



AGENDA

CITIZENS ADVISORY COMMITTEE Meeting Notice

Date: Wednesday, February 28, 2018; 6:00 p.m.

Location: Transportation Authority Hearing Room, 1455 Market Street, Floor 22

Members: John Larson (Chair), Peter Sachs (Vice Chair), Myla Ablog, Kian Alavi, Hala Hijazi, Becky Hogue, Brian Larkin, Peter Tannen, Shannon Wells-Mongiovi, Chris Waddling and Bradley Wiedmaier

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- 6:00** 1. Call to Order
- 6:05** 2. Chair's Report – **INFORMATION**
- 6:10** **Consent Agenda**
3. Approve the Minutes of the January 24, 2018 Meeting – **ACTION*** **3**
4. Exercise Contract Options for On-Call Legal and On-Call Transportation Planning Services in an Amount Not to Exceed \$2,650,000 – **ACTION*** **13**
- Contracts:** Nossaman LLP and Wendel, Rosen, Black & Dean LLP (\$850,000); Arup North America, Ltd., Iteris, Inc., Nelson\Nygaard Consulting Associates, Stantec Consulting Services, Inc., and WSP (\$1,800,000)
5. Citizens Advisory Committee Appointment – **INFORMATION**
- The Board will consider recommending appointment of one member to the Citizens Advisory Committee (CAC) at its March 13, 2018 meeting. The vacancy is the result of the term expiration of John Larson (District 7 resident), who is seeking reappointment. Neither staff nor CAC members make recommendations regarding CAC appointments. CAC applications can be submitted through the Transportation Authority's website at www.sfcta.org/cac.
- End of Consent Agenda**
- 6:15** 6. Adopt a Motion of Support for Allocation of \$8,795,721 in Prop K Funds for Six Requests, with Conditions – **ACTION*** **19**
- Projects:** (SFMTA) Cable Car Pulley Rebuild (\$280,999); 19th Avenue Complete Streets (\$425,000); New Traffic Signals (Contract 64) (\$5,289,722); Intelligent Transportation Systems - Variable Message Signs (\$1,000,000); Intelligent

CAC Meeting Agenda

		Transportation Systems - Traffic Camera Deployment (\$1,200,000); and District 11 Near Term Traffic Calming [NTIP Capital] (\$600,000)	
6:30	7.	Adopt a Motion of Support for a One-Year Professional Services Contract with the Top-Ranked Firm in an Amount Not to Exceed \$150,000 for the Redesign and Upgrade of the Transportation Authority's Website – ACTION*	27
6:45	8.	Adopt a Motion of Support for the Construction Manager/General Contractor Project Delivery Method for the Yerba Buena Island Westside Bridges Seismic Retrofit Project – ACTION*	33
7:00	9.	Update on the Quint Street – Jerrold Avenue Connector Road Project – INFORMATION*	41
7:15	10.	Update on the ConnectSF Vision Document – INFORMATION*	45
7:35	11.	Update on Regional Measure 3 (RM3) – INFORMATION*	81

Other Items

7:40	12.	Introduction of New Business – INFORMATION	
		During this segment of the meeting, CAC members may make comments on items not specifically listed above, or introduce or request items for future consideration.	
7:50	13.	Public Comment	
8:00	14.	Adjournment	

*Additional Materials

Next Meeting: March 28, 2018

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

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DRAFT MINUTES

CITIZENS ADVISORY COMMITTEE

Wednesday, January 24, 2018

1. Committee Meeting Call to Order

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

CAC members present: Myla Ablog, Kian Alavi, Hala Hijazi, Brian Larkin, John Larson, Peter Sachs, Chris Waddling, Shannon Wells-Mongiovi and Bradley Wiedmaier (9)

CAC Members Absent: Becky Hogue and Peter Tannen (entered during Item 3) (2)

Transportation Authority staff members present were Michelle Beaulieu, Tilly Chang, Eric Cordoba, Cynthia Fong, Jeff Hobson, Anna LaForte, Mike Pickford, Alberto Quintanilla, Oscar Quintanilla, Steve Stamos, and Eric Young.

2. Chair's Report – INFORMATION

Chair Waddling introduced new District 9 CAC member Kian Alavi and reported that two requests totaling \$290,000 in Prop K sales tax funds and the Balboa Area TDM Framework project received final approval at the January 23, 2018 Board meeting. He announced that the Transportation Authority's communications staff had started a project to update and improve the agency's website and would be looking into mobile responsiveness, improved navigation, and integration with social media. He said the communications staff would sending CAC members a short survey tomorrow and a recommendation on a web consultant would be presented at the next CAC meeting.

There was no public comment.

3. Election of Chair and Vice Chair for 2018 – ACTION

Chair Waddling announced that at the November 29, 2017 CAC meeting, nominations were held for the positions of CAC Chair and Vice Chair for 2018. He said that for the Chair seat, John Larson and himself were nominated and therefore eligible to be elected, while for the Vice Chair seat, Peter Sachs and Becky Hogue were nominated. Chair Waddling elected to remove his name from the Chair nomination.

Chair Waddling opened public comment for the election of Chair, which there was none.

The motion to elect John Larson as Chair was approved by the following vote:

Ayes: CAC Members Ablog, Hijazi, Larkin, Sachs, Waddling, Wells-Mongiovi and Wiedmaier (7)

Abstain: Alavi and Larson (2)

Absent: Hogue and Tannen (2)

The motion to elect Peter Sachs as Vice Chair was approved by the following vote:

Ayes: CAC Members Ablog, Hijazi, Larkin, Sachs, Waddling, Wells-Mongiovi and Wiedmaier (7)

Abstain: Alavi and Sachs (2)

Absent: Hogue (1)

Anna LaForte thanked Chris Waddling for his years of service as chair.

Chair Larson thanked Chris Waddling for his service and mentioned that he applied for the District 7 CAC opening at the suggestion of Chris Waddling.

Consent Agenda

4. **Approve the Minutes of the November 29, 2017 Meeting – ACTION**
5. **Internal Accounting and Investment Report for the Three Months Ending December 31, 2017 – INFORMATION**

Brian Larkin requested that page three in the minutes be amended to state “Brian Larkin asked if the switches were no load disconnect”, as opposed to “Brian Larkin asked if the switches were low disconnect”.

Myla Ablog thanked Cynthia Fong for her work on the internal accounting and investment report and for the Transportation Authority’s increased credit rating score.

Hala Hijazi noted that the internal accounting and investment report memorandum was dated January 18, 2017 as opposed to January 18, 2018.

There was no public comment on the Consent Agenda.

Chris Waddling moved to approve the Consent Agenda, seconded by Myla Ablog

The Consent Agenda was approved by the following vote:

Ayes: CAC Members Ablog, Alavi, Hijazi, Larkin, Larson, Sachs, Tannen, Waddling, Wells-Mongiovi and Wiedmaier (10)

End of Consent Agenda

6. **Adopt a Motion of Support for Allocation of \$5,086,422 in Prop K Funds for Five Requests, with Conditions – ACTION**

Mike Pickford, Transportation Planner, presented the item per the staff memorandum.

Myla Ablog asked if plans to reroute the Great Highway would impact the Lower Great Highway project.

Mr. Pickford stated it would not impact the proposed project. Peter Sachs clarified that the Prop K funds being requested were for the lower Great Highway and not the Great Highway, south of Sloat Boulevard.

Chris Waddling mentioned that the crosswalk that would be designed to cross the Alemany westbound lanes of traffic would end at an area that was prone to flooding on rainy days. He also said that the roadway that went underneath the freeway frequently flooded and asked whether this issue would be addressed as part of the Department of Public Work’s (SFPW) project and if it was not, how would it get addressed moving forward.

David Froehlich, Project Manager at SFPW, stated that the main components of the project were the shared bike and pedestrian paths, which included storm water retention basins to help collect storm water. He said the flooding was a larger issue throughout the corridor. He noted that the Public Utilities Commission (PUC) had planned projects such as a \$194 million project to install a new sewage line that would run the length of the corridor and included under and

above ground retention basins. He said the bike and pedestrian path project was not going to completely address the flooding issues but would help with some surface flooding issues.

Kian Alavi asked the SFMTA to explain the high estimated cost of advertising and awarding the contract to replace 30 30-foot hybrid diesel motor coaches.

Gary Chang, Project Manager at the SFMTA, stated that the hybrid diesel motor coaches were purchased in 2007 and needed to be replaced. He said the replacement cost included the time it would take to review all bids and negotiate with the vendor. He said that the request for proposals was unique because the SFMTA was soliciting bids for both hybrid and battery vehicles, which required additional time for the SFMTA staff to go over the new technology. He said that the cost was a conservative estimate.

Shannon Wells-Mongiovi asked if the Muni routes receiving track replacements had been selected.

Mr. Pickford stated that page 17 of the enclosure specified the routes receiving track replacements but mentioned that routes could possibly change if higher priority locations were identified.

Peter Sachs asked if the rail replacement work at the three intersections on Taraval Street were included in a separate L-Taraval project.

Roger Nguyen, Project Manager at the SFMTA, stated that the locations selected were based upon need and that the schedule of the L-Taraval project [which will include the rail replacement work] had yet not been determined. He noted that the locations for the rail replacement project could change if needed.

Chris Waddling asked if the Alemany Interchange Improvement Phase 2 would be coordinated with Caltrans deck work on the freeway above.

Mr. Froelich stated that Caltran's project would occur between spring of 2020 and fall of 2020 with a 28-day construction duration. He said that he did not expect any impacts to or from SFPW's Alemany phase 2 project.

Kian Alavi asked if the Hairball project included lighting and if not, why not.

Mr. Froehlich stated that the Hairball project did not include lighting because segments F and G did not have lighting improvements identified in the initial study. He said that the SFMTA conducted a lighting analysis for segments F, G, M, N, and O and provided recommendations, but the current project budget did not include lighting.

Kian Alavi commented that he used the Hairball often and that the area was dark and felt unsafe at times.

Bradley Wiedmaier stated that the tracks at 5th and Market Street were in poor condition and appeared to be impacted by traffic because the street was broken up around the tracks. He said the tracks seemed to shake loose when vehicles drove over them.

Mr. Nguyen stated that the intersection was being closely monitored because of cross traffic, heavy delivery loads, and vicinity to BART system grates at street level. He said the SFMTA conducted regular inspections and had started discussions with BART to figure out a project that could fix the grates and substructures along Market Street that are under BART's jurisdiction.

John Larson stated that he was happy to hear that research was being done to possibly replace the 30-foot hybrid diesel motor coaches with all electric vehicles.

Peter Tannen asked what was being done to prevent bikes from getting stuck in the grates at 5th

and Market Street.

Mr. Nguyen reiterated that coordination had begun with BART to address this issue, which was deeper than the roadway and grates. He said the future plan was to work with BART to implement a redesign that allowed better access to the underground for maintenance.

Peter Tannen strongly recommended that any negotiation with BART considered that bikes ride over those grates.

During public comment, Edward Mason asked how much additional cost would be required in the bid process for the 30 30-foot hybrid diesel motor coaches due to the potential procurement of all electric vehicles. He also asked if there were new technical solutions that ensured rail tracks would not be loosened because of cross traffic particularly from large commuter shuttles.

Mr. Chang said there was a 30% increase in the cost estimate due to the inclusion of both hybrid and all electric technology in the bid procurement. He noted that he expects that the SFMTA will receive a high volume of bids from interested vendors.

Mr. Nguyen said the track ways were having rail clips installed that ensured rails stayed in their slots and that concrete would be placed to the top of the rails as well.

Peter Sachs moved to approve the item, seconded by Chris Waddling

The item was approved by the following vote:

Ayes: CAC Members Ablog, Alavi, Hijazi, Larkin, Larson, Sachs, Tannen, Waddling, Wells-Mongiovi and Wiedmaier (10)

Absent: CAC Member Hogue (1)

7. Adopt a Motion of Support for the 2018 Transportation Fund for Clean Air Program Local Expenditure Criteria – ACTION

Oscar Quintanilla, Transportation Planner, presented the item per the staff memorandum.

Chair Larson asked if projects that display greater CO2 reduction are prioritized over projects that result in lesser CO2 reduction.

Mr. Quintanilla replied that CO2 emission reductions was one of the considerations when evaluating projects and that the Air District provided worksheets for each project type that allowed the calculation of potential CO2 reductions.

Myla Ablog stated that TNC CO2 emissions were not reported and asked if TNC services like Uber eats and Amazon deliveries were being tracked.

