



# Memorandum

**Date:** June 26, 2018  
**To:** Transportation Authority Board  
**From:** Anna LaForte – Deputy Director for Policy and Programming  
**Subject:** 06/26/18 Board Meeting: Update on the Safe Routes to School Transition and Re-establishing the Capital Program for School Area Projects

<p><b>RECOMMENDATION</b>    <input checked="" type="checkbox"/> <b>Information</b>    <input type="checkbox"/> <b>Action</b></p> <p>None. This is an information item.</p> <p><b>SUMMARY</b></p> <p>At its January 9, 2018 meeting, the Board approved \$2,813,264 in One Bay Area Grant Cycle 2 (OBAG 2) funds for the Safe Routes to School (SRTS) Non-Infrastructure Project. This action was conditioned upon the San Francisco Municipal Transportation Agency (SFMTA) providing to the Board by June 30, 2018 a report on the transition of the SRTS non-infrastructure project lead from the Department of Public Health (DPH) to SFMTA and a proposal for re-establishing the capital program for school area projects. To fulfill these conditions, the SFMTA staff has provided a report (Attachment 1) that will be presented at the June 26 Transportation Authority Board meeting.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fund Allocation</li> <li><input type="checkbox"/> Fund Programming</li> <li><input type="checkbox"/> Policy/Legislation</li> <li><input type="checkbox"/> Plan/Study</li> <li><input checked="" type="checkbox"/> Capital Project Oversight/Delivery</li> <li><input type="checkbox"/> Budget/Finance</li> <li><input type="checkbox"/> Contract/Agreement</li> <li><input checked="" type="checkbox"/> Other: Condition of One Bay Area Grant Cycle 2 Funding Recommendation</li> </ul>
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## DISCUSSION

### Background.

As Congestion Management Agency for San Francisco, the Transportation Authority was responsible for programming \$42.286 million in OBAG 2 funds from the Metropolitan Transportation Commission (MTC), including funding for SRTS. During discussion related to one of the staff recommended OBAG 2 projects, the SRTS Non-Infrastructure Project, several Board members expressed concern over the effectiveness of the project and a desire for better coordination among the various safe routes to school programs such as school crossing guards and capital safety improvements near schools. In addition, Board members expressed a strong desire for the SRTS program to better respond to the unique needs of every school.

At Chair Peskin’s request, we supported staff from Chair Peskin’s and Commissioner Tang’s offices in convening staff from the DPH, SFMTA, and the San Francisco Unified School District to review the current structure of the SRTS program and consider opportunities for improvements. As an outcome of those discussions, at its January 9, 2018 meeting the Board approved programming \$2,813,264 in OBAG 2 funds to the SFMTA for the SRTS Non-Infrastructure project, conditioned upon the SFMTA providing the following items to the Transportation Authority Board:

- **By March 31, 2018: A proposal for modifying the crossing guard program.** This timing allows for recommendations to be implemented prior to the start of the 2018 school year. Specifically, SFMTA will consider how it can improve recruitment and retention, guard assignment policies, and selection of participating schools. This condition has been met.
- **By June 30, 2018: A report on the transition of the SRTS non-infrastructure project from DPH to SFMTA** including an evaluation of the scope, budget and funding plan, and updated goals and metrics to measure the effectiveness of the project. SFMTA staff will present on this topic at the June 26 Board meeting.
- **By June 30, 2018: A proposal for re-establishing the capital program for school area projects,** including how the identification, prioritization, and implementation of capital improvements near schools will be coordinated with the non-infrastructure work. SFMTA staff will present on this topic at the June 26 Board meeting.
- **Annually: Provide progress reports** on how the SRTS Non-Infrastructure project is doing with respect to achieving the established goals based on the approved metrics.

The SFMTA has prepared the attached report providing an overview of the SFMTA's framework for school safety and transportation management and addressing the two OBAG 2 deliverables noted above. The framework is organized into six focus areas: engineering, education, encouragement, environmental safety, evaluation, and transportation services for a comprehensive SRTS program.

#### **FINANCIAL IMPACT**

None. This is an information item.

#### **CAC POSITION**

None. This is an information item.

#### **SUPPLEMENTAL MATERIALS**

Attachment 1 – San Francisco Safe Routes to School Program - A Coordinated, Comprehensive Approach to School Safety and Transportation Management

# San Francisco Safe Routes to School Program

A coordinated, comprehensive approach to  
school safety and transportation management

June 2018

[SFMTA.com](http://SFMTA.com)



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# EXECUTIVE SUMMARY

*The San Francisco Municipal Transportation Agency (SFMTA) is supporting our city's children and families by building a coordinated framework for efforts that provide safe and effective options for school transportation. Central to this comprehensive effort is the upcoming transition to SFMTA in summer 2019 of the Safe Routes to School program in partnership with the San Francisco Unified School District (SFUSD). This reorganization will allow for an increased focus on the core goals of school transportation: safety and mode shift.*

## Broader Reach

When implemented, the SF Safe Routes to Schools program will reach all 103 SFUSD schools in some capacity, growing beyond the 30 schools it currently works with regularly and expanding its school-wide activity to 103 schools. The program has a strong equity component, utilizing data to identify where additional resources are needed and ensuring strong language and cultural competency requirements to reach all families and support their transportation needs.

