



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

Table of Contents

EXECUTIVE SUMMARY	5
INTRODUCTION	17
Purpose	18
Objectives	19
CASE STUDIES	20
San Francisco Existing Services and Programs	21
Peer Examples	23
OUTREACH	31
Workgroup	32
Survey	33
Focus Groups	37
EVALUATION FRAMEWORK & PROPOSED STRATEGIES	38
Evaluation Framework	39
Proposed Strategies	41
ACTION PLAN	44
Safety Actions	47
Improved Transportation Option Actions	56
Communications Action	75
Affordability Action	79
FUNDING & NEXT STEPS	82
Appendices	
Appendix A: Workgroup Meeting Materials	A-1
Appendix B: Survey	B-1
Appendix C: Focus Group Meeting Materials	C-1
Appendix D: Evaluation Framework	D-1
Appendix E: Funding Sources	E-1

Tables

Table 1. Existing Services and Programs Available to Treasure Island Residents and Workers	22
Table 2. Peer Examples of Supplemental Mobility Services and Programs	27
Table 3. Evaluation Framework	39
Table 4. Initial Proposed Strategies Evaluated Against Study Objectives	41
Table 5. Next Steps for Implementation	83
Table 6. Next Steps for Implementing Priority Actions	84
Table 7. Potential Funding Sources for Priority Actions	86

Figures

Figure 1. Modes of transportation that residents and workers use to travel on and off Treasure Island	34
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	35
Figure 3. Responses to whether residents would use bikeshare and scootershare services if available on Treasure Island	36
Figure 4. Responses to whether residents would participate in a carpool service self-managed among Island residents	36

Executive Summary

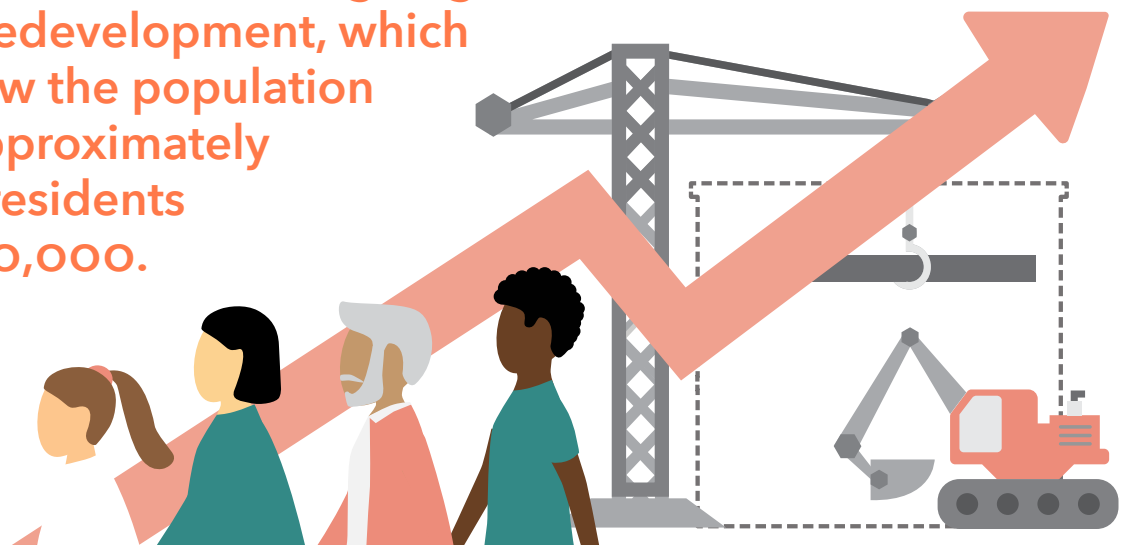
What is the purpose of the Treasure Island Supplemental Transportation Study?

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.

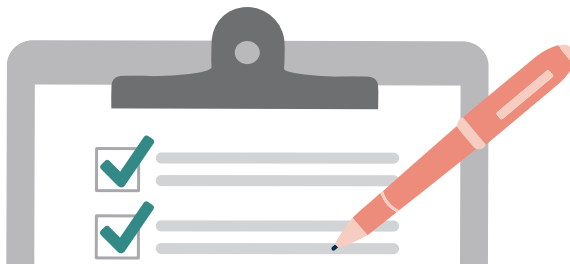
The case study review identified modes and strategies including carshare, carpool, microtransit, student rideshare, and ride hailing programs.