Mr. Quintanilla said that he did not have that information. Ms. LaForte noted that item 9, Update on the TNCs Regulatory Landscape, would provide some information on this topic.

Brian Larkin asked if more information could be provided regarding the effort to support small business bicycle shops that had been linked to a bike share project funded last year.

Mr. Quintanilla replied that in last year's program, a grant to the SFMTA to support its work related to evaluating permit requests for bikeshare expansion was conditioned on Motivate, the company that operates to bikeshare program, signing an agreement with local bike rental companies to mitigate impacts of bikeshare on the latter. He explained that when the bikeshare program launched last year, it offered day passes, and promotional material catering to tourists, for example showing bicycling across the Golden Gate Bridge. He said this caused concern among local bike rental companies.

Peter Tannen asked if the funds were discontinued for the bike share project.

Mr. Quintanilla stated that since the aforementioned agreement between Motivate and the local bike rental companies had not been signed and given an Air District deadline to program funds or risk losing them for San Francisco, the Board voted on January 23, 2018 to reprogram the funds to other projects that were partially funded last year.

There was no public comment.

Peter Tannen moved to approve the item, seconded by Hala Hijazi.

The item was approved by the following vote:

Ayes: CAC Members Ablog, Alavi, Hijazi, Larkin, Larson, Sachs, Tannen, Waddling, Wells-Mongiovi and Wiedmaier (10)

Absent: CAC Member Hogue (1)

8. **Update on Quint-Jerrold Connector Road – INFORMATION**

Eric Cordoba, Deputy Director for Capital Projects, presented the item staff memorandum.

Chris Waddling commented that in 2012 the Bayview was presented with three options to replace the Quint bridge and the options were a berm, bridge-in-kind, or larger bridge to support a future Caltrain station. He said the berm was the lowest cost at \$20 million and Caltrain would provide \$5 million for the connector road, but the road now cost \$16-\$20 million. He said TransMetro bought the land and now it cost double the original price. He mentioned that he was not brought into the discussion regarding the Quint project but was told the Transportation Authority was monitoring the situation. He said that the SFPUC would close portions of local roads for the Biosolids Facility Upgrade and if the Bayview was a wealthier district, that would not happen. He said he did not believe the connector road would get built and asked what mitigation the Bayview would get from the project.

Mr. Cordoba replied that the Transportation Authority found out about TransMetro purchasing land right before the holiday and that the Real Estate Division was still trying to purchase the property and was in discussions with TransMetro. He said before the city could purchase property, it required an entry right for hazardous material and archaeological testing.

Jeff Suess, Real Estate Division, explained that the city had a good relationship with TransMetro and that private entities had more flexibility than the city, when dealing with railroad companies and acquiring property. He said the Real Estate Division worked closely with TransMetro and had done numerous deals with them. He said TransMetro was collaborative, was sending properties for the Real Estate Division to evaluate, and the Real Estate Division would be exploring those leads. He said that TransMetro had two tenants on property, a concrete manufacturer and a contractor and that the Real Estate Division was looking for a replacement property and working with the tenants to relocate them. He said the cost of acquisition would be mitigated and that TransMetro had agreements with the tenants to relocate them.

Hala Hijazi asked if the Mayor's Office or District Supervisor was involved, what the role of SFPUC was, and if the San Francisco Recreation and Parks Department had property.

Mr. Suess replied that San Francisco Recreation and Parks' properties were not viable because it took a vote of the people to approve sale and that the city currently did not have enough properties to meet park and recreation needs. He said the Real Estate Division was working with a network of brokers and that a couple of brokers had brought them properties to consider that were not on the market.

Hala Hijazi asked how much of the allocated funding remained.

Mr. Suess replied that none of the funding had been used for acquisition.

Mr. Cordoba mentioned that a portion of the remaining \$800,000 had been used for preliminary engineering and that the environmental investigation had not begun.

Peter Sachs commented that TransMetro never intended to use the property as a parking lot and that the Bayview was getting the short end of straw. He said it was a greater connectivity issue because of plans to build tens of thousands of housing units and millions of square feet of office space and there was no tenable solution. He said the city would be forced to give up premium land elsewhere that could be used for housing and was disappointed that the city could not buy the road for basic connectivity. He said other companies would be looking for opportunities for land swap for various projects and that the current situation with TransMetro was a problem with no solution.

Chair Larson asked if legal recourse could be taken against UPRR, since it negotiated in bad faith and asked about asserting eminent domain. He questioned whether TransMetro was a good partner for the city and if the berm was the best solution at the time.

Hala Hijazi asked if it was possible to swap land with other developers.

Mr. Suess replied that the Real Estate Division was exploring all options and that TransMetro was a transportation company that had a significant real estate business. He said TransMetro was looking at every strip of property in Bayview, but was not trying to gouge the city, and was willing to swap for another property. He said TransMetro wanted to maintain a good relationship with the city because the transportation side of the company needed it and that San Francisco did not have a history of using eminent domain. He said only the Board of Supervisors had authority to use eminent domain if it was for a greater good. He said finding a property for a concrete factory could be challenging but the Real Estate Division was working to find property.

Peter Tannen asked if the Board of Supervisors exercised eminent domain, would TransMetro be forced to release the property.

Mr. Suess replied he believed so but mentioned the city's lack of desire to take property away from a private entity.

Chair Larson requested an update on Quint next month and the status on mitigation and solutions.

9. Update on the Transportation Network Companies (TNCs) Regulatory Landscape: An Overview of Current TNC Regulation in California and Across the Country – INFORMATION

Jeff Hobson, Deputy Director for Planning, presented the item staff memorandum.

Peter Sachs asked if the California Public Utilities Commission (CPUC) was a public entity and if so how were they able to avoid sunshine laws requiring freedom of information.

Mr. Hobson stated that Chair Peskin made similar comments at the January 23, 2018 Board meeting and asked that the Transportation Authority submit a sunshine request. He said he was in touch with the City Attorney's office in regard to what requests had been made and would be following up.

Peter Sachs asked if there was merit in exploring ways that the city could try to enact its own regulations, like New York City. He said an example would be congestion pricing that applied

strictly to TNCs that would go directly to the city or Transportation Authority.

Mr. Hobson said that the Transportation Authority does not have the authority to impose charges to TNC vehicles that were different from charges that would be imposed on any other passenger vehicle or vehicles of the same class according to DMV requirements.

Peter Sachs commented that there seemed to be a greater issue that needed to be looked at by the state, where the CPUC was not being an equitable player with municipalities and other government agencies and was not sharing data that would help address problems.

Mr. Hobson replied that there were other cities interested in the topic and that the state legislature has previously been encouraged to provide more local authority to have oversight over TNCs, but had so far declined to do so.

Shannon Wells-Mongiovi said that TNCs arose from a lack of taxi drivers in the city and asked if the city would consider lowering the prices of taxi medallions to create greater competition among taxis and TNCs.

Mr. Hobson stated that the per trip fees imposed on TNCs by other cities around the country were typically on the order of \$0.10 - \$0.40 per trip. He said a comparable \$10 TNC trip would only incur a \$0.0333 fee paid to the CPUC, significantly lower than what was done with other cities around the country. He referred to the SFMTA for further information on taxi medallion costs. He acknowledged that the restrictions on taxi numbers in San Francisco, as in other cities, was one of the conditions that made it possible for the TNC sector to arise. He said the SFMTA was reviewing taxi regulations and making some changes, but that at this point, it would be unlikely that simply increasing the number of medallions or changing taxi regulations would by itself make it possible for taxis to compete with TNCs.

Bradley Wiedmaier asked about regulations imposed by other states and said that TNCs took advantage of passengers through price surging. He said that the state of California was responsible for the current state in San Francisco with TNCs operating outside of city regulations.

Mr. Hobson stated that pages 10 and 11 in the report discussed state regulations in Colorado and Massachusetts and mentioned that the city of Austin, Texas briefly put in regulations, before the state of Texas inserted regulatory control that preempted local authority and got rid of Austin's regulation. He said to his knowledge there was no regulation to TNC fares of any kind within the state and did not know whether TNC fare regulation existed in any other city.

Myla Ablog referred to her early question concerning CO2 emissions from TNCs and asked if the CPUC was monitoring TNCs that delivered goods.

Mr. Hobson stated that the Transportation Authority would be looking into impacts from TNC congestion and how it impacted people's lives. He said that his understanding was that CPUC regulation of TNCs is limited to transporting people. He also said that in a separate effort the Transportation Authority was researching the full array of mobility services, including goods delivery.

During public comment Edward Mason asked how and when the CPUC took regulatory responsibility over TNCs.

Jackie Sachs referred to an article in the San Francisco Examiner that discussed a pilot program supported by Mayor Ed Lee to create curb spaces for Uber and Lyft drivers to pick up and drop off passengers.

Chair Larson called items 10 and 11 together.

10. **Presentation of the San Francisco Transportation Task Force 2045 Final Report – INFORMATION**
11. **Survey Prepared for the San Francisco Transportation Task Force 2045 – INFORMATION**

Michelle Beaulieu, Senior Transportation Planner, presented the item staff memorandum.

Peter Sachs said that he wanted to make sure that the city learned from the failure of Props J and K in 2016 and that it was a ballot that had a lot of tax items and transportation items that passed, but J and K failed. He felt that there was an inadequate campaign, which led to a lack of public awareness on a crowded ballot. He said the results of the Transportation Task Force 2045 final report were consistent with the messaging and survey results that were seen for Props J and K. He said that was good and indicated that citizens of San Francisco did not mind additional taxes that benefited them but needed to include a campaign to educate voters.

Peter Sachs mentioned that at the November 2017 CAC meeting they had a great discussion about the subway vision and ConnectSF project and about merging big picture projects together, but that there was no real discussion of those projects in the task force final report. He said that if subway planning was a priority of the city, they needed to ensure that those ideas got incorporated into documents like the task force final report. He commented that the \$50 million to engineer and design the second TransBay tube was a start but that there were major projects that residents of San Francisco would support if they were detailed in plans or reports.

Ms. Beaulieu said that the task force ended up spending most of its time on the revenue sources and that staff made sure to include the funding needs for additional planning and implementing some of the projects from the subway vision in the report's funding gap.

Kian Alavi noted that the growth of TNCs has not slowed down and courier network services continue to grow. He said that the city not having the authority to tax these new services would harm the city's infrastructure. He also stated that as the population transitions away from vehicle ownership the city would need to evaluate how that would affect its ability to continue to tax residents when it came to vehicle revenue sources.

During public comment, Edward Mason said that the task force final report needed to consider the decisions of regional local entities, such as Menlo Park where Facebook's headquarters will be with many thousands of jobs, but no housing for the employees.

Other Items

12. **Introduction of New Business – INFORMATION**

Chris Waddling said that he had been asked to speak at the Bayview CAC on February 7th about local transportation issues in the Bayview but was not available to attend. He asked that Transportation Authority staff attend in his place and noted they would be interested in the Quint topic.

Hala Hijazi requested a one-page fact sheet that highlighted the work of the Transportation Authority and CAC and provided online resources.

Peter Tannen asked for an update at an upcoming CAC meeting on the Van Ness Bus Rapid Transit project. He noted that he would like a brief mention monthly but understood that might not be possible.

Bradley Wiedmaier asked for an update on the Mayor's pilot for TNC curbspace. He said he was reading about it in the newspaper but would like information provided at the CAC.

Kian Alavi asked if the Real Estate Division could inquire about eminent domain regarding the Quint-Jerrold connector road and asked how to advance lighting improvements at the Hairball given that the Prop K project that was approved by the CAC did not include lighting

13. Public Comment

During public comment, Jackie Sachs asked if someone could send her the final report that will be endorsed by the Late-Night Transportation Working group on February 6, 2018.

Edward Mason provided an update on corporate commuter buses in San Francisco.

Adjournment

The meeting was adjourned at 8:14 p.m.



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Memorandum

Date: February 22, 2018
To: Transportation Authority Board
From: Cynthia Fong – Deputy Director for Finance and Administration
Subject: 03/13/18 Board Meeting: Exercise Contract Options for On-Call Legal and On-Call Transportation Planning Services in an Amount Not to Exceed \$2,500,000

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> • Execute contract options for on-call legal and on-call transportation planning services in an amount not to exceed \$2,500,000: <ul style="list-style-type: none"> ○ Nossaman LLP and Wendel, Rosen, Black & Dean LLP (\$700,000) ○ Arup North America, Ltd., Iteris, Inc., Nelson\Nygaard Consulting Associates, Stantec Consulting Services, Inc., and WSP USA Inc. (\$1,800,000) • Authorize the Executive Director to modify contract payment terms and non-material contract terms and conditions <p>SUMMARY</p> <p>Transportation Authority staff seeks to exercise the second contract option with the current two firms for on-call legal services and the first contract option with the current five firms for on-call transportation planning services.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input checked="" type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: <hr/>
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DISCUSSION

Background.