## New Goals

**By 2030, the program will:**

- **Reduce single family vehicle trips by 37%:** from the current 48% to 30%, SFUSD's adopted transportation goal
- **Reduce school-related collisions by 50%:** from an annual average of 2 severe and 32 total injury collisions a year

## New Programs

A refocused engineering program will develop a baseline assessment of SFUSD school sites, kick-off a new walk-audit and implementation program, all while continuing to deliver the safety projects around schools that it always has. An expanded crossing guard program will begin to deliver additional crossing guards in the 2018 school year and kick-off a new volunteer crossing guard training program for schools that don't have a staffed crossing guard.

## Enhanced Coordination

By the end of 2018, SFMTA will hire a new Safe Routes to School Coordinator who will oversee a reorganized framework that brings together all aspects of the City's school transportation programs. The new program will be organized into five focus areas:

- Engineering
- Education
- Encouragement
- Environmental Safety
- Transportation Services

This new coordinator will ensure stronger communications between the program areas and a greater responsiveness to school communities, staff and city leaders.

## Increased and Transparent Evaluation

Finally, the program will be comprehensively evaluated annually using national best-practices with results that are reported publicly and made available on the program's webpage. The evaluation will report clearly on progress made towards the core goals while including metrics, such as other mode-share, that indicate where success is being seen and where additional work is needed. With this information, the program team will make adjustments to the Safe Routes to School toolkit offered to school communities throughout San Francisco.

# A NEW PATH FOR SRTS

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Beginning in summer 2019, the San Francisco Municipal Transportation Agency (SFMTA) will begin to manage a newly realigned Safe Routes to School program in partnership with the San Francisco Unified School District (SFUSD). This reorganization will allow for an increased focus on not only the core goals of the program, but also on coordination and transparency. Changes to the program's oversight and focus will strengthen the connection between the many different aspects for the city's school transportation safety work, bringing the engineering and non-infrastructure efforts closer together. This new focus means ensuring that all school transportation efforts are coordinated and communications to parents and stakeholders are more consistent. When implemented, the SF Safe Routes to Schools program will reach all 103 SFUSD schools in some capacity, growing beyond the 30 schools it currently works with regularly and expanding its school-wide activity to 103 schools, which will reach beyond the 76% of schools that are currently reached.

The SFMTA already manages the vast majority of programs associated with school-related transportation, therefore this new coordination role will allow for better cohesion and more intuitive structuring of the SF Safe Routes to School program. Additionally, in broadening the program's reach, it will help support the program's longtime emphasis on equity and offer opportunities for district-wide participation so that every public school in San Francisco will benefit from the city's school transportation safety offerings.

This framework is the product of four months of extensive outreach and cooperation between the associated City agencies, consultants and stakeholders. The SFMTA, in close collaboration

with the SF Safe Routes to School partnership including SFUSD, SF Department of Public Health, SF Department of the Environment, SF Bicycle Coalition, Walk SF, Tenderloin Safe Passage, and YMCA, has devised a plan for a successful and holistic SF Safe Routes to Schools program that builds on the successes of the current program. This reorganization will result in broader reach, more action on issues the school community is concerned about and better communications with parents, students, teachers and school administrators. As a part of this shift, new members have been brought into the partnership, including the SF Police Department, the SF Fire Department, the San Francisco PTA Council and San Francisco Transit Riders (SFTR). In expanding the program's partners, the program will ensure that it is reaching all SFUSD schools, all students and communicating more effectively with parents and the school community.

*The SF Safe Routes to School program looks to support the development of a future generation of multimodal walkers, bikers and transit users in support of the city's transportation and climate goals.*

# NEW PROGRAM GOALS FOR SF-SRTS

Currently, 48% of families/students attending San Francisco Unified School District schools arrive in single-family vehicles. The San Francisco School Board has set a goal to reduce that number to 30% in 2030, a 37.5% reduction in single-family vehicle trips in twelve years (Figure 1). It is this transportation mode-shift goal that the SF Safe Routes to School program will target as its primary metric for success. The following chart identifies the year-by-year goal to support this mode-shift. This reduction in single-family car trips is in line with the program’s funding from the Metropolitan Transportation Commission’s (MTC) One Bay Area Grant (OBAG) 2 funds which are administered by the San Francisco County Transportation Authority.

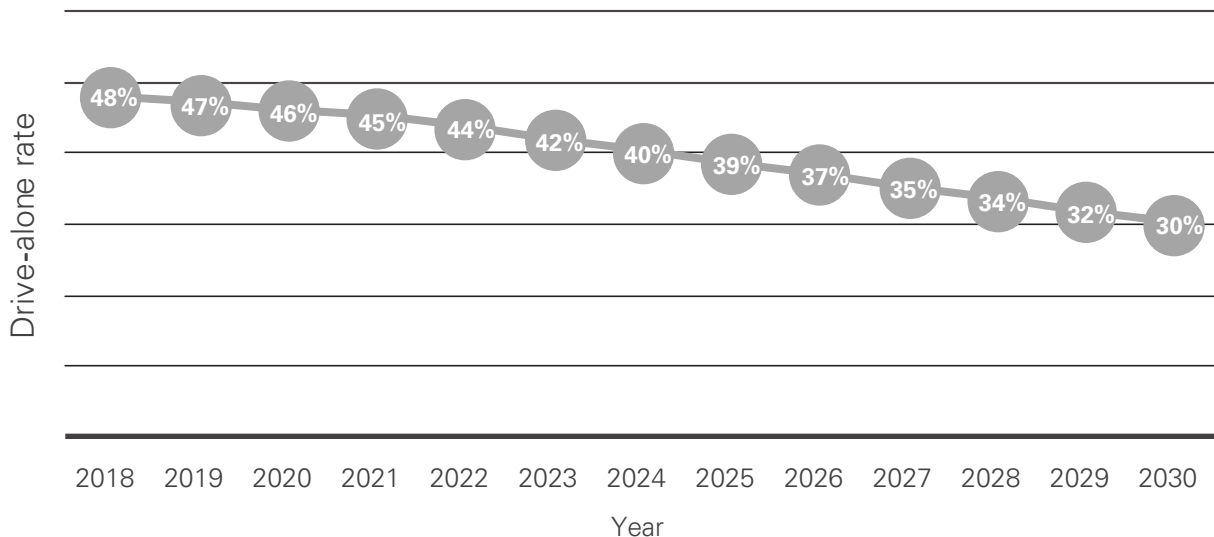
The Safe Routes to School program will also have a goal for increased safety. Vision Zero is the City’s road safety policy to eliminate all traffic deaths in San Francisco. As school-related traffic deaths are already at zero;—with notable exceptions—however, students still experience safety challenges travelling to, from