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.

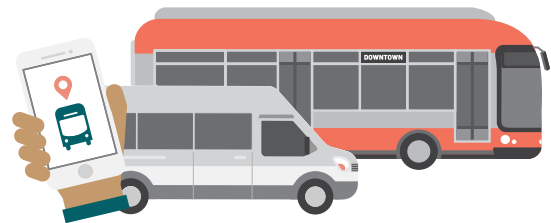
ACTIONS ARE ORGANIZED INTO FOUR CATEGORIES:

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:



- 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.

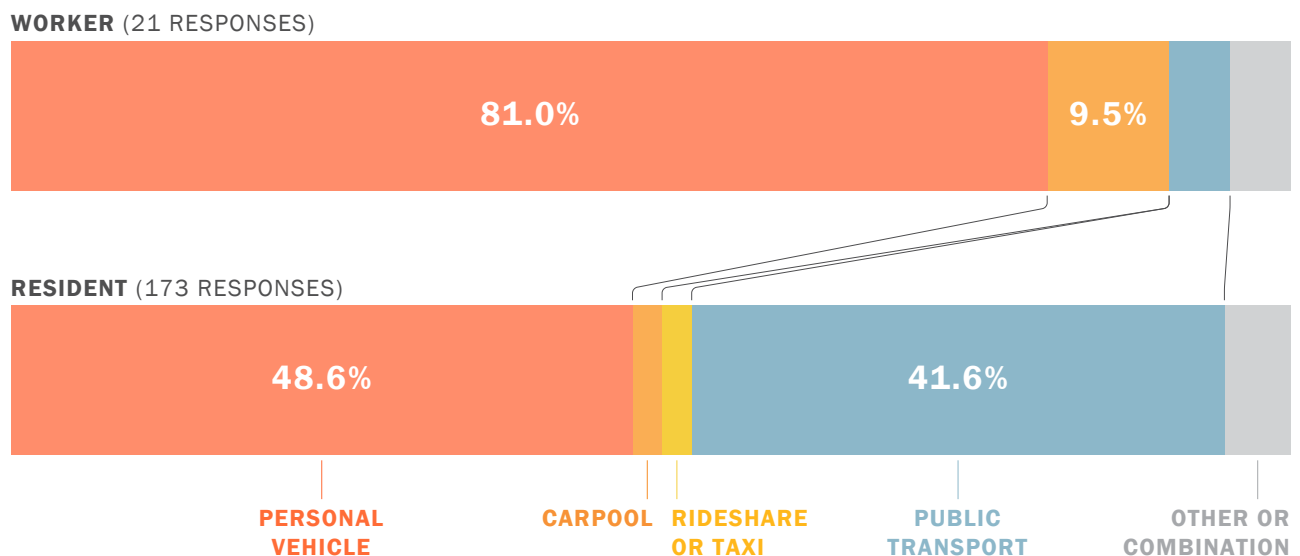
Highlights of the survey findings are below, and the full survey results are provided in Appendix B.

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.

