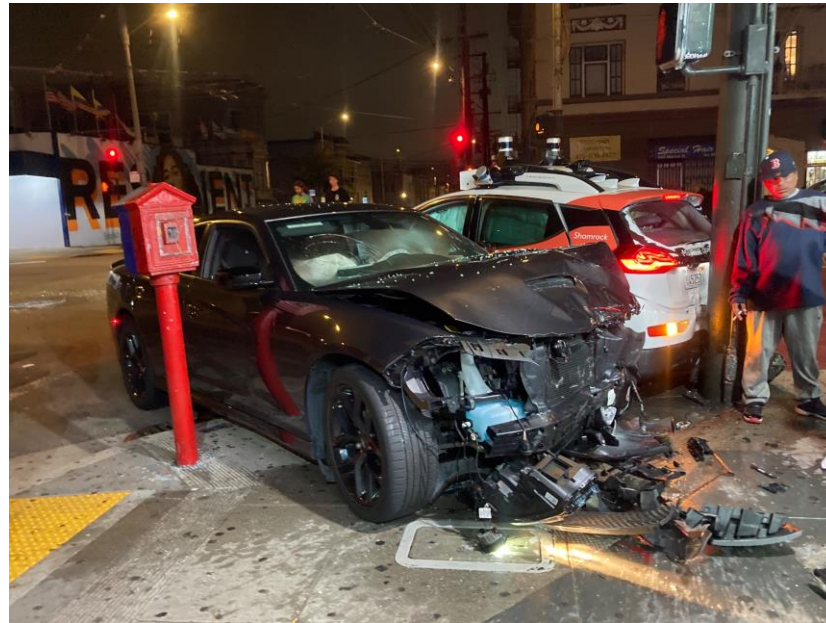
- AVPS = Autonomous Vehicle Passenger Services
- AVPS companies testing in SF for last 5 years, most prominently Cruise and Waymo - first with safety driver, and then in fully driverless mode
- **August 10:** The CPUC granted full approval to Cruise and Waymo to offer driverless commercial passenger service throughout all SF, 24/7, with no fleet restrictions
- **August 16:** SF filed Motion to Stay of CPUC's approval of commercial operations in SF for Cruise and Waymo
- **August 18:** Following various malfunctions and safety incidents, the DMV requests Cruise to cut their fleet in half pending further investigation