The Transportation Authority contracts for certain professional support services in areas where factors like cost, work volume, or the degree of specialization required would not justify the use of permanent in-house staff. Services requested from outside firms include general legal counsel and on-call transportation planning services. The contract amounts proposed are annual limitations, as these professional support services are provided through contracts where costs are incurred only when the specific services are used.

Contracts.

Below are brief descriptions of the recommended services and amounts.

On-Call Legal Services \$700,000

The Transportation Authority is currently contracted with two firms on an on-call basis for specialized transportation legal services due to its need for broad and deep access to legal services. Having multiple contracts also mitigates any conflicts of interest, increases competition and allows for improved

responsiveness. On April 28, 2015, through Resolution 15-50, the Transportation Authority awarded three-year contracts, with an option to extend for two additional one-year periods, to Nossaman LLP and Wendel, Rosen, Black & Dean LLP for on-call legal services, for a combined amount not to exceed \$750,000. On June 27, 2017, through Resolution 17-57, the first option was exercised for \$250,000. The original budget and first option for this contract provided adequate funds for professional legal services related to the operation of public entities and for some project-specific general counsel services. However, the contract budget did not anticipate costs for legal services associated with Presidio Parkway (Doyle Drive) project and Geary Bus Rapid Transit (BRT) project.

Additional legal services related to these projects are estimated at about \$400,000, costs which were not anticipated when the contracts were negotiated. We are recommending an increase to the contract amount of \$700,000, to a total contract value of \$1,700,000. This would provide sufficient contract capacity for routine legal services needed and provide additional capacity for work related to the second and final option of the initial contract.

Attachment 1 provides brief descriptions of the work assigned to both legal teams.

On-Call Transportation Planning Services..... \$1,800,000

The Transportation Authority is currently contracted with five firms on an on-call, task order basis for transportation planning services due to the amount and complexity of the Transportation Authority’s work program, and occasional conflicts of interest or availability that arise for specific efforts. On April 26, 2016, through Resolution 16-49, the Transportation Authority awarded three-year consultant contracts, with an option to extend for two additional one-year periods, for on-call transportation planning services to Arup North America, Ltd., Iteris, Inc., Nelson\Nygaard Consulting Associates, Stantec Consulting Services, Inc., and WSP USA Inc. (formerly WSP Parsons Brinckerhoff), for a combined amount not to exceed \$2,000,000. Since then, the consultant teams have provided assistance to various transportation studies, including: Geary BRT, Treasure Island Travel Demand Management, Transportation Affordability Program, and Transit Pass, and Alemany Interchange Improvement Study, among others.

The original contract award did not anticipate the extensive consultant services needed for the Treasure Island Mobility Management Agency (TIMMA) and Geary BRT projects, which accounted for approximately \$1,235,000 of the original contract award. Stantec Consulting Services, Inc. has provided expertise in project management, toll policies and engineering. Arup North America, Ltd. is assisting staff to develop a transit pass study for Treasure Island, including developing policy guidelines and technical specifications for the multi-operator transit pass. Nelson\Nygaard Consulting Associates is providing consulting services to develop an implementation strategy for the TIMMA Travel Demand Management and Transportation Affordability Programs. In addition, the Geary BRT project required additional consulting services to update and revise the Administrative Final Environmental Impact Statement and Record of Decision due to multiple rounds of comments from the Federal Transit Administration.

During Fiscal Year 2018/19, the consultant teams will continue to provide assistance as the following projects advance forward: Lombard Crooked Street Reservations and Pricing Study, Vision Zero Ramp Intersections Study Phase II and other various projects. The proposed action will add contract capacity and exercise the first of two options of the initial contract.

Attachment 2 provides brief descriptions of the task orders assigned to the consultant firms.

Agenda Item 4

FINANCIAL IMPACT

The Fiscal Year 2017/18 budget amendment will include sufficient funds to accommodate this year's activities, and sufficient funds will be included in future year budgets. The proposed contract options will be funded by a combination of federal and state grants, funding from other agencies through memoranda of agreement, and Prop K funds.

CAC POSITION

The CAC will consider this item at its February 27, 2018 meeting.

SUPPLEMENTAL MATERIALS

Attachment 1 – General Legal Counsel Services Work Assignments

Attachment 2 – On-Call Planning Task Orders

**Attachment 1:
General Legal Counsel Services Work Assignments**

Legal Firm	Work Assignment Description	Amount
Nossaman LLP	General Legal Services ¹	\$377,230
	Presidio Parkway	\$224,432
	Debt Issuance	\$84,943
	Yerba Buena Island Ramps	\$32,793
	Geary Bus Rapid Transit	\$38,681
	Vision Zero	\$10,000
	San Francisco Transportation Plan	\$6,775
	Treasure Island Mobility Management Agency	\$5,529
	Van Ness Bus Rapid Transit	\$3,002
	I-280 Balboa Park Interchange	\$760
	Quint-Jerrold Connector Road	\$342
Total Work Assignments Awarded to Nossaman LLP		\$784,487
Wendel, Rosen, Black & Dean LLP	Treasure Island Mobility Management Agency	\$45,520
	General Legal Services ¹	\$25,000
	Yerba Buena Island Ramps and Bridge Structures	\$24,500
	Transportation Network Company Research	\$20,000
	I-280 Balboa Park Interchange	\$956
	Vision Zero Ramps Phase 2	\$722
Total Work Assignments Awarded to Wendel, Rosen, Black & Dean LLP		\$116,698
Total Work Assignments Awarded to Date		\$901,185
Total Work Assignments Awarded to Disadvantaged Business Enterprise Firms		\$90,636

¹ General legal services encompasses activities such as attending Board and Committee meetings, assistance on contracts, advising on records requests and personnel matters, as well as providing legal services for Transportation Authority initiatives not covered by separate work assignments.

**Attachment 2:
On-Call Transportation Planning Task Orders**

Prime Consultant	Subconsultant(s)	Task Order Description	Amount
Arup N. America, Ltd.	Circlepoint	Geary Bus Rapid Transit Project	\$343,906
	CH2M Hill	TIMMA Mandatory Transit Pass Study	\$131,476
	Eisen/Letunic	San Francisco Transportation Task Force	\$75,000
	N/A	San Francisco Transportation Plan	\$39,903
Total Task Orders Awarded to Arup N. America, Ltd.			\$590,285
Iteris, Inc.	N/A	N/A	\$0
Total Task Orders Awarded to Iteris, Inc.			\$0
Nelson\Nygaard Consulting Associates	Ann Carey Consulting	TIMMA Travel Demand Management and Transportation Affordability Program	\$168,673
	Parisi Transportation Consulting, Ronny Kraft Consulting	Vision Zero Ramp Intersections Study Phase II Planning Services	\$106,306
	Daniller Consulting	District 10 Mobility Management Study	\$100,000
	N/A	Alemanly Interchange Improvement Study	\$33,526
	Elham Shirazi	BART Travel Incentives Program	\$2,250
Total Task Orders Awarded to Nelson\Nygaard Consulting Associates			\$410,755
Stantec Consulting Services, Inc.	W&S Solutions, Jay Primus	TIMMA Planning: Project Management and Parking Management Plan	\$268,551
	CDM Smith	TIMMA Engineering: On-Call Support for Preliminary Engineering Activities	\$161,219
	N/A	TIMMA Governance: Project Management and On-Call Advising	\$161,176
Total Task Orders Awarded to Stantec Consulting Services, Inc.			\$590,946
WSP USA, Inc.	Transportation Analytics	Technology Enabled Transportation	\$45,000
	N/A	Commuter Shuttles Hub Study	\$11,000
	Strategic Cities	Transportation Network Company Research	\$10,000
Total Task Orders Awarded to WSP			\$66,000
Total Task Orders Awarded to Date			\$1,657,986
Total Work Assignments Awarded to Disadvantaged Business Enterprise Firms			\$135,821



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Memorandum

Date: February 21, 2018
To: Transportation Authority Board
From: Anna LaForte – Deputy Director for Policy and Programming
Subject: 3/13/2018 Board Meeting: Allocation of \$8,795,721 in Prop K Funds for Six Requests, with Conditions

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> Allocate \$8,795,721 in Prop K sales tax funds to the San Francisco Municipal Transportation Agency for six requests: <ol style="list-style-type: none"> Cable Car Pulley Rebuild (\$280,999) 19th Avenue Complete Streets (\$425,000) New Traffic Signals (Contract 64) (\$5,289,722) Intelligent Transportation Systems - Variable Message Signs (\$1,000,000) Intelligent Transportation Systems - Traffic Camera Deployment (\$1,200,000) District 11 Near Term Traffic Calming [NTIP Capital] (\$600,000) <p>SUMMARY</p> <p>We are presenting six requests totaling \$8,795,721 in Prop K sales tax funds to the Board for approval. Attachment 1 lists the requests, including requested phase(s) and supervisorial district(s) for each project. Attachment 2 provides a brief description of each project. Attachment 3 contains the staff recommendations.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fund Allocation <input checked="" type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contracts <input type="checkbox"/> Other: <hr/>
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DISCUSSION

Attachment 1 summarizes the subject allocation requests, including information on proposed leveraging (i.e. stretching Prop K dollars further by matching them with other fund sources) compared with the leveraging assumptions in the Prop K Expenditure Plan. Attachment 2 includes a brief description of each project. An Allocation Request Form for each project is enclosed, with more detailed information on scope, schedule, budget and funding. Attachment 3 summarizes the staff recommendations for the requests, highlighting special conditions and other items of interest.

FINANCIAL IMPACT

The recommended action would allocate \$8,795,721 in Fiscal Year (FY) 2017/18 Prop K sales tax funds. The allocation would be subject to the Fiscal Year Cash Flow Distribution Schedules contained in the attached Allocation Request Forms.

Fully funding the SFMTA’s request for New Traffic Signals (Contract 64) requires a Prop K

Agenda Item 6

Attachment 4 shows the total approved FY 2017/18 allocations and appropriations to date, with associated annual cash flow commitments as well as the recommended allocations and cash flow amounts that are the subject of this memorandum.

Strategic Plan amendment to advance \$3,571,249 in the New Signals and Signs category from the outer years of the Prop K program to FY 2017/18. The amendment would result in an increase in the category's financing costs of 1.09% and a minor increase of 0.01% (\$217,927) in anticipated financing costs for the Prop K program as a whole over the 30-year life of the program. See the enclosed allocation request form for the amendment details.

Sufficient funds are included in the FY 2017/18 budget to accommodate the recommended actions. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distribution for those respective fiscal years.

CAC POSITION

The CAC will consider this item at its February 28, 2018 meeting.

SUPPLEMENTAL MATERIALS

Attachment 1 – Summary of Applications Received

Attachment 2 – Project Descriptions

Attachment 3 – Staff Recommendations

Attachment 4 – Prop K Allocation Summaries – FY 2017/18

Enclosure – Prop K/AA Allocation Request Forms (6)

Attachment 1: Summary of Applications Received

Source	EP Line No./Category ¹	Project Sponsor ²	Project Name	Current Prop K Request	Current Prop AA Request	Total Cost for Requested Phase(s)	Leveraging			District(s)
							Expected Leveraging by EP Line ³	Actual Leveraging by Project Phase(s) ⁴	Phase(s) Requested	
Prop K	22M	SFMTA	Cable Car Pulley Rebuild	\$ 280,999		\$ 1,623,500	78%	83%	Construction	2, 3
Prop K	30	SFMTA	19th Avenue Complete Streets	\$ 425,000		\$ 18,466,000	83%	98%	Construction	4, 7
Prop K	31	SFMTA	New Traffic Signals (Contract 64)	\$ 5,289,722		\$ 5,854,040	26%	10%	Construction	3, 5, 6, 8, 9, 10, 11
Prop K	32	SFMTA	Intelligent Transportation Systems - Variable Message Signs	\$ 1,000,000		\$ 1,000,000	80%	0%	Construction	3, 5, 6, 10
Prop K	32	SFMTA	Intelligent Transportation Systems - Traffic Camera Deployment	\$ 1,200,000		\$ 1,750,000	80%	31%	Construction	Citywide
Prop K	38	SFMTA	District 11 Near-Term Traffic Calming [NTPP Capital]	\$ 600,000		\$ 750,640	38%	20%	Design, Construction	11
TOTAL						\$ 8,795,721	\$ -	70%	70%	

Footnotes

¹ "EP Line No./Category" is either the Prop K Expenditure Plan line number referenced in the 2014 Prop K Strategic Plan or the Prop AA Expenditure Plan category referenced in the 2017 Prop AA Strategic Plan, including: Street Repair and Reconstruction (Street), Pedestrian Safety (Ped), and Transit Reliability and Mobility Improvements (Transit).

² Acronyms: SFMTA (San Francisco Municipal Transportation Agency).

³ "Expected Leveraging By EP Line" is calculated by dividing the total non-Prop K funds expected to be available for a given Prop K Expenditure Plan line item (e.g. Pedestrian Circulation and Safety) by the total expected funding for that Prop K Expenditure Plan line item over the 30-year Expenditure Plan period. For example, expected leveraging of 90% indicates that on average non-Prop K funds should cover 90% of the total costs for all projects in that category, and Prop K should cover only 10%.

⁴ "Actual Leveraging by Project Phase" is calculated by dividing the total non-Prop K or non-Prop AA funds in the funding plan by the total cost for the requested phase or phases. If the percentage in the "Actual Leveraging" column is lower than in the "Expected Leveraging" column, the request (indicated by yellow highlighting) is leveraging fewer non-Prop K dollars than assumed in the Expenditure Plan. A project that is well leveraged overall may have lower-than-expected leveraging for an individual or partial phase.

Attachment 2: Brief Project Descriptions ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Project Description
22M	SFMTA	Cable Car Pulley Rebuild	\$280,999	A cable car is pulled along rails by latching onto a moving cable inside a channel beneath the street. Each cable runs at a constant speed of 9.5 miles per hour and is driven by a 510 horsepower electric motor. Requested funds will be used to rebuild the 25 large pulleys (also known as "sheaves") that enable the traction cables to move throughout the cable car system. The pulleys, which have reached the end of their useful lives, will be rebuilt according to the original design. Most of the work will occur during cable car shutdowns scheduled for the Prop K funded cable car gearbox overhaul project or will coincide with normal scheduled maintenance. The work will be done by SFMTA crews from Spring 2018 to Summer 2020.
30	SFMTA	19th Avenue Complete Streets	\$425,000	Part of the 19th Avenue Combined City Project, the 19th Avenue Complete Streets project will construct 21 transit bulbs and 45 pedestrian bulbs between Lincoln Way and Holloway Avenue. The project will improve pedestrian safety and transit reliability and performance on this Vision Zero High Injury Corridor. The construction contract includes new signals at the intersections of 19th Avenue and Moraga, Wawona, Sloat, and Winston (previously funded by Prop K), and SFPUC sewer and water infrastructure upgrades. Prop K funds will leverage over \$16.6 million in Prop A General Obligation bond funds. Construction of the complete streets project is anticipated to start in September 2018 and end in August 2020. SFPUC is still working out the schedule for its work. Caltrans will use state funds to repave the entire length of the 19th Avenue corridor (after city work is done) and upgrade signals at 19th Ave: Park Presidio/Lake, Crossover/Park Presidio, Crossover/MLK, 19th/Sloat. Construction for Caltrans' work is anticipated from summer 2020 to summer 2021.

Attachment 2: Brief Project Descriptions ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Project Description
31	SFMTA	New Traffic Signals (Contract 64)	\$5,289,722	Construction of new traffic signals at nine unsignalized intersections to improve traffic, pedestrian, and bicycle safety. Locations are shown on page 42 of the enclosure. The scope includes pedestrian countdown indicators, accessible (audible) pedestrian signals and curb ramps. In response to the recent spike in bids for signal projects, due in part to the booming construction industry and limited number of bidders, the SFMTA has updated the project cost estimate from \$3.6 million estimated in 2016 at the start of design, to \$6.5 million in 2018, triggering the need for a Strategic Plan amendment to advance Prop K funds for the project. Construction is anticipated to start in fall 2018 with all signals open for use by December 2019.
32	SFMTA	Intelligent Transportation Systems - Variable Message Signs	\$1,000,000	Upgrade of existing Variable Message Signs and related hardware (e.g. displays, controllers, network routers) that has reached the end of its useful life at the city's 22 existing Variable Message Sign locations shown on page 61 of the enclosure. These signs are used to show real-time information about current and future traffic conditions including messages on planned street closures and detours, parking garage space availability and emergency alerts. The upgrades will be completed and fully operational by December 2018.
32	SFMTA	Intelligent Transportation Systems - Traffic Camera Deployment	\$1,200,000	Purchase and deployment of closed-circuit television (CCTV) traffic cameras and related hardware for 138 new locations throughout the city to improve decision-making and better manage field operations. The current system has cameras installed at 84 locations. See page 75 of the enclosure for all current and proposed locations, which are selected based on factors such as fiber optic network presence, roadway classification (e.g. major and minor arterial roads), Muni Rapid Network route, Muni Stations, locations near large crowd gatherings for special events, and replacements for legacy cameras reaching end of service life. Video camera footage is not recorded per city policy and will be monitored by (1) Transportation Management Center staff to evaluate field conditions and properly dispatch personnel (parking control officers, transit supervisors, traffic signal electricians) if the need arises; and (2) traffic engineers to evaluate traffic signal timing to better accommodate the various modes of travel. All cameras will be in operation by July 2019.

Attachment 2: Brief Project Descriptions ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Project Description
38	SFMTA	District 11 Near-Term Traffic Calming [NTP Capital]	\$600,000	Implementation of quick and effective near-term traffic calming improvements throughout District 11. Specific locations and improvement types will be determined in collaboration with the District 11 Supervisor's Office, and will be based on community input, as well as technical factors such as feasibility and proximity to schools and parks. Potential improvements include speed humps, painted safety zones, raised crosswalks, intersection and spot modifications, continental crosswalks, and traffic modifications. Construction is planned for June through December 2018.

TOTAL	\$8,795,721
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¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations ¹

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Recommended	Recommendations
22M	SFMTA	Cable Car Pulley Rebuild	\$ 280,999	
30	SFMTA	19th Avenue Complete Streets	\$ 425,000	At the February 13 Board meeting, Chair Peskin asked staff to prepare a presentation on traffic mitigation and outreach plans related to a series of major construction projects on several of the City's key arterials that are anticipated to have overlapping schedules. These include projects on 19th Avenue, Lombard, Van Ness, and Geary. We have already convened a meeting with relevant city agencies, and plan to engage Caltrans, as well. We anticipate a presentation on this topic at the March 20 Board meeting.
31	SFMTA	New Traffic Signals (Contract 64)	\$ 5,289,722	Strategic Plan Amendment: The recommended allocation is contingent upon a concurrent Prop K Strategic Plan amendment to advance a total of \$3,571,249 in the New Signals and Signs category from outyears to FY 2017/18. This amendment results in a minor increase of 1.09% in financing costs to the category. 5-Year Prioritization Program (5YPP) Amendment: The recommended allocation is also contingent upon a concurrent New Signals and Signs 5YPP amendment to add the subject project and to reprogram a total of \$1,718,473 to the subject project from other projects that will advance with non-Prop K sources. See attached Strategic Plan and 5YPP amendments for details.
32	SFMTA	Intelligent Transportation Systems - Variable Message Signs	\$ 1,000,000	5YPP Amendment: The recommended allocation is contingent upon an amendment to the Advanced Technology and Information Systems 5YPP to re-program \$1,000,000 from the SFgo Controller Upgrades placeholder to the subject project. Controller upgrades will be purchased using non-Prop K project funds. See attached 5YPP amendment for details.
32	SFMTA	Intelligent Transportation Systems - Traffic Camera Deployment	\$ 1,200,000	5YPP Amendment: The recommended allocation is contingent upon an amendment to the Advanced Technology and Information Systems 5YPP to reprogram \$1,200,000 from the SFgo Controller Upgrades placeholder to the subject project. Controller upgrades will be purchased using non-Prop K project funds. See attached 5YPP amendment for details.
38	SFMTA	District 11 Near-Term Traffic Calming [NTIP Capital]	\$ 600,000	Multiphase Allocation: Given the strong interest by the sponsoring commissioner in delivering the projects as quickly as possible, and the relatively straightforward design of similar improvements at multiple locations, we are recommending concurrent allocation of design and construction funds. SFMTA may not incur expenses for the construction phase until Transportation Authority staff releases the funds (\$500,000) pending receipt of locations and measures as confirmed by Commissioner Safai.
TOTAL \$			8,795,721	

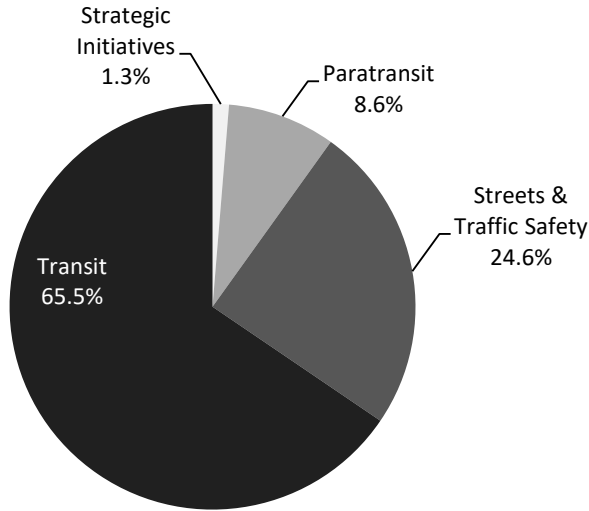
¹ See Attachment 1 for footnotes.

**Attachment 4.
Prop K Allocation Summary - FY 2017/18**

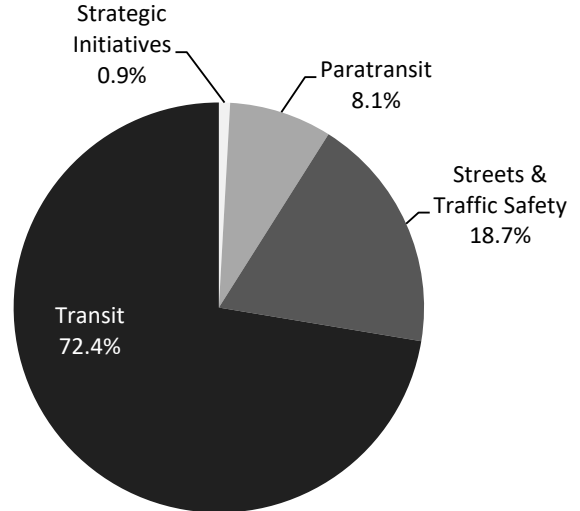
PROP K SALES TAX						
		CASH FLOW				
	Total	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Prior Allocations	\$ 81,200,537	\$ 35,384,817	\$ 41,580,797	\$ 1,334,620	\$ 786,831	\$ 786,830
Current Request(s)	\$ 8,795,721	\$ 356,654	\$ 7,712,230	\$ 478,727	\$ 248,110	\$ -
New Total Allocations	\$ 89,996,258	\$ 35,741,471	\$ 49,293,027	\$ 1,813,347	\$ 1,034,941	\$ 786,830

The above table shows maximum annual cash flow for all FY 2017/18 allocations approved to date, along with the current recommended allocation(s).

Investment Commitments, per Prop K Expenditure Plan



Prop K Investments To Date





Memorandum

Date: February 20, 2018
To: Transportation Authority Board
From: Cynthia Fong – Deputy Director for Finance and Administration
Subject: 03/13/18 Board Meeting: Approve a One-Year Professional Services Contract with the Top-Ranked Firm in an Amount Not to Exceed \$150,000 for the Redesign and Upgrade of the Transportation Authority’s Website

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> • Approve a one-year professional services contract with the top-ranked firm in an amount not to exceed \$150,000 for the redesign and upgrade of the Transportation Authority’s website • Authorize the Executive Director to negotiate contract payment terms and non-material terms and conditions <p>SUMMARY</p> <p>The Transportation Authority is seeking consultant services to implement a redesign and upgrade of the agency’s website: www.sfcta.org. A Request for Proposals (RFP) was issued in January. By the proposal due date, 31 proposals were received. Due to the number of proposals received by the deadline, the selection panel needed to reschedule the interviews to allow more time to review and evaluate the proposals and determine interview selections. As a result, the panel has not completed the evaluation process in time to announce the top-ranked firm.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input checked="" type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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DISCUSSION

Background.