and around schools. While annual fatalities are not frequent, San Francisco averages just over 2 severe injury collisions a year and an average of 32 collisions a year. SF SRTS will aim to reduce these by 50% by 2030.

Additionally, while the mode-shift and collision reduction goals will be the primary targets against which program success are measured, the program’s final evaluation protocol will include metrics for:

- **Program reach:** are students and families aware of the various efforts that have been undertaken?
- **Information retention/learning:** have students and families remembered the information that the efforts have worked to impart or the skills they have taught?
- **Effectiveness:** have the programs shifted behavior in either the mode-shift or safety areas and if successful, which modes have replaced drive-alone trips?

**Figure 1: SFUSD Drive-Along Rate**



## EMPOWERMENT

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Safe Routes to School (SRTS) was created to help to make walking and bicycling to school safer and more accessible for children, including those with disabilities, and to increase the number of children who choose to walk, bicycle, take public transit, or ride in parental carpools. On a broader level, SRTS programs strive to enhance children's health and well-being, and improve the daily life of all members of our community.

The SF-SRTS partnership will strive to support schools in building a community strong enough to ensure the continued existence of active and robust school-based sustainable transportation programs even as highly engaged members graduate or move on from the school. From an operations perspective, the partnership should be working to support all schools in developing a program that operates without the need of outside volunteers.

In order to achieve this long-term outcome, SF-SRTS will work to empower communities to:

- Clearly identify safety and transportation issues and options
- Understand the process to affect change in their school area.
- Connect with City staff to work on solutions.
- Take on key roles in program activities as necessary.

To this end, empowerment is a core goal within each of the program organizational areas identified below. For Engineering, the City will engage fully and respectfully with parents and community members who reach out with concerns, working with them to clearly understand the issues at hand and potential solutions. Similarly, Environmental Safety and Transportation Services are opportunities for engaging school community members in

discussions of issues and identifying how the school community or the city can support a safer transportation experience.

Encouragement events, such as those organized by the Partnership outreach team, described later in the framework, in the K-5 schools, provide an opportunity to support the development of school leaders by identifying individuals who might be willing to take on a role in supporting school activities, connecting them with the Safe Routes to Schools Coordinator if they have safety concerns (thus building the agency of the school community and empowering voices that might not have felt comfortable or confident about reaching out to the City). Outreach team members will also work with school communities to help them understand the various options that SF-SRTS has to offer them in addressing issues that the community has identified and the process and timelines for implementing solutions once they have been identified. By growing this knowledge base, the program will aid parents and school community members in working with the City to identify viable solutions to their concerns.

In furtherance of this goal, the City will continue to ensure that there are multi-lingual, culturally competent outreach staff available both through the Partnership and City Staff to communicate with parents or caregivers who are more comfortable speaking a language other than English and who are able to engage families in culturally competent SRTS programming.



# COMMUNICATIONS

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In developing a comprehensive school safety program, it is imperative that communications functions operate at a high level and that they are streamlined. A complex program such as SF-SRTS has multiple communications areas of focus:

- **Listening:** School community input and issue identification
- **Collaborating:** School community engagement and relationship building
- **Informing:** City project information sharing with school community

Each of these communications areas have community, stakeholder and decision-maker audiences. It is imperative that program communications be provided appropriately for each of these audiences, including multi-lingual and multi-cultural components, providing clear and compelling messaging and actively listening to responses.

## Listening: School community input and issue identification

Working at 103 school sites, the SF-SRTS program will interact with thousands of families and staff each year. Effectively gathering and responding to feedback and input from schools on safety issues will be key to the program's success. With the growth of the program from 36 to 103 schools, taking these comments and concerns, analyzing them and reporting back in a timely manner will necessitate a highly systematized process and adherence to clear timelines. Where schools are working with SF-SRTS outreach staff, that staff will support parents in reaching out to the Schools Coordinator at SFMTA and to identify safety issues that can be analyzed for potential short and long-term solutions that can be communicated, along with a prioritization assessment based on need and resources.

In the first quarter of FY19, the Schools Coordinator will work with the SFUSD Sustainability Director to identify which parties at each school need to be looped into school requests. In developing a clear, streamlined process, the program will ensure that there is awareness of requests and issues, allow for active participation in any discussions around the issue and provide a response to each request that is received by a broad number of school leaders and stakeholders. This list will include the principal, key school transportation and safety champions (teachers, parents, caregivers, SF-SRTS Outreach Team, etc.) and likely the School PTA president, PTO organization, and/or any parents involved in raising the issue.

## Responding to requests and issues

SF-SRTS will work expeditiously to identify effective safety solutions to safety issues identified by school communities. In support of this, the program will develop and finalize protocols for receiving and transmitting school site issues to ensure that community input is received and responded to in a timely manner. SF-SRTS staff will work with the school community to best understand the issue being raised and a staff team of subject matter experts will develop potential solutions. With so many tools in our school safety tool-kit and city resources constrained, identifying the issues that need tackling will assist in quickly identifying potential options for solving them and allow the conversation to move quickly. Once an issue is identified, a school response team, typically made up of at least an engineer and an operations/enforcement staffer, will visit the site within two weeks to audit the situation and identify whether any short-term or long-term solutions might be appropriate.

# COMMUNICATIONS

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After this audit is completed, if an issue and solutions are identified, the school will be prioritized among the list of schools for which solutions are available. The results of this work and next steps will be communicated to the list of school contacts identified at the beginning of the process. These communications will typically occur within six weeks of the initial outreach from the school. If there are any delays, they will be communicated ahead of time.

## **Responding to requests and issues**

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## **Collaborating: School community engagement and relationship building**

Expanding the number of engaged parents and volunteers available to support the program and its activities will be paramount to its success. As more schools are able to provide active and engaged parental or faculty leadership on transportation safety and mode-shift, this will enable the deployment of SF-SRTS resources, including City and District staff and the Partnership's outreach team, to schools where parental involvement is traditionally lighter. This engagement will aim to provide access to the menu of SF-SRTS offerings across program areas and support schools in accessing tools that will support creating a safer transportation environment and mode-shift.

There is a strong equity consideration in ensuring that schools' volunteer resources are maximized, as not all schools are able to benefit from the time of parent volunteers, yet all are deserving of the benefits of this resource. The Partnership's outreach team will play a key role in identifying the parental engagement level at schools throughout the district. This team will provide an important linkage to program offerings, share knowledge about potential solutions for safety concerns and helping to support the timely adoption of the City's school safety program for the area through coordinated communications with City and District program staff.

To this end, the program will need to continue to study whether neighborhood task forces, which started in FY18, should continue or

# COMMUNICATIONS

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whether on-site engagement opportunities, such as shared schoolyard events, enrollment fairs, orientation nights, PTA meetings, etc. would be more effective locations to engage parents. This determination will be made in the second Quarter of FY19. As a part of this consideration, the SF-SRTS program will determine if there are parental audiences who are more likely to engage at a school. It is likely that the engagement opportunities are different for each school. Evaluating these opportunities, together with the school travel characteristics, will help to identify where the greatest impact to school transportation choice and safety are likely to be seen at a given site in order to achieve our goals and where the program resource focus will need to be placed.

additive to the list of tools that the city already employs, including the school's weekly folder/newsletter and reaching out to principals and the District offices and informing the appropriate SF-SRTS outreach staff.

Additionally, the Schools Coordinator will endeavor to identify on-site resources for the disseminating of information, as well as any other unique communication outlets for a given school to increase the potential for reaching families. All communications to the school community will be provided in the needed languages as identified by the District or School.

## **Informing: City project information sharing with school community**

The realigned, more coordinated SF-SRTS program will provide better opportunities for school community input into SFMTA and other city projects and programs. This communications channel focuses on City, District staff, and the Partnership outreach team working directly with the schools, as well as the PTA Council and site-specific PTAs and PTOs to keep school communities informed about City efforts, especially ones that impact transportation for the community at the school.

The Schools Coordinator, working in concert with District staff will identify contacts at each school, including the utilization of the local knowledge and relationships that the Partnership outreach team has developed. These communications channels will help provide improved access to information on opportunities for input on transportation projects that may impact those travelling to school. These communication assets will be

# EQUITY AND RESOURCE ALLOCATION

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Equity continues to be a core value of the SF-SRTS program. Therefore ensuring that program resources are used to equitable ends is not just important, it's required. With two program goals, mode-shift and safety, the final school prioritization methodology will need to factor in schools with demonstrable safety issues, schools with a high percentage of students who qualify for free or reduced lunch, and schools with high potential for mode shift. When completed, it is expected that priority safety schools will be looked at for infrastructure and environmental safety interventions first while priority mode shift schools will add education and encouragement to the list of potential interventions.

Safety prioritization will use both the Vision Zero High Injury Network, a data-driven tool that identifies the most deadly and injurious roadways in the City. This tool has identified that communities of concern are disproportionately represented on the network and a to-be completed schools-adjacent collision map [currently expected to be completed in June 2018] in prioritizing improvements focused solely on safety. In doing so, the program will ensure that the more dangerous areas of the city are prioritized first and that communities of concern will be early beneficiaries of these improvements.

Mode shift/safety prioritization will rely on a school prioritization process initially developed for the Federal Highway Administration (FHWA)'s National Center for Safe Routes to School. This tool has been used by the SRTS Partnership in San Francisco to identify schools with potential to increase pedestrian and bicycle trips to schools, additionally looking at socio-economic factors for determining where the city can most equitably focus its efforts, especially in supporting encouragement and outreach activities.

For the SF-SRTS program to be fully successful, all schools should be provided with both education and encouragement programs and supported by outreach staff at an appropriate level. As funding resources are limited and providing the full complement of tools at each school in year-one is unachievable, the above prioritization will aid the program in identifying where scarce resources should be applied first.

# PROGRAM ORGANIZATION

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The newly-coordinated San Francisco Safe Routes to School (SF-SRTS) program is organized into programmatic areas that bring together the numerous components of the city's school transportation related work. In reorganizing these program areas, the updated schools program will ensure that issues related to school safety and transportation are addressed even more holistically than they have been historically.

Beginning in FY19, the SF Safe Routes to Schools program will be fully reorganized in newly enhanced, comprehensive and collaborative program that builds on the many strengths of the SFMTA and SFDPH's existing programs. The program will be organized into six focus areas: Engineering, Education, Encouragement, Environmental Safety, Evaluation, and Transportation Services.

In delivering the assorted tactics associated with these focus areas, the members of the SF-SRTS Partnership: SFMTA, SFUSD, SF Department of Public Health, SF Department of the Environment, SF Police Department, the SF Fire Department, SF Bicycle Coalition, Walk SF, Tenderloin Safe Passage, YMCA, the San Francisco PTA Council and San Francisco Transit Rider (SFTRU) will provide support for the education, encouragement and environmental safety areas. SFMTA, in collaboration with appropriate city partners, will provide engineering, planning support and transportation services. Program evaluation will be provided by SFDPH in collaboration with SFMTA and SFUSD.

The specific tactics within the education, encouragement and environmental safety areas will be determined over the one-year transition planning horizon of FY19. Tactics will be chosen based on their ability to reach

a broad number of schools, providing effective efforts in mode shift and transportation safety. Once a full menu of options is developed, the SF-SRTS partnership, , will identify a preliminary set of options for each school in the School District along with an outreach plan to ensure a meaningful connection with the school and its community around the proposed program for the year.

## Engineering

For the purposes of SF-SRTS, "Engineering" is used to describe physical engineering and planning work.

This program encompasses four key areas of work focused on creating a safer on-street environment. Work in this program area is both proactive and responsive. Proactive work will identify potential problem areas and engaging the community, including students and families. The responsive work will follow a more traditional approach of responding to community concerns as they are raised.

Under the management of the SFMTA's engineering subdivision, this program area will see the return of school-area walk audits, where school communities can walk the neighborhood around a school with SFMTA planners and engineers, and together identify safety and traffic operations issues. Once the issues are identified, a rapid response plan will be put into place for solutions that can be quickly implemented to address these concerns.

Within SFMTA, a more formal communications structure will ensure that planners and engineers are communicating amongst their various programs, as well as with other disciplines that may be able to provide effective resolution to identified issues.

# PROGRAM ORGANIZATION

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In order to better respond to requests and concerns, the SFMTA will be developing a more comprehensive baseline understanding of the safety environment around the SF Safe Routes to School schools. Towards this goal, the SFMTA will ensure that it has an up-to-date safety environment snapshot for all of the schools that will be engaged by the SF SRTS Partnership outreach team. SFMTA will survey all of the school related work conducted in the last three years, identifying the state of repair and need for each location. Schools that have not had a safety audit performed during this period will be identified and new audits will be generated before the start of the new school year in 2019.

The four areas of engineering that focus on schools provide extensive coverage of the City's schools, including private, parochial and charter schools. All four areas work together to meet the diverse needs of San Francisco's neighborhoods and schools. Combined with the refreshed communications protocols, families at SF's schools will have extensive access to request safety assistance, provide input on planned transportation safety projects and actively participate in school site transportation planning. Each area leverages strengths to solve unique site issues and will be included in discussions about school safety issues that arise before work is assigned. This will increase the chances that school sites will receive recommendations of best-practice solutions:

## **Traffic Operations**

Working with school staff and parents, traffic operations around schools will be evaluated and solutions, including traffic control devices, that will improve traffic operations will be identified and implemented to ensure that families arriving at schools are able to access their campus safely and in a manner that supports other school families' safety.

## **Traffic Engineering**

When safety issues are identified, city traffic engineers will work with school communities to understand their concerns and recommend effective spot solutions towards redesigning streets around and near impacted schools.

## **Traffic Calming**

Responding to school community safety concerns, members of the Traffic Calming program will work with the community to identify the appropriate tools to develop safer streets around schools. After engaging with the school and neighborhood community, physical safety improvements such as speed humps, speed cushions, speed tables, raised crosswalks, median islands, traffic circles, changes to lane widths, and lane shifting will be recommended and funding for installation sought.

## **Walk Audit Program (new)**

In addition to the work at dozens of school each year, at five additional schools, SFMTA's planners and engineers will work with each school community to identify safety issues around their school site and solutions that can be implemented expeditiously.

## **Education**

For the purposes of SF-SRTS, "Education" describes in-school, student-focused education on transportation safety and multi-modal transportation options, including how to safely walk, bike, and ride the bus to San Francisco's schools.

This program encompasses three key areas of work focused on: 1) supporting students in utilizing the City's transportation system safely, 2) educating future transportation users, and 3) providing support along each student's transportation education journey. Work in this



# PROGRAM ORGANIZATION

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program area takes place during school through classroom presentations, curricula, physical education classes (PE), school assemblies and field trips.

Within SFUSD, a communications structure will ensure that school staff engage with partners to ensure effective implementation of these programs. Additionally, by ensuring a strong connection from these activities with the SF Safe Routes to School program, identified site-specific safety issues can be addressed, as appropriate, through the school's offerings.

## **Classroom presentations**

SFPD and SFFD currently visit schools to share safety practices with students. As SF SRTS moves forward, these visits will be coordinated with Safe Routes to School education efforts to ensure alignment with school transportation safety and Vision Zero safety messages.

## **In-School Bicycle Education**

SF SRTS will endeavor to provide bicycle safety classes to all second, sixth and ninth grade PE classes through an expanded program that will begin to phase in during the 2019 school year.

## **Ed's Neighborhood**

Rotating through SFUSD schools beginning in the 2018 school year, Ed's neighborhood will teach elementary schoolers (k-2) the basics of navigating their city safely on foot in a miniature mockup of a neighborhood of San Francisco.

## **Transit Rider Training and Field Trips**

In-school program, potentially including assemblies and field trips will educate fifth graders on how to ride Muni safely, respectfully and independently as they enter middle school, supporting independent travel to and from school.

## **Encouragement**

For the purposes of the SF-SRTS program, "Encouragement" describes communications, events and support provided to families and students outside of the school day.

This program encompasses non-infrastructure offerings that encourage the use of sustainable transportation modes in getting to and/or from school. There are three programmatic areas, each focusing on the frequency of the event offered. The events offer support in safely using each mode but often engage students and families on multiple modes. Programs include annual encouragement events like Walk and Roll to School Day and Bike and Roll to School Week as well as more frequent recurring ones like walking school buses, bike trains, and Four Fun Ways classroom competitions. Events may also include things like on-site or neighborhood bike rodeos, events that occur once or twice in a year. Encouragement activities will be provided by SF-SRTS partners with multi-lingual and multi-cultural skillsets.

Encouragement events will include the Four Fun Ways program, which celebrates healthy and sustainable transportation options and provides families with an opportunity to consider which options will work for them. Additionally, there are more modally specific opportunities, one-off, recurring and annual events that will be considered.

As appropriate, program activities and events will be leveraged to provide communications and parental empowerment opportunities related to local infrastructure projects and identifying safety concerns for the school community.

# PROGRAM ORGANIZATION

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## Annual Events

These events occur once a year across the entire program, examples include Walk and Roll to School Day (October) and Bike and Roll to School Day (April). These events are an opportunity to support families in trying new transportation options.

## Recurring Events

Occurring multiple times a year on a regular schedule, these events are typically school or neighborhood specific and support families in walking, biking and riding transit by lowering the bar for parental involvement in school pick-up and drop-off. Examples include walking school buses and bicycle trains.

## One-Off Events

These events may happen more than once a year, but not regularly or frequently. These events provide an opportunity for skills and community building outside of school hours. Examples include school-yard bicycle rodeos and four-fun-way encouragement competitions.

## Environmental Safety

For the purposes of the SF-SRTS program, Environmental Safety describes programs and efforts which aim to improve on street safety and the perception of safety for families travelling to school.

Bringing together multiple program elements from the city and city-contractors, the Environmental Safety program area will work on environmental safety issues. There are five key areas in this program:

1. Safe crossing for students on high-traffic streets.
2. Enforcement of unsafe on-street behavior like speeding and double parking.
3. On-transit safety, including bus stop access and site safety.

4. Safe Passage to School, actively ensuring that identified school routes are either clear of activities that are not conducive to student safety or provide up-to-the-minute alternative routes.
5. Support for rationalizing drop-off routines to provide a safer on-street environment for students arriving on-foot or by bicycle.

As with all programs, this work will be actively coordinated with school communities and be an important part of the communications feedback loop between the City and the school community. Working in a more coordinated effort, these program areas will help stretch resources across multiple school areas by deploying different tools in different areas.

Within SFMTA, a new communications structure will ensure that the leaders of each of these program areas are communicating with each other. This structure will ensure all program areas able to support and leverage relationships, skills and resources to provide an environment that parents and students feel comfortable traversing on foot or by bicycle.

## Crossing Guards

Crossing guards, SFMTA staff, help children and their families safely cross streets near schools. The program funds 195 crossing guards operating at or near 106 schools in the city and are valued members of the school communities. The proposed FY19 SFMTA operating budget will provide funding for 215 guards, allowing expansion of the program to additional schools. Additionally, multiple volunteer training days in the early Fall will provide training to parents and caregivers who would like to volunteer as a crossing guard at schools where no guard is sited.



# PROGRAM ORGANIZATION

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## Traffic Enforcement

- **SFPD:** Plans enforcement efforts and responds to safety concerns from the public that relate to children and schools. For students and parents that are walking, biking, busing and driving to school, the SFPD proactively attempts to make these routes safe for everyone.
- **SFMTA PCOs:** The SFMTA will assign Parking Control Officers (PCOs) to address school related parking enforcement needs. They will address numerous schools throughout the school year to provide enforcement and traffic control on issues related to double parking, school bus zones, school loading zones and safety violations.

## Municipal Transit Assistance Program (MTAP)

MTAP has over 25 paid ambassadors who work with middle and high schoolers to ensure students have safe access to transit, address unsafe behaviors on high traffic corridors and eliminate conflicts on buses and trains that can deter student ridership and inconvenience non-student passengers.

## Safe Passage

The Safe Passage program will identify and build relationships with neighborhood stakeholders, both organizational and individual, towards a goal of creating community efforts similar to Safe-Passagework that will increase students' perception of their own safety at schools in SOMA and Bayview/Hunter's Point. Safe Passage will liaise with schools in SOMA and Bayview/Hunter's Point to identify student pedestrian concerns and will work with existing City services to maximize their efforts around safe routes for students on Muni.

## Safer Drop Off

In order to encourage parents to allow their children to walk and bike to school, chaotic drop-off zones will be calmed with the help of parent volunteers and SFMTA engineering support when redesign is needed.

## Evaluation

Ensuring that each of San Francisco's school program focus areas are reaching their goals is an important component of this program. Evaluation includes not only the mode-shift and safety goals for the entire program, but also identifying school-level effectiveness and ensuring that each of the program components is meeting its identified metrics for success as well as any secondary and contributory metrics.

Program outcome evaluations will be provided on an annual basis for the first three years and bi-annually after that. The results of these evaluations will inform changes to the program. Additionally, monthly and quarterly reports will be required for programs as appropriate. A pre- and post-project evaluation will be conducted for most infrastructure programs to ensure that safety issues identified have been adequately addressed.

Specific evaluation protocols and implementation plans will be developed concurrently with the menu of non-infrastructure tactics and will involve both an evaluation of the Safe Routes to School program as a whole, but also metrics for success for each of the program areas and a reporting schedule.

## Annual mode-choice evaluation

Using nationally recognized school transportation survey, family transportation choices will be surveyed annually to track progress on the goal of reducing single-family

# PROGRAM ORGANIZATION

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vehicle trips to schools. The results will be publicly available as a whole and by school and will be used to adjust program mixes among schools. This will help to ensure that each school receives the support they need to meet the program's transportation goal.

## **School report cards (potential)**

There is a strong interest within the program to provide individual school report cards that identify key transportation information (mode-split, collision rates, known projects, available SF SRTS offerings). However recent conversations with school districts that have recently developed these tools have found that producing well-designed report cards for many schools is a significant logistical challenge and the costs, in terms of staff time, are high. SF SRTS will continue to evaluate this tool, working to identify a low-resource way to produce a meaningful product.

## **Program Reporting**

At the end of each school year, SF SRTS will report out on the activities of all program partners, number of interactions with schools, students and families and the results of the Annual mode-choice evaluation. This reporting will be available publicly on the SF SRTS webpage and distributed to the SFCTA Board and staff as administrators of the program's funding. Program staff will be available for presentations on the program and the annual evaluation.

## **Transportation Services**

San Francisco provides a number of public transportation options for students, including traditional yellow school buses at some schools and public transit (Muni) for most schools. During afternoon bell times, Middle and High schools are provided special runs on Muni lines which begin their routes near the schools thereby allowing students to board empty buses and ensuring they are able to get to their next destination.

### **Muni and School Trippers**

All middle and high schools are within walking distance from a Muni route. In addition to the agency's regular service, the SFMTA provides school trippers which are supplemental bus trips that pick up students at the school and continues into regular revenue service. The agency currently provides over 27 school trippers to ten middle schools and six high schools during the school year.

### **Yellow School Bus**

The District's yellow school bus program will continue to provide transportation to school for a subset of the student population and efforts will be made to coordinate services with Muni routes.

### **Free Muni for Youth**

The Free Muni for Youth Program provides free rides, via a Clipper card, on all Muni vehicles for low to moderate income San Francisco youth ages 5-18 (5 and under ride for free regardless of residency).

# PROGRAM STRUCTURE & ACCOUNTABILITY

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Starting in July 2019, the SFMTA will officially transition to the program lead for the San Francisco Safe Routes to School program. The program will continue to be a broad partnership lead by a newly created Safe Routes to School Coordinator and supported by a multidiscipline outreach team. As described above, the SF-SRTS program is a larger, more comprehensive program and is supported by two functional structures: The overall City SF-SRTS Program comprised of six City Agencies and the SF-SRTS Partnership which supports the non-infrastructure program and includes five local non-profit partners.

The roles of each of these structures are described below.

## SF-SRTS Program Roles

As the overall program, this structure is comprised of City and School District Agency staff responsible for delivering a holistic school transportation mode-shift and safety program.

### **SFMTA: SF-SRTS Program Lead**

SFMTA will lead the overall program, including the Engineering, Encouragement, Environmental Safety and Transportation Services program areas. The Safe Routes to School Coordinator is employed at the SFMTA and will be a co-lead on the non-infrastructure program with SFUSD.

### **SFUSD: non-infrastructure program co-lead**

In 2019, the School District will be taking on a more direct role in leading educational efforts, providing leadership and authority from the top of the organization to support bringing all schools into the program. This new commitment will provide improved access to the classroom, working to ensure that annual data collection efforts are comprehensively done in all schools, providing a more complete

reach in terms of educational efforts, including Ed’s Neighborhood and the In-School bicycle education program.

### **SFDPH: Evaluation lead and non-infrastructure program support**

SFDPH will be the lead agency in evaluating the program’s efficacy in close collaboration with SFMTA and SFUSD.

Additionally, as the city entity funded at the highest level in the 2019-21 program, SFDPH will continue to provide key program support and expert advice to the SFMTA for the non-infrastructure program that transitions to SFMTA starting summer 2019.

## Additional City Agency Roles

### **SFPD: Safety Enforcement and in-school education**

The Police Department provides traditional enforcement efforts for supporting safe transportation behavior around schools. With their school resource officers and school outreach efforts, SFPD also interact with students in a variety of ways. In K-5 classrooms, SFPD will work with SFUSD to provide transportation education presentations.

### **SFFD: In-school education**

The Fire Department has a program where local firehouses are assigned schools for outreach. Using this developing resource, SFFD will support SF-SRTS by coordinating transportation education presentations with SFUSD.

### **SFE: Carpool outreach**

The Department of the Environment will continue to support innovative ways to encourage carpooling in the school community.

# PROGRAM STRUCTURE & ACCOUNTABILITY

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## The SF-SRTS Coordinator

Key to the future success of this program is creation of a position, the SF Safe Routes to School Coordinator, or Schools Coordinator. The position will be housed in SFMTA's Planning Programs Section, in the Sustainable Streets Division. This new position will oversee the final development and implementation of the SF-SRTS program including the reorganization of SFMTA's traditional schools work and the non-infrastructure partnership.

This position will be 50% FTE and will be responsible for four key areas:

- Coordinates the program areas within the SF-SRTS program
- Maintain high quality community relationships with school community and stakeholders
- Liaise with SFUSD to ensure strong partnership
- Chairs the SF-SRTS Partnership, including non-infrastructure program management

In order to support these key area, the Schools Coordinator will work with the program partners to ensure that work programs are coordinated and comprehensive and may delegate responsibility for certain program areas, but will ensure that the SFTMA remains the fully accountable agency for delivery of the SF-SRTS program.

Working with partners inside SFMTA and with the non-infrastructure partnership, the Schools Coordinator will develop and maintain a system for tracking and reporting out on school-related activities that the City has undertaken in supporting the overall program goals. The Schools Coordinator will also maintain and support communication channels that expand how City and School decision-makers and school communities interact with the City

about school related concerns, inquiries and issues.

A key role of this position will be to ensure that communications between the non-infrastructure program, which engages with local school communities on a regular basis, is effectively connected to the infrastructure and environmental safety pieces of the program. To this end, the Schools Coordinator will be a single point of contact on issues related to school safety and remain in the loop on discussions regardless of the technical area of focus (engineering, enforcement, education, etc.). Communications with the community will be held to a high level of responsiveness, ensuring that parents, principals and School or City leaders are aware of how their inquiries and requests are being handled.

The Schools Coordinator will also maintain a contact list of the key staff responsible for all school related efforts and activities and will endeavor to keep that list up-to-date to ensure that requests and inquiries are being handled expeditiously.

The School Coordinator will liaise directly with the SFUSD Sustainability Director on a regular basis to ensure that the City and School District are working closely together in implementing the program effectively and efficiently. Lastly, as the Chair of the SF-SRTS Partnership, the Schools Coordinator will provide oversight and direction to the SF-SRTS Partnership. This includes ensuring that the Partnership's outreach team is provided with clear direction, goals and outcomes to meet the program's goals and has appropriate communications channels to ensure effective channels to meet the program's communications goals.

# SF SAFE ROUTES TO SCHOOL PARTNERSHIP

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The SF-SRTS Partnership (the Partnership) represents much of the program's non-infrastructure work and is made up of all the City Agency partners as well as five program consultant organizations. Some of these organizations are funded by the program to provide encouragement and engagement efforts for which they were identified to be uniquely qualified in providing needed efforts for success and others are joining to help support an expanded program:

- Walk San Francisco
- San Francisco Bicycle Coalition
- SF Transit Riders
- YBike
- Safe Passage

The Partnership is heavily responsible for delivering the SF-SRTS encouragement program, supporting SFUSD in delivering education efforts and ensuring the full program meets its expanded communications goals. The non-profit partner organizations are often the face of the program. Members of the partnership provide input on all aspects of the non-infrastructure program as well as providing an important voice in engineering and communications efforts, as they are the boots-on-the-ground at most school sites.

The Partnership has two working groups: partnership managers and the outreach team.

## Partnership Managers

This group guides the development of encouragement and education efforts and has a direct role in determining resource allocation for the encouragement efforts based on how to meet the program goal of mode-shift. Managers meet regularly in order to check in on program activities, receive and provide updates on school transportation issues and to ensure that the staff within the broad partnership

are working cohesively towards our common program outcomes.

Each partner organization will provide a member to the partnership meetings and commit to having this representative at each meeting. These representatives will be responsible for updating SF-SRTS staff in their organizations with appropriate updates, direction and feedback and bringing forward issues and feedback when it arises. The management group will be responsible for identifying an Outreach Manager who will help to coordinate outreach activities. This individual may be a person on the partnership manager's team or a member of the outreach team. A job description for this position will be developed by the Partnership manager team and approved by the School Coordinator, in order to provide clear responsibilities and guidance for this position.

# SF SAFE ROUTES TO SCHOOL PARTNERSHIP

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## **Partnership Outreach Team**

The Partnership outreach team is integral to the non-infrastructure part of the SF-SRTS program and the relationships that they build and maintain are key to the program meeting its communications across all program focus areas.

The organizations of the Partnership will field an outreach team to provide encouragement and communications support in schools throughout San Francisco. This team will be managed by an Outreach Manager chosen by the managers team. The goals of the outreach team will be to increase school site capacity by supporting the creation of a culture of transportation safety and multi-modal access to schools. This will be achieved by providing multilingual outreach to San Francisco families in order to increase awareness about Safe Routes to School's programs and resources.

The outreach team will focus on:

- Direct engagement with school communities about SF-SRTS programs and offerings
- Providing information about encouragement events
- Empowering parents and caregivers in the school community to engage meaningfully in requests for solutions to transportation safety issues that the school community has identified by ensuring that parents have the necessary knowledge about transportation options and solutions to address concerns.
- The Outreach Team will operate under the guidance of the SF-SRTS Partnership managers team and ultimately the SFMTA Schools Coordinator.

**Safe Routes to Schools  
Implementing Agencies and  
Program overview**  
May 2018 – Preliminary  
(Incl. OBAG and unknown sources)