**8/11 Ten vehicle platoon
traffic obstruction**
North Beach



**8/17 Crash with Fire Truck
responding to emergency**
@ Turk x Polk

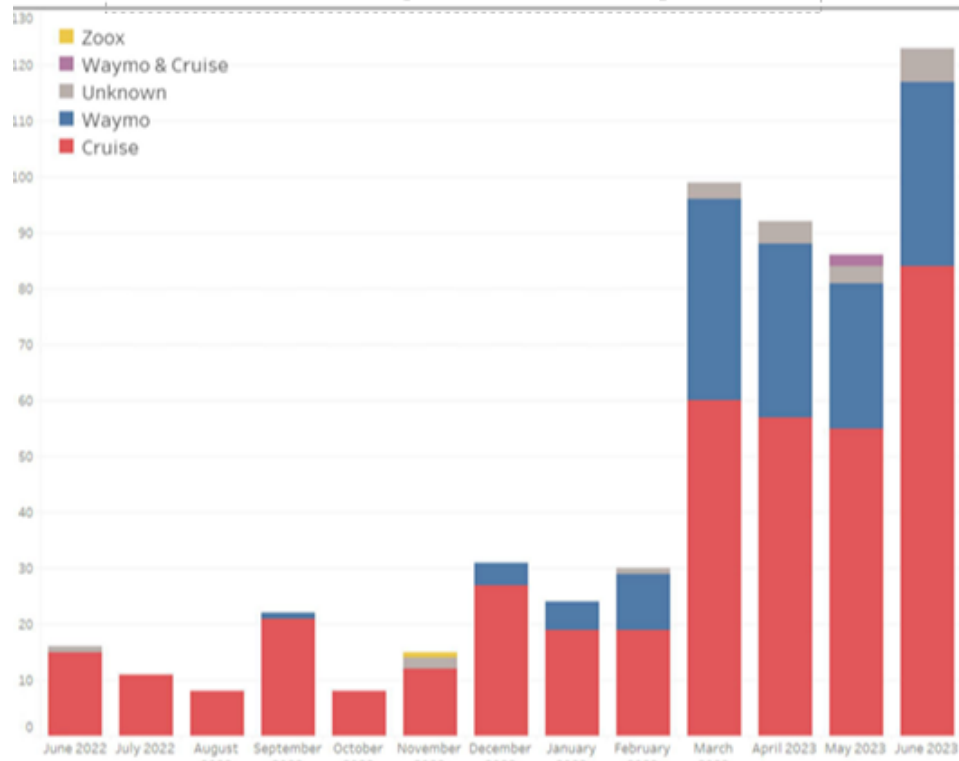


8/17 Crash with private car
@ 26th x Mission

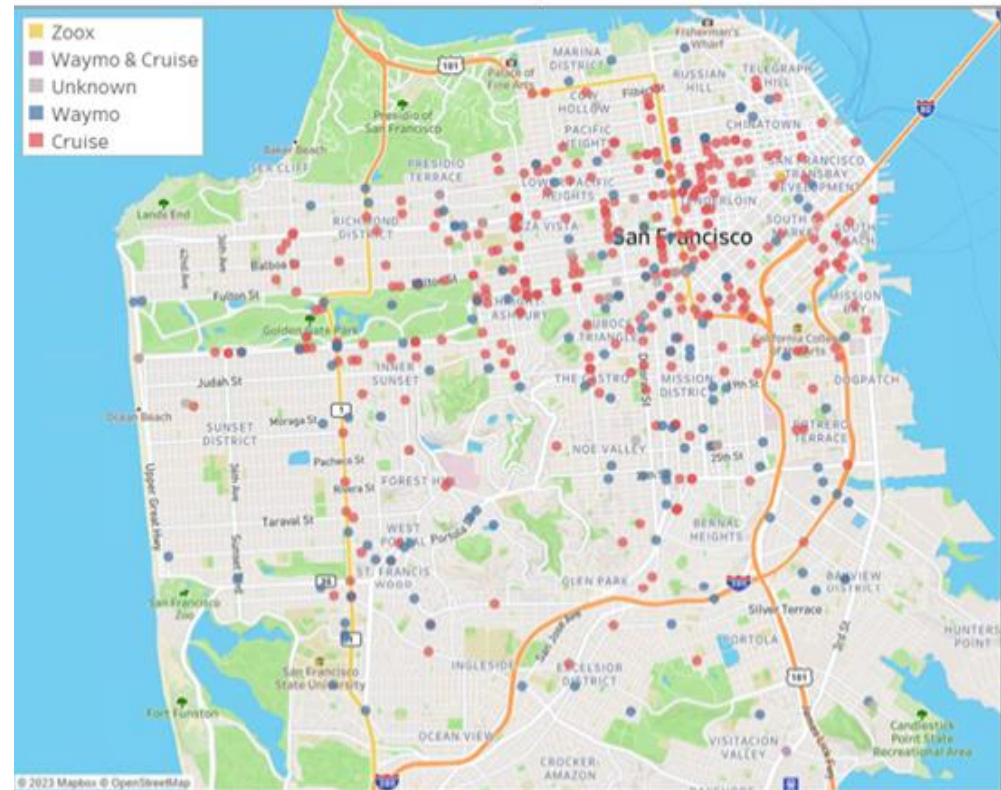
Driverless AV VMT in SF:

- Cruise/Waymo - 3M/1M miles driven in SF (SF: 6M VMT **per day**)
- 600+ traffic/transit/emergency interference incidents

AV Incidents Reported to SF by Month



Known Locations of Reported AV Incidents



Driverless AV Incidents with Fire Department



Blocking fire trucks responding to emergencies



Intrusion into active fire scenes



Driving over charged hoses



Intrusion into areas marked with caution tape

Incidents with Bus & Rail Transit



Rear-end crash with Muni bus



Near-miss collision & repeated track encroachments on Muni light rail



Encroachment into transit lanes interrupting service

Other incidents

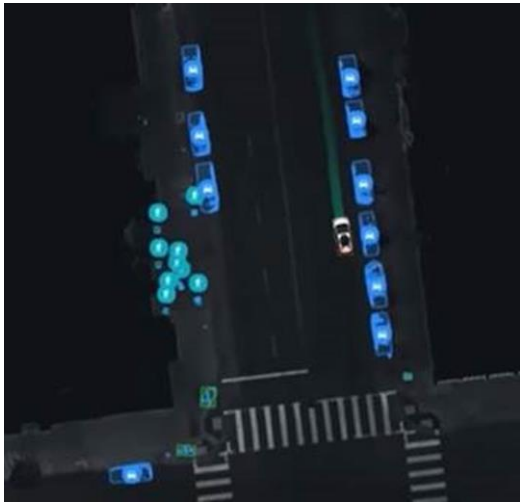
Violating CVC & creating traffic hazards



Intrusions into work zones endangering workers



Challenges operating in fog



Unsafe pick-up/drop-off in travel lanes



Unsafe stops in pedestrian crosswalks



AV failures at peak travel hours leading to traffic jams



Waymo dog fatality

Chronology of Events

- Sept '22: SF files letter to NHTSA documenting Cruise's driverless performance and impacts (Cruise Origin Exemption process)
- Dec '22: SF Board of Supervisors AV Policy resolution, signed by Mayor Breed
- Dec '22: Cruise and Waymo submit applications to the CPUC for full driverless commercial operations in SF
- Jan '23: SF input to DMV AV regulations public workshop
- Feb-May '23: SF input to CPUC's assessment of Cruise and Waymo applications for full driverless commercial operations in SF
- June '23: SF input to CPUC AV data reporting rulemaking
- July '23: SF input to DMV AV regulations public workshop
- Aug 7 '23: SF input to CPUC hearing on AV emergency response obstructions
- Aug 10 '23: CPUC approval of Cruise and Waymo full driverless commercial operations in SF
- Aug 16 '23: SF files Motion to Stay of CPUC approval of Cruise and Waymo full driverless commercial operations in SF
- Aug 17 '23: SF files update letter to NHTSA documenting Cruise's driverless performance and impacts (Cruise Origin Exemption process)
- Aug 18 '23: DMV requests to Cruise to reduce SF operating fleet in half
- Aug 28 '23: Letter from Assembly Committee on Communications & Conveyance Chair to DMV and CPUC requesting clarification on inter agency coordination and processes

SF's Proposed Approach for Deployment & Regulation of AVs

- AV operations demonstrate CA's great success in setting up conditions for industry growth and technology development
- Time to leverage that success and incorporate real-world experience into more mature regulatory framework:
 - Expanded and transparent data reporting
 - Performance benchmarks: competency and impact KPIs
 - Incremental stage-gates for expansion of permitted activities
- Need for updates to state traffic and vehicle codes

Treasure Island AV Shuttle Pilot: the "Loop"

- Operates entirely on public roads 7 days / week, 9 am - 6 pm
- Fully electric, free autonomous shuttle with attendant on board
- Fixed route, wheelchair accessible



Thank you.

Jean Paul Velez

jean.paul.velez@sfcta.org

415-593-1668 office



San Francisco
County Transportation
Authority



sfcta.org/stay-connected