The Transportation Authority last hired a consultant to redesign its website in 2006. The Transportation Authority uses its website to achieve several goals, including:

- Showcasing the agency’s plans, programs, and project delivery efforts.
- Serving as a resource for San Francisco transportation issues, data and topics.
- Informing the public and other stakeholders about ways to get involved in – and give feedback about – the agency’s work.
- Distributing copies of reports, press releases, notifications and other documents.

The complete scope of services for the website redesign contractor is included as Attachment 1. The new website is expected to go live by December 2018.

Procurement Process.

The Transportation Authority issued a RFP for website redesign and upgrade services on January 12, 2018. While a pre-proposal conference was not held, proposers were able to submit questions to the Transportation Authority and receive responses by January 24. We took steps to encourage participation from small and disadvantaged business enterprises, including advertising in five local newspapers: the San Francisco Examiner, the San Francisco Bay View, Nichi Bei, the Small Business Exchange, and the San Francisco Bayview, as well as on LinkedIn. We also distributed the RFP and questions and answers to certified small, disadvantaged and local businesses, Bay Area and cultural Chambers of Commerce, and Small Business Councils.

Transportation Authority communications staff sought input on the website's redesign from the Citizens Advisory Committee via an online survey.

By the due date of February 12, 2018, we received 31 proposals in response to the RFP. A selection panel comprised of Transportation Authority staff evaluated the proposals based on qualifications and other criteria identified in the RFP, including the proposer's understanding of project objectives, technical and management approach, capabilities and experience, cost, and Disadvantaged/Small/Local Business Enterprise (DBE/SBE/LBE) participation. The panel has selected five firms to interview between February 26-28.

We established a DBE/SBE/LBE goal of 5% for this contract. Proposals from 4 of the 5 firms to be interviewed met or exceeded the goal.

FINANCIAL IMPACT

The Transportation Authority has budgeted \$150,000 for the requested services, funded by sales tax operating funds. The Fiscal Year 2017/18 budget amendment will include this year's activities, and the Fiscal Year 2018/19 budget will include sufficient funds for the remaining activities.

CAC POSITION

The CAC will consider this item at its February 27, 2018 meeting.

SUPPLEMENTAL MATERIALS

Attachment 1 – Scope of Services

Attachment 1 – Scope of Services

There are six required tasks and one optional task, as detailed below:

Task 1: Project management

Task 2: Site analysis, architecture & content strategy, wire framing and design

Task 3: Theme development and application of design

Task 4: Programming and migration of existing pages

Task 5: Staff training and users guide

Task 6: Transfer to server and site launch

Task 7: Additional enhancements (optional)

Task 1: Project Management

A. Project Management: The consultant has a dedicated project manager on the project. The project manager will be the single point of contact during the entire project duration. The project manager is responsible for insuring all features, budget and scope of the project are met within expectations of the contract. The project manager will schedule recurring meetings to discuss:

- Key Project Indicators
- Project Milestones
- Mitigations
- Comments/Recent Accomplishments
- Issues
- Change Control

Deliverables:

- Monthly invoices by task
- Weekly progress meetings

Task 2: Site Analysis, Architecture & Content Strategy, Wire Framing and Design

A. Scoping and Elaboration: The consultant shall work with the Transportation Authority project team to scope the entire project and to elaborate on any areas that demand more details.

B. Content Strategy: The consultant will touch on the areas below with the Transportation Authority project team.

- Perform research to learn about the Transportation Authority and its website users
- Determine goals and determine how to measure success
- Define target user groups that inform design and functionality decisions
- Perform Inventory & Analysis to audit the current website and uncover opportunities for improvement
- Ensure all web pages support the agency's goals
- Design content to meet the agency's current and future communication goals
- Develop content strategy to help the project team structure and systemize content

C. Wire Framing: The consultant shall create a blueprint for the Transportation Authority website. The wireframes will outline structure and functionality, serving as a skeleton for the website, which

will form the foundation of the user experience and site architecture. The wireframes will illustrate how the site will work. The user experience design team will generate everything from low fidelity paper wireframes to high fidelity grey-box wireframes.

D. Graphic Design: The consultant, in coordination with the Transportation Authority, shall design the look and feel of the Transportation Authority site. The consultant shall focus on delivering designs that are visually appealing, clear and long-lasting.

Deliverables:

- Recommendations for changes to existing website content

Task 3: Theme Development and Application of Design

A. Theme Development: The consultant shall apply all designs and layout graphics to the website build. Theme work is all about interpreting the visual aspects of the website. The theme work must be compatible with the latest modern browsers.

Deliverables:

- Development of new design and layout theme

Task 4: Programming and Migration of Existing Pages

A. Website Building: Using the data which has been identified in the Scoping and Elaboration phase (Task 2A), the consultant will build the new website. This entails but is not limited to, content type creation, taxonomy creation and configuration of views and templates. The overall breadth of the development and the development timeline will be scoped and clarified in the Scoping and Elaboration phase of the project.

B. Data Migration: The consultant shall migrate appropriate data to the new website.

Task 5: Staff Training and Users Guide

A. Training: Consultant will set training sessions to train the members of the project team who will be responsible for its management and upkeep.

B. Development of users guide

Deliverables:

- Printed user guides enabling staff to troubleshoot, maintain and update newly launched website.
- In-person training session for staff on how to maintain and update the new website.

Task 6: Transfer to Server and Site Launch

A. Hosting Deployment Assistance: Making the website live on the new hosting provider is a coordinated event which starts during the quality assurance process. This is the on-boarding process. Secure Sockets Layer (SSL) if present is tested prior to launch. Domain Name System (DNS) swap is

the mechanism that makes the website live on the new host. Consultant shall work closely with the client team and the hosting provider team to ensure a smooth launch.

Deliverables:

- Launch of publicly accessible website; appropriate security features to protect data integrity while allowing public access

Task 7: Additional Enhancements (optional)

Consultant is invited to identify any additional enhancements related to the appearance or functionality of the website that it would recommend and that could be implemented for a budgeted amount not to exceed \$20,000. This is an optional task. Submissions for this optional task should be included as part of the overall consultant proposal.



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Memorandum

Date: February 21, 2018
To: Transportation Authority Board
From: Eric Cordoba – Deputy Director for Capital Projects
Subject: 03/13/18 Board Meeting: Approval of the Construction Manager/General Contractor Project Delivery Method for the Yerba Buena Island Westside Bridges Seismic Retrofit Project

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Approve the Construction Manager/General Contractor (CM/GC) Project Delivery Method for the Yerba Buena Island (YBI) Westside Bridges Seismic Retrofit Project</p> <p>SUMMARY</p> <p>The Transportation Authority is the project sponsor for the YBI Westside Bridges Seismic Retrofit Project (Project). The Project has significant complex technical and physical topographic construction challenges. Based on a Value Analysis Study that we completed for the Project, in 2016 we worked with Assemblymember David Chiu and obtained state authorization through Assembly Bill 2374 to use the CM/GC project delivery method for the Project. The enacted legislation (Attachment 1) requires that after an evaluation of the traditional design-bid-build method of construction and of the CM/GC method, the board of the regional transportation agency (i.e., the Transportation Authority) adopt the procurement strategy in a public meeting. We conducted the required evaluation and concluded that the CM/GC project delivery method would provide numerous advantages over the traditional Design-Bid-Build delivery method and should be utilized for final design and construction of the Project.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input checked="" type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Procurement <input type="checkbox"/> Other: _____
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DISCUSSION

Background.

The Transportation Authority is working jointly with the Treasure Island Development Authority (TIDA) on the development of the I-80/YBI Interchange Improvement Project. TIDA has asked the Transportation Authority, in its capacity as the Congestion Management Agency, to lead the effort to deliver the I-80/YBI Interchange Improvement Project because of our expertise in funding and interacting with the California Department of Transportation on design aspects of the project. The scope of the I-80/YBI Interchange Improvement Project includes two major components: 1) the YBI Ramps Improvement Project, which includes constructing new westbound on and off ramps Phase 1 (on the east side of YBI) to the new Eastern Span of the San Francisco-Oakland Bay Bridge (SFOBB)

and the YBI Southgate Road Realignment Improvements Phase 2; and 2) the YBI Westside Bridges Seismic Retrofit Project on the west side of the island.

We are 99% complete with the YBI Ramps Improvement Project – Phase 1, which included constructing new westbound on and off ramps (on the east side of YBI) to the new Eastern Span of the SFOBB. Final close out efforts will be completed in the Spring 2018. It is now proceeding with implementation of two additional construction projects including the YBI Westside Bridges, which is the subject of this request.

The YBI Westside Bridges Project encompasses reconstructing or seismic retrofitting eight (8) existing bridge structures on the west side of YBI, several of which were constructed in the 1930s. These structures essentially comprise a viaduct along Treasure Island Road, just north of the SFOBB. Treasure Island Road, with these bridge structures, is a vital component of the YBI traffic circulation system and serves as an important part of the on and off-ramp system to the SFOBB.

Construction of the YBI Westside Bridges Project is scheduled to begin in early 2020 and be completed by summer 2021.

Project Challenges.

The Project is uniquely located along the western edge of YBI along steep terrain on the hillside overlooking the San Francisco Bay, which will make it challenging to implement. The construction work includes demolishing three existing bridges, reconstructing new bridges, and construction of new retaining walls, associated roadway improvements and the seismic retrofit of 5 existing bridge structures. Not only is the location challenging, but the Project presents numerous complex structural (bridge/retaining wall foundations) and geotechnical challenges (unstable soils), as well as difficult construction access (very steep terrain) and environmental constraints (construction adjacent to and above the San Francisco Bay).

As part of the Project implementation process, we conducted a Value Analysis Study (required per Federal funding regulations), which was completed in 2014. The study determined that the challenges and constraints associated with the Project create an increased-level of risk and complicate the constructability. The study indicated that with the geometric, geographic, and technical constraints for the Project, the Transportation Authority should investigate how to best identify and minimize risk during construction. Given these challenges and constraints, one key recommendation provided in the Value Analysis Study was to evaluate utilizing the CM/GC delivery method for the Project.

The Value Analysis Study recognized that in a traditional Design-Bid-Build process (contractor selected based on low bidder), a project of this technical complexity requires bidders to spend a significant amount of time and money prior to submitting a bid which may reduce the number of qualified bidders. The Value Analysis Study found that (1) the CM/GC project delivery method is best used on projects with complex, high-risk scope and (2) the CM/GC process would minimize the risk for the Transportation Authority and the contractor, which would ultimately lower the Project cost and accelerate the schedule, while improving overall project delivery. The Value Analysis Study also found that this project delivery method creates an environment for innovation, team work, and overall project success. The study concluded that the CM/GC process provides the ability for the public agency, design engineer and contractor to jointly identify risk and allocate the responsibility for mitigation to the most capable party and provides the ability to manage this risk throughout the

Agenda Item 8

lifecycle of the Project.

Project Delivery Methods.

Under the CM/GC project delivery method, the Transportation Authority would engage a construction contractor during the project design process to act in an advisory role and to provide valuable preconstruction input during design with the goal of lowering overall construction time and construction risks. The CM/GC Contractor would provide constructability reviews, value engineering suggestions, construction estimates, and other construction-related recommendations. The CM/GC Contractor can provide valuable input during design towards discovering prior to construction potential design errors and/or omissions and therefore mitigating any resulting project costs. This arrangement is intended to mitigate project construction risks, with the goal of reducing costs and expediting the delivery schedule.

Under Design-Bid-Build, which is the traditional project delivery method, the public agency designs, or retains a designer to furnish complete design services, and then advertises and awards a separate construction contract based on the designer's completed construction documents. In Design-Bid-Build, there is no contractor who provides input during the preconstruction and design phase, therefore there is a higher risk for additional project costs due to any design errors or omissions discovered during construction.

As required by Assembly Bill 2374, we recently completed an evaluation for these two project delivery methods, Design-Bid-Build (contractor selected based on low bidder) and CM/GC (contractor selected during design phase to provide input on design with option to construct the project if an agreed upon price is established). The evaluation concluded that the CM/GC project delivery method would provide numerous advantages over the traditional Design-Bid-Build delivery method in delivering this Project and therefore would be the better project delivery method for the Project. Attachment 2 includes the Project's evaluation and recommendation of the CM/GC project delivery process.

Upon Board approval of staff's recommendation, we propose to issue a CMGC Request for Qualifications in April 2018, and bring a contract award to the Citizens Advisory Committee in May 2018 and to the Board in June 2018.

FINANCIAL IMPACT

The recommended action would not have an impact on the adopted Fiscal Year 2017/18 budget. The project will be funded by Federal Highway Bridge Program – Seismic Retrofit funds, State Prop 1B – Seismic Retrofit funds, and Treasure Island Development Authority funds providing the local match.

CAC POSITION

The CAC will consider this item at its February 28, 2018 meeting.

SUPPLEMENTAL MATERIALS

Attachment 1 – Assembly Bill 2374

Attachment 2 – Summary of Project Delivery Method Evaluation

Assembly Bill No. 2374

CHAPTER 753

An act to amend Sections 6971 and 6972 of the Public Contract Code, relating to public contracts.

[Approved by Governor September 28, 2016. Filed with
Secretary of State September 28, 2016.]

LEGISLATIVE COUNSEL'S DIGEST

AB 2374, Chiu. Construction Manager/General Contractor method: regional transportation agency: County of Placer: bridges.

Existing law authorizes regional transportation agencies, as defined, to use the Construction Manager/General Contractor project delivery method, as specified, to design and construct certain expressways that are not on the state highway system if: (1) the expressways are developed in accordance with an expenditure plan approved by voters, (2) there is an evaluation of the traditional design-bid-build method of construction and of the Construction Manager/General Contractor method, and (3) the board of the regional transportation agency adopts the method in a public meeting.

This bill would authorize the use of the Construction Manager/General Contractor method for the construction of 2 specified bridges that are not on the state highway system. For the purposes only of this authorization, the bill would include the County of Placer within the definition of a regional transportation agency. The bill would also remove the requirement that a project be developed in accordance with an expenditure plan approved by voters.

This bill would make legislative findings and declarations as to the necessity of a special statute for bridges located in the County of Placer and the City and County of San Francisco.

The people of the State of California do enact as follows:

SECTION 1. (a) The Legislature finds and declares that the County of Placer should be considered a transportation planning agency for the purposes of this Chapter 6.7 (commencing with Section 6970) of Part 1 of Division 2 of the Public Contract Code in order to effectuate the construction of a replacement bridge span using Construction Manager/General Contractor authority. The Federal Highway Administration had authorized full funding for the replacement of the county-owned and maintained Yankee Jims Road Bridge Project in the County of Placer and has encouraged the use of Construction Manager/General Contractor methods to complete this project. The geography, topography, and location of the bridge present many

potential complex challenges, and the Construction Manager/General Contractor could reduce delays and ensure that such challenges are fully understood at the outset of construction.

(b) Nothing in this act shall extend any other authority to the County of Placer as a transportation planning agency under any other law.

SEC. 2. Section 6971 of the Public Contract Code is amended to read: 6971. For purposes of this chapter, the following definitions apply:

(a) “Construction manager” means a partnership, corporation, or other legal entity that is able to provide appropriately licensed contracting and engineering services as needed pursuant to a Construction Manager/General Contractor method contract.

(b) “Construction Manager/General Contractor method” means a project delivery method in which a construction manager is procured to provide preconstruction services during the design phase of the project and construction services during the construction phase of the project. The contract for construction services may be entered into at the same time as the contract for preconstruction services, or at a later time. The execution of the design and the construction of the project may be in sequential phases or concurrent phases.

(c) “Preconstruction services” means advice during the design phase, including, but not limited to, scheduling, pricing, and phasing to assist the regional transportation agency to design a more constructible project.

(d) “Project” means either of the following:

(1) The construction of an expressway that is not on the state highway system.

(2) The construction of the following bridges that are not on the state highway system:

(A) Yerba Buena Island (YBI) West Side Bridges Seismic Retrofit Project.

(B) Yankee Jims Road Bridge Project in the County of Placer (Replacement/Rehabilitation).

(e) “Regional transportation agency” means any of the following:

(1) A transportation planning agency described in Section 29532 or 29532.1 of the Government Code.

(2) A county transportation commission established under Section 130050, 130050.1, or 130050.2 of the Public Utilities Code.

(3) Any other local or regional transportation entity that is designated by statute as a regional transportation agency.

(4) A joint exercise of powers authority established pursuant to Chapter 5 (commencing with Section 6500) of Division 7 of Title 1 of the Government Code, with the consent of a transportation planning agency or a county transportation commission for the jurisdiction in which the transportation project will be developed.

(5) A local transportation authority created or designated pursuant to Division 12.5 (commencing with Section 131000) or Division 19 (commencing with Section 180000) of the Public Utilities Code.

(6) The Santa Clara Valley Transportation Authority established pursuant to Part 12 (commencing with Section 100000) of Division 10 of the Public Utilities Code.

(7) The County of Placer.

SEC. 3. Section 6972 of the Public Contract Code is amended to read:

6972. (a) A regional transportation agency may utilize the Construction Manager/General Contractor method of procurement to design and construct projects pursuant to this section.

(b) A regional transportation agency may enter into a Construction Manager/General Contractor contract pursuant to this chapter after evaluation of the traditional design-bid-build method of construction and of the Construction Manager/General Contractor method and the board of the regional transportation agency affirmatively adopts the procurement strategy in a public meeting.

(c) The entity responsible for the maintenance of the local streets and roads within the jurisdiction of the expressway shall be responsible for the maintenance of the expressway.

SEC. 4. The Legislature finds and declares that a special law is necessary and that a general law cannot be made applicable within the meaning of Section 16 of Article IV of the California Constitution because of the unique circumstances regarding bridge transportation construction projects in the County of Placer and the City and County of San Francisco.

Attachment 2

SUMMARY OF PROJECT DELIVERY METHOD EVALUATION

On February 13, 2018 the San Francisco County Transportation Authority (“SFCTA”) project management team and its outside project consultants for the Yerba Buena Island Westside Bridges Seismic Retrofit project (“Project”) met at the SFCTA offices to evaluate whether the traditional Design-Bid-Build method (aka lowest bidder method, “DBB”) or the Construction Manager/General Contractor method (“CM/GC”) would be the optimal delivery method to utilize for the design and construction of the Project. The evaluation panelists were:

Eric Cordoba, SFCTA Deputy Director
 Dale Dennis, SFCTA Project Manager
 David Dickenson, WMH Corporation, design engineer
 Mike Scott, WSP USA Inc., construction management – resident engineer
 Mike Lohman, HDR Engineering, Inc., design consultant
 Mike DiGregorio, HDR Engineering, Inc., design consultant

1. Review of Preliminary Project Goals and Constraints

The evaluation panel began by identifying the Project attributes, and potential project goals and constraints. The panel cited the Project budget, scheduling constraints, potential milestones, stakeholders and risks. It also identified the following Project goals: (1) complete the project on budget while minimizing cost risk; (2) complete the project on schedule while minimizing delay risk; (3) select the best team (collaborative contractor and design/CM team relationship); (4) maximize safety of workers; and (5) select the best team (collaborative contractor and design/CM team relationship).

The primary Project specific constraints identified:

Complete project on schedule;
 Project must not exceed a specific amount;
 Must adhere to standards by San Francisco Public Works, San Francisco Municipal Transportation Agency, San Francisco Public Utilities Commission, San Francisco Bay Conservation and Development Commission, and American Association of State Highway and Transportation Officials (AASHTO); and
 Challenging physical and environmental site location.

2. Evaluation Criteria

The panel then evaluated the DBB and CM/GC methods with respect to the following selection factors:

Delivery schedule;
 Project complexity and innovation;
 Level of design;
 Cost;
 Initial risk assessment;
 Staff experience/availability (of SFCTA);
 Level of oversight and control; and
 Competition and contractor experience.

For each delivery method, the panel took considerable time and discussion identifying the opportunities and obstacles for the project under each of the above selection factors; first under the DBB method, then under the CMGC method. Some factors had multiple opportunities and multiple obstacles; others had only opportunities or only obstacles, and some had none. After

Attachment 2

that discussion, the panel then gave each respective delivery method one of the following ratings: (1) most appropriate delivery method, (2) appropriate delivery method, (3) least appropriate delivery method, or (4) not applicable.

At the conclusion of the above proceedings, the panel reviewed the selection factor ratings given for each delivery method and concluded that the most appropriate delivery method for the Project would be the CMGC method.

3. Recommendation

Based on the above, the evaluation panel recommends that, pursuant to Public Contract Code §6972, SFCTA affirmatively adopt the CMGC method for design and construction of the Project.



Memorandum

Date: February 23, 2018
To: Transportation Authority Board
From: Eric Cordoba – Deputy Director for Capital Projects
Subject: 02/27/18 Board Meeting: Quint Street – Jerrold Avenue Connector Road Project Update

<p>RECOMMENDATION <input checked="" type="checkbox"/> Information <input type="checkbox"/> Action</p> <p>None. This is an information item.</p> <p>SUMMARY</p> <p>The proposed Quint-Jerrold Connector Road project located along the west side of the Caltrain rail tracks will link Quint Street, just north of Oakdale Avenue, to Jerrold Avenue. Caltrain completed construction of the Quint Street Bridge Replacement Project in April 2016 replacing the 100-year-old Quint Street Bridge with a new berm. The Quint-Jerrold Connector Road will be built on former Union Pacific Railroad (UPRR) property. The Transportation Authority has been coordinating, design, right of way and public outreach efforts. San Francisco Public Works (SFPW) has developed a conceptual design for the new road. Although the City began negotiating with UPRR several years ago, UPRR recently sold the property to a private entity, 1880 Jerrold Ave. LLC, who’s main point of contact is a shuttle provider named TransMetro. The City is now negotiating with TransMetro to purchase the property.</p>	<p><input type="checkbox"/> Fund Allocation</p> <p><input type="checkbox"/> Fund Programming</p> <p><input type="checkbox"/> Policy/Legislation</p> <p><input type="checkbox"/> Plan/Study</p> <p><input checked="" type="checkbox"/> Capital Project Oversight/Delivery</p> <p><input type="checkbox"/> Budget/Finance</p> <p><input type="checkbox"/> Contract/Agreement</p> <p><input type="checkbox"/> Other:</p> <hr/>
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DISCUSSION

Background.

The former Caltrain bridge over Quint Street in the Bayview was more than 100 years old and at the end of its useful life. The bridge was deemed structurally deficient, did not meet existing seismic safety standards, and needed to be replaced to ensure the safety of community members and Caltrain passengers. The proposed bridge replacement—a berm—was the design approach selected by the San Francisco County Transportation Authority Board in July 2013 after considering various other alternatives including replacing the bridge in-kind (\$25 million) that would preclude a future station platform or building a wider bridge (\$35 million) that could accommodate a future station. With a project budget of \$25 million, the berm (\$20 million) was found to be the best solution to balance the need to find a cost-effective solution that supports a potential Caltrain Station at Oakdale Avenue with available resources, and one that is compatible with adjacent land uses and vehicular access. The remainder of Caltrain’s bridge replacement budget (\$5 million) was set aside to help pay for the connector road, then estimated to cost \$10-\$11 million. Other potential funding sources were also

identified at the time. The Quint-Jerrold Connector Road project will reconnect Quint Street and Jerrold Avenue through a new road to be built on former UPRR property along the west side of the Caltrain tracks. Accounting for escalation and new information about underground utilities along the right-of-way, the updated preliminary total cost estimate for the project is \$17 million including environmental clearance, right of way acquisition and construction. The Transportation Authority has allocated \$1.9 million for the acquisition of the property and an additional \$427,000 for the environmental investigations and conceptual design. SFPW has developed a conceptual design for the new road which includes one traffic lane in each direction, sidewalk, street lighting and a possible retaining wall. At the intersection with Jerrold Avenue the road will integrate with other planned street improvements in the area.

Transportation Authority staff briefed the Bayview Hunters Point Citizens Advisory Committee at its February 7, 2018 meeting. Committee members noted its importance as mitigation to the community and one that would be even more important in the future given all the planned housing and employment growth. They also noted their concern with the planned temporary closure of Jerrold in the near term, for San Francisco Public Utilities Commission's sewer system improvement project. We will provide an update to the Bayview Hunters Point Citizens Advisory Committee on March 7, 2018.

Status and Key Activities.

The City of San Francisco Real Estate Division began negotiating with UPRR to purchase the property several years ago. UPRR imposed various conditions on the sale, including an easement along the property for fiber optic lines. Although the City agreed to their conditions, UPRR instead decided to sell the land to a private corporation while still in negotiation with the City.