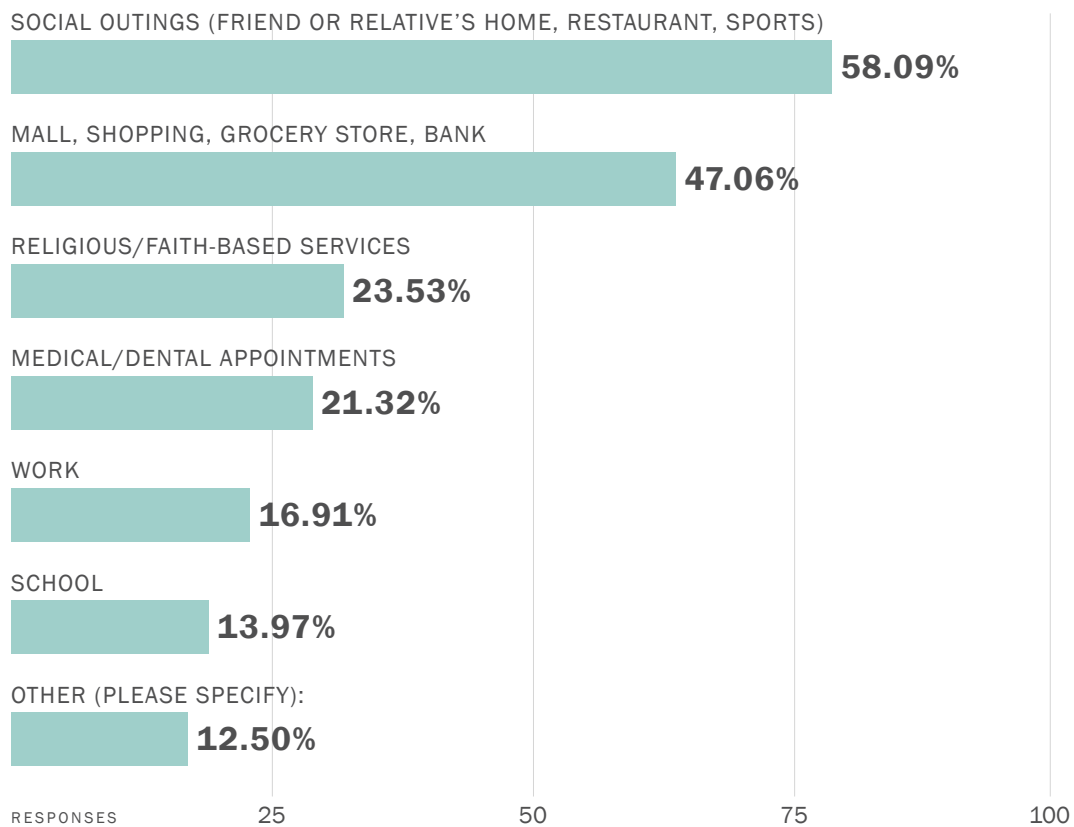
Figure 1. Modes of transportation that residents and workers use to travel on and off Treasure Island



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 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 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**:

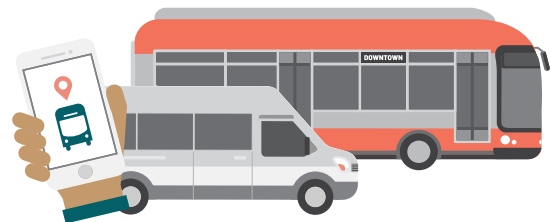
CATEGORY 1



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.

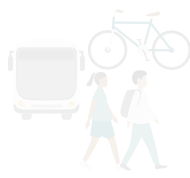


Photo source: Tim Hussin

- **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

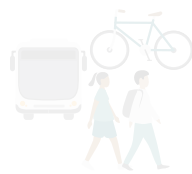
1.3 TRAVEL TRAININGS

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

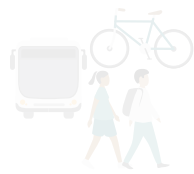
Treasure Island residents are interested in an alert system that would allow residents and workers to report when they feel unsafe on our near transportation services. Potential options include:

- **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:

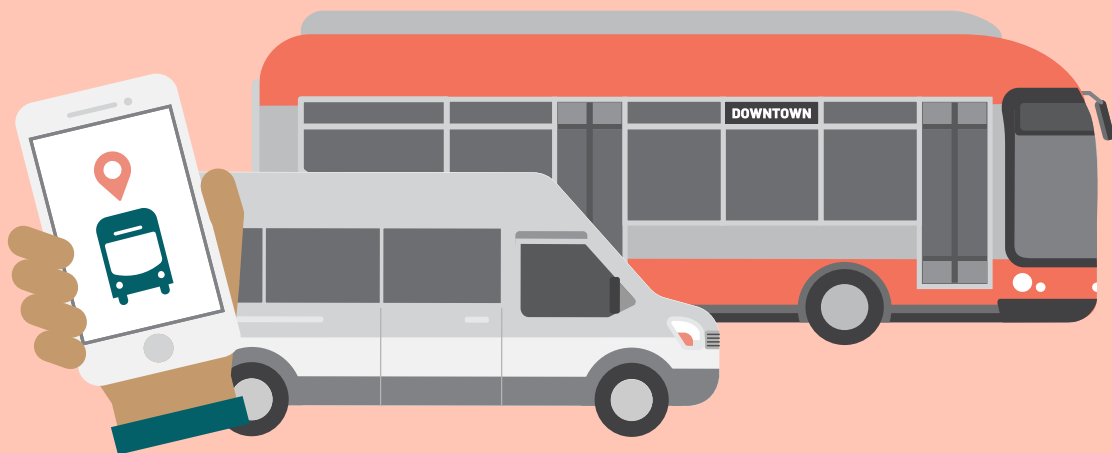
- Most people are interested in seeing a **transportation alert service system** on the island, and the preferred communication method is **by text** (85%), **email** (36%), and **electronic information board** (33%).
- Focus group participants would like to see a **security station with an accessible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