1880 Jerrold Ave LLC purchased the property from UPRR in late Summer 2017. TransMetro, a shuttle service provider, is a related entity of 1880 Jerrold Ave LLC and is currently the main contact. The northern part of the property is now leased out to a concrete manufacturer. The manufacturer has set up plant equipment on the site including vehicles, mixer and other machines. In August 2017, the City determined that the manufacturer was operating without a permit. The Department of Building Inspection issued a notice of violation and ordered the manufacturer to stop work and acquire proper permits.

The Real Estate Division has started negotiations with TransMetro to purchase the property and believes that local ownership is more conducive to reaching agreement than talks with UPRR. The parties are currently negotiating the rights to enter the property for environmental (archaeological and hazardous materials) investigations as required by the Quint-Jerrold Connector Road Mitigated Negative Declaration issued by the Department of Planning in August 2015.

SFPW is ready to proceed with design of the project should the City purchase the land. Preliminary drawings and estimates have been developed. SFPW anticipates that the design phase will take up to one year to complete and that construction would also take a year to complete. Staff have briefed Commissioner Cohen's office, which remains keen to acquire the site.

FINANCIAL IMPACT

None. This is an information item.

CAC POSITION

The CAC was briefed on this item at its January 24, 2018 meeting and discussed it extensively, requesting an update at the February 28 CAC meeting. CAC member, Chris Waddling, expressed significant disappointment at the lack of timely updates from Transportation Authority staff about the sale of the parcel to TransMetro, for which staff apologized. Chris Waddling and various CAC members were concerned that the commitment to build the connector road be kept, noting its importance as a mitigation to the community and one that would be even more important in the future given all the planned housing and employment growth. CAC members also raised concerns about the proposed cost of the connector road. We will provide an update to the CAC on February 28.

SUPPLEMENTAL MATERIALS

None.



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Memorandum

Date: February 21, 2018
To: Transportation Authority Board
From: Jeff Hobson – Deputy Director for Planning
Subject: 02/27/18 Board Meeting: Update on ConnectSF Vision Document

<p>RECOMMENDATION <input checked="" type="checkbox"/> Information <input type="checkbox"/> Action</p> <p>None. This is an information item.</p> <p>SUMMARY</p> <p>This memo serves as an update regarding activities associated with ConnectSF, the San Francisco multi-agency long-range transportation planning program. Currently at the end of the vision-setting phase, this multi-year process will culminate in a major update to the countywide transportation plan, also called the San Francisco Transportation Plan or SFTP, and an update to the Planning Department’s General Plan Transportation Element. This update focuses on the long-range vision effort, which is in its final stages. We anticipate seeking approval of the Vision document from the Transportation Authority Board and partner agencies in spring 2018. The slide deck for this update is included as Attachment 1 to this memo.</p>	<p><input type="checkbox"/> Fund Allocation</p> <p><input type="checkbox"/> Fund Programming</p> <p><input type="checkbox"/> Policy/Legislation</p> <p><input checked="" type="checkbox"/> Plan/Study</p> <p><input type="checkbox"/> Capital Project Oversight/Delivery</p> <p><input type="checkbox"/> Budget/Finance</p> <p><input type="checkbox"/> Contract/Agreement</p> <p><input type="checkbox"/> Other:</p> <hr/>
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DISCUSSION

Background

To define the desired and achievable transportation future for San Francisco, the Transportation Authority, the San Francisco Municipal Transportation Agency and the Planning Department are collaborating on the San Francisco Long Range Transportation Planning Program, also known as ConnectSF. Additional program partners include San Francisco Office of Economic and Workforce Development and the Mayor’s Office.

The ConnectSF program is composed of several distinct efforts, including:

- Subway Vision (completed 2016, to be updated every four years)
- 50-year Vision (nearing completion)
- San Francisco Transportation Plan (SFTP) 2050 (needs assessment underway)
- Transit Corridors Study (in scoping phase)
- Streets and Freeways Study (in scoping phase)
- General Plan Transportation Element Update

These efforts will also draw on other planning and policy studies that have been completed recently or will be underway in similar timeframes, such as work related to transportation demand management, emerging mobility services and technologies, and adaptation and resilience. Combined, the efforts of the ConnectSF program will achieve the following:

- Create a common vision for the future that will result in common goals and objectives that subsequent efforts work to achieve.
- Serve as San Francisco’s long-range transportation planning program, integrating multiple priorities for all modes based on robust technical analysis and public engagement.
- Identify current and long-term needs and opportunities to improve transportation that support key city policies and priorities.
- Identify and prioritize long-term transit strategies and investments to support sustainable growth.
- Develop a revenue strategy for funding priorities.
- Establish a joint advocacy platform, including policy and project priorities.
- Guide San Francisco’s inputs into the Regional Transportation Plan/Sustainable Communities Strategy update.
- Codify policies in the San Francisco General Plan.

ConnectSF Draft Vision.

The draft Vision of the ConnectSF program answers the question “what is the future of San Francisco as a place to live, work and play in the next 30 and 50 years?” To answer this question, staff employed a scenario planning framework – a methodology used by businesses and large-scale public agencies and governments designed to help organizations think strategically about the future. This methodology identifies drivers of change and critical uncertainties, develops plausible future scenarios to understand how the city may react in those scenarios, the implications and paths for the city to navigate each of those plausible futures, and a preferred future to strive towards.

The draft Vision is grounded through the following goals that were codified through over a year of outreach:

- **Equity:** San Francisco is an inclusive, diverse, and equitable city that offers high-quality, affordable access to desired goods, services, activities, and destinations.
- **Economic Vitality:** To support a thriving economy, people and businesses easily access key destinations for jobs and commerce in established and growing neighborhoods both within San Francisco and the region.
- **Environmental Sustainability:** The transportation and land use system support a healthy, resilient environment and sustainable choices for future generations.
- **Safety and Livability:** People have attractive and safe travel options that improve public health, support livable neighborhoods, and address the needs of all users.
- **Accountability and Engagement:** San Francisco agencies, the broader community, and elected officials work together to understand the City’s transportation needs and deliver projects, programs, and services in a clear, concise, and timely fashion.

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The draft Vision is described qualitatively, and outlines a future where San Francisco is a regionally minded city with effective governmental institutions and an engaged citizenry, both of which consider community-wide and regional effects when making policy choices. This new socio-political dynamism results in the development and implementation of key plans related to transportation, land use, and housing. Key tenets of this future are:

- Numerous transportation and mobility options are available, accessible and affordable for all, and there is less need for individually owned cars.
- Robust and reliable transportation funding sources exist to support maintenance and management of the existing system as well as strategic expansions of high-capacity rail and bus services.
- There are seamless transit connections to local and regional destinations.
- Public rights-of-way are dedicated to sustainable transportation modes, improving operations and efficiency
- Neighborhoods are safe, clean, and vibrant with many people walking and biking.
- Infrastructure projects are developed and built more quickly and cost-effectively.
- New mobility/private transportation services are well-regulated and integrated with traditional public transportation and active modes
- There is significant construction to meet the needs of the rising population and workforce.
- There is a large increase in funding for affordable housing at all income levels.

The draft Vision document is included as Attachment 2 to this memo. The entire draft Vision document and appendices can be found on the www.connectsf.org website.

ConnectSF Outreach to date.

To develop the draft Vision, the ConnectSF team has been actively engaged in several public engagement activities since the summer of 2016. Staff used this input to guide the development of the preferred draft Vision for the city. The goals and objectives outlined in the draft Vision document will inform the next two phases of the ConnectSF program.

In summer and fall of 2016, ConnectSF staff utilized pop-up workshops and an online tool to ask where San Francisco should expand its subway network. Participants submitted more than 2,600 ideas.

In May 2017, seven on-sidewalk pop-ups scattered around San Francisco, and an online survey encouraged public participants to think broadly about the future of transportation in San Francisco and ask what they are excited and concerned about. Collectively, the ConnectSF team collected over 1,100 open-ended responses from over 450 individuals. This feedback showed the importance of a future San Francisco that is equitable, livable, sustainable, and economically competitive.

Additionally, starting in May 2017, a Futures Task Force was invited to three co-learning events, designed to delve into the specific topics, including impacts of development in neighborhoods, the changing future of mobility, and how work may change in the future. Then, in June, the Futures Task Force participated in the Scenario Building Workshop, designed to understand how uncertain drivers of change may influence the future of San Francisco, and how the city will prepare if those futures come to fruition. The day and a half workshop culminated with the production of four plausible future

scenarios, that were further refined by staff and discussed by the Futures Task Force at follow-up webinars.

During September 2017, focus groups, also called Small Group Experiences, engaged small groups in thinking about the four scenarios and the tradeoffs between them. The project team made special efforts to meet with groups and organizations from communities of concern. Additionally, an online public survey was made available in English, Spanish, Chinese, and Filipino and discussed the four plausible future scenarios and the inherent tradeoffs between them. These efforts were designed to give both staff and the Futures Task Force insight into broader opinions about how San Francisco should react to plausible futures.

The Futures Task Force met again in October 2017 for the Scenarios Implications Workshop, where participants discussed the implications of each plausible future and provide direction for staff to develop the draft Vision. In December, staff presented and took feedback from the Futures Task Force on the draft Vision to the through webinars and invited members of the task force to help edit and co-author the document.

Staff is in the process of scoping and funding the technical elements and designing the outreach process for Phase 2 of the ConnectSF program. This next phase will continue to incorporate three streams of involvement: the public, the Futures Task Force, and the multi-agency ConnectSF staff team.

Next Steps.

The draft Vision document is now available online (www.connectsf.org). We will bring the draft Vision document to the Board for approval in April. The SFMTA Board and the Planning Commission will also be taking action in early spring. Meanwhile the ConnectSF project team is beginning work on Phase 2 of the program, analyzing current and future transportation needs that will inform the Transit Corridors Study and the Streets and Freeways Study. Our three agencies are also collaborating on Caltrans Planning Grant and Priority Development Area Planning Grant applications to help fund Phase 2 work. We anticipate providing overviews for these studies in late spring 2018, once we finalize study budgets and schedules.

FINANCIAL IMPACT

None. This is an information item.

CAC POSITION

None. This is an information item. We will provide this ConnectSF update to the CAC at its February 28 meeting.

SUPPLEMENTAL MATERIALS

Attachment 1 – ConnectSF Update Presentation

Attachment 2 – Draft Vision Document

ConnectSF

SFCTA Board Meeting

February 27, 2018

Attachment 1
ConnectSF Presentation

Linda Meckel, SFCTA
Doug Johnson, Planning
connectsf@sfgov.org

4
connectsf.org

Purpose

ConnectSF aligns our agencies through a ground up process to identify our long term transportation projects and policy priorities

About the Program

- 50-year transportation vision created with city agencies (we are here)
- Phase 2 is about the **projects** and **policies** needed to achieve the vision
- Phase 3 includes two San Francisco transportation **policy and action oriented documents**



SFMTA
Municipal
Transportation
Agency



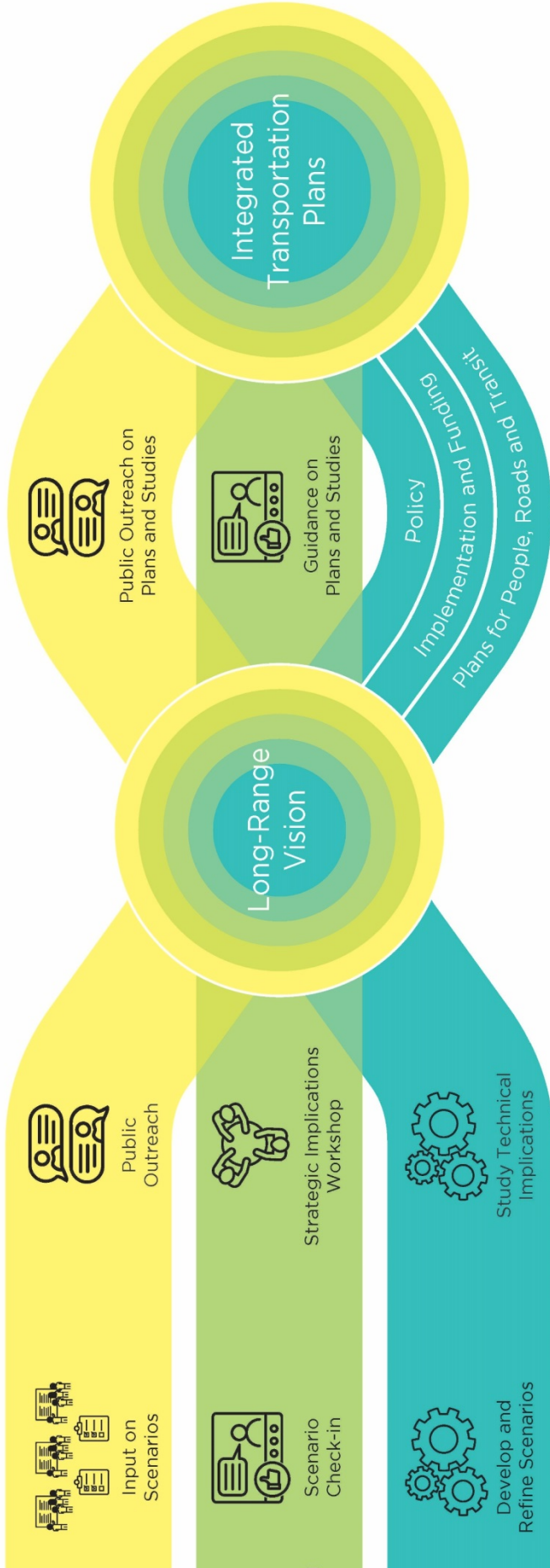
Process

SUMMER 2017

FALL 2017

WINTER 2017-18

2019-2021



Outreach Summary



Drivers of Change

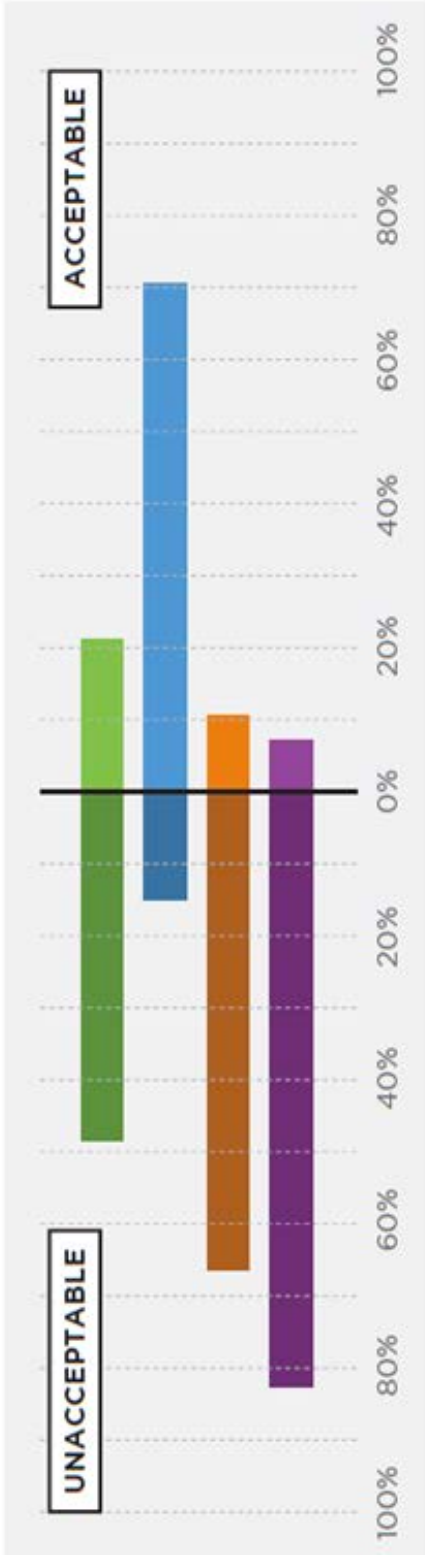
ConnectSF Givens	ConnectSF Uncertainties
<ul style="list-style-type: none">• Climate change, resource scarcity, and natural disasters• Demographics and regional growth• Earthquake risk• Aging infrastructure• Public distrust in government• Rapid technological change	<ul style="list-style-type: none">• <i>Regional Economy</i>• <u><i>Governance</i></u>• <i>21st Century Infrastructure</i>• <i>Changing Mobility Landscape</i>• <i>Public Health Influences</i>• <i>Lifestyle Choices and Values</i>• <i>San Francisco's Adaptive Capacity</i>• <u><i>Inequality and Polarization</i></u>

Scenario Outreach

Do you think this scenario is acceptable or unacceptable?

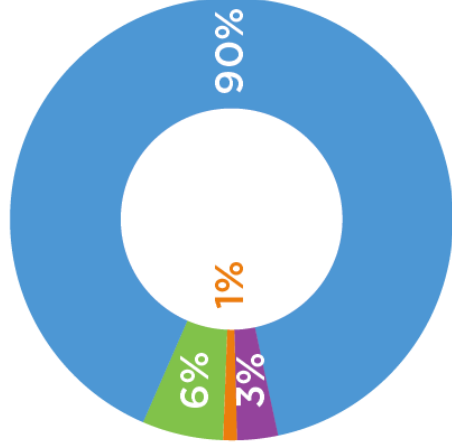


SURVEYS



FOCUS GROUPS

What scenario did people most prefer for the future of San Francisco?



Scenarios: ■ Mind the Gap ■ Building Bridges ■ Mosaic ■ Wild West, Inc.

The Vision



Equity



**Economic
Vitality**



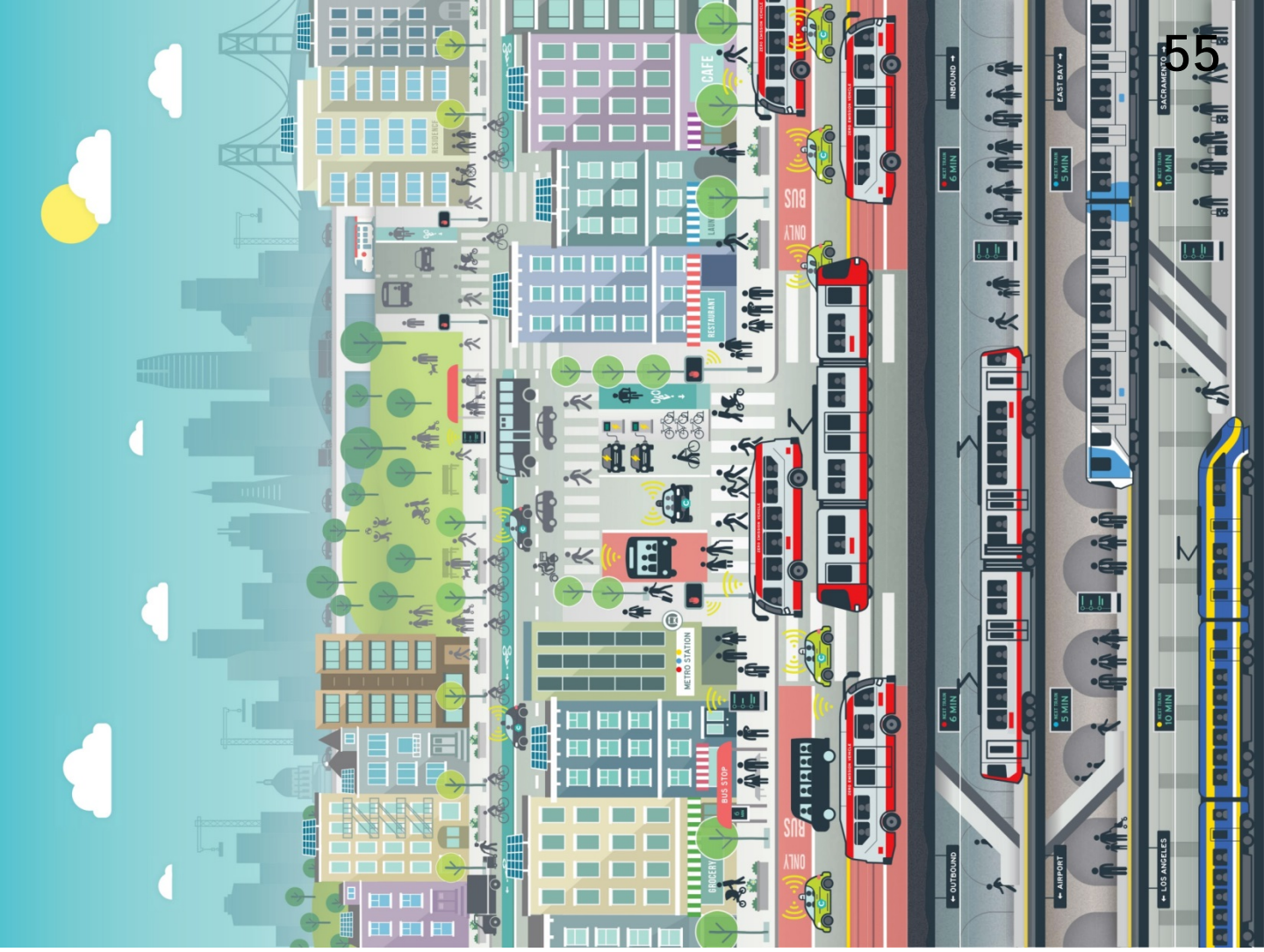
**Environmental
Sustainability**



**Safety and
Livability**



**Accountability and
Engagement**



What's Next? Upcoming Studies

- Phase 2 is about the **projects and policies** needed to achieve the vision:
 - Transit Corridors Study
 - Streets and Freeways Study
- Phase 3 includes the two **policy and action** oriented documents,
 - SFTP 2050 (countywide transportation plan)
 - Transportation Element Update





ConnectSF

DRAFT FEBRUARY 2018

ConnectSF

A VISION

FOR MOVING SAN FRANCISCO

INTO THE FUTURE

Introduction	4
Creating a New Vision for San Francisco	6
How the Vision Was Developed	15
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Appendices	
A. The Story of Now	
B. Outreach Summary Report	
C. Scenario Planning Process	
D. ConnectSF Goals and Objectives	

GIVE US YOUR FEEDBACK

Please send your feedback on the draft Vision to ConnectSF by Thursday, March 1st, 2018.

Email comments to: connectsf@sfgov.org

Aspiration

San Francisco is at an inflection point. People are drawn to the livability, lifestyle, and opportunities in San Francisco. The City is experiencing rapid change and tremendous growth. Our population is larger than ever before. Much of this growth is spurred by shifting demographics, preferences for city living, and an evolving technology sector that touches nearly every aspect of our lives.

It is an incredibly turbulent time to be in San Francisco, with opportunities and challenges for the future. Issues related to equity, affordability, mobility, housing, and other critical areas have perhaps never felt so urgent.

Transportation touches all of these facets of daily life. While we are making progress towards eliminating traffic deaths, installing modern bicycle infrastructure, and managing streets to improve the speed and reliability of public transportation, there remains much more to do. To be socially, economically, and ecologically resilient over the next 50 years we must tackle these challenges. San Francisco must find a way to allow future generations to live in and travel across the City with greater ease.

As we plan, build, and operate our transportation system to meet an ever-changing landscape, we are guided by durable policies and mandates, such as our 45-year old Transit First policy and citywide climate and Vision Zero goals. However, maintaining the system we have while expanding to meet tomorrow's transportation needs – and funding both activities – presents difficult choices that will shape the City for generations to come.

ConnectSF is an innovative program that has brought our agencies together with San Francisco residents to develop a unified, far-reaching vision for an effective, equitable, and sustainable transportation system. Together, our four agencies and the public will use this vision to create a new generation of transportation plans for the City – starting later this year with the citywide Transit Corridors Study and Streets and Freeways Study.

Visions are inherently aspirational but can be realized when they are based on values that reflect community sentiment and provide guideposts for future work. A multifaceted community engagement process that reached over 5,000 people created this bold vision. In turn, the vision will guide actions, decisions, and investments for San Francisco's transportation system and influence the City's development.

This vision asks each of us what it means to be a San Franciscan: what we value for ourselves and our fellow residents; what we want for San Francisco's future; which priorities and perspectives we may need to re-examine; and the trade-offs we may need to make to achieve this vision. What must we start, stop, and continue doing as a community, a City, and a region to reach the future we want?

We invite you – our fellow San Franciscans and residents of the Bay Area – to join us in realizing this vision. Working together we are confident that we can achieve a safer, more equitable, and vibrant future for all.

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Director, San Francisco
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Introduction

Almost every aspect of San Francisco's built environment is the product of many years of planning. What we see before us is the outcome of plans and decisions made by the community and elected officials who have preceded us.

This is especially true of our transportation infrastructure. Building and managing complex transportation systems requires carefully coordinated planning many years in advance.