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

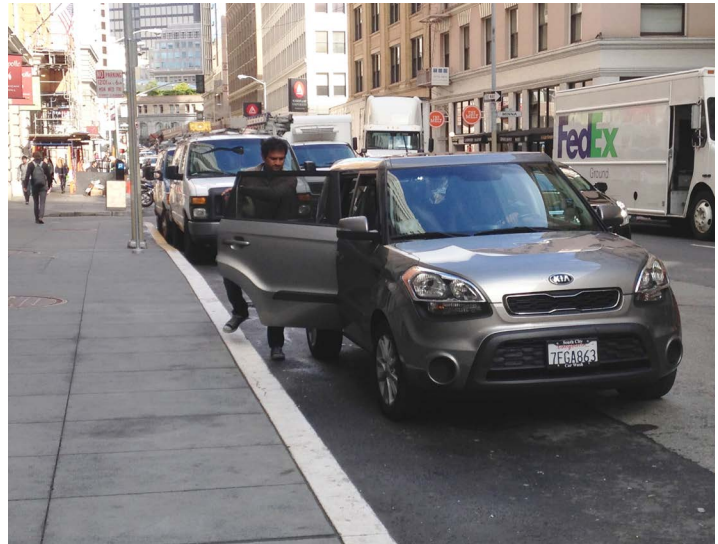
Public Input:

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

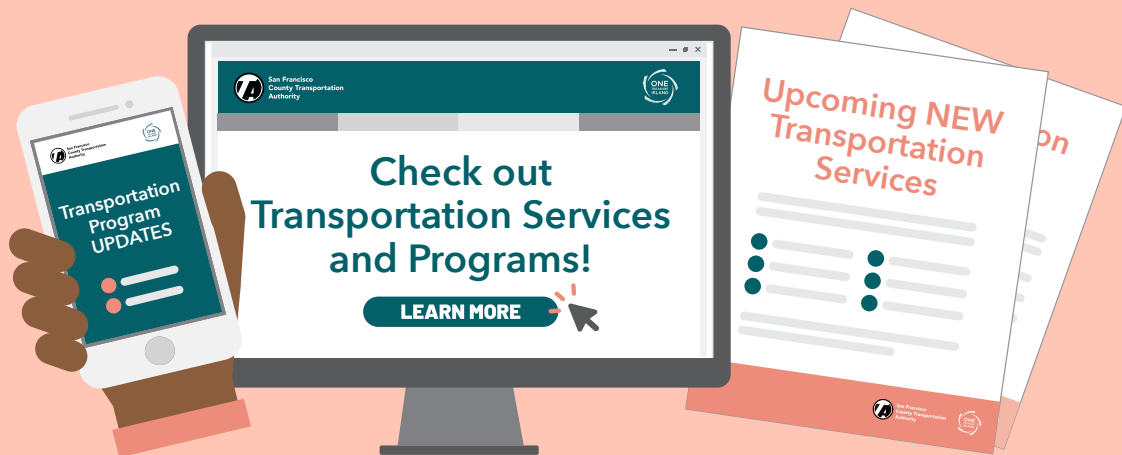
- Travel Trainings
- Mobility Hub
- Marketing for Existing and New Mobility Services
- Universal Basic Mobility Program

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:



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

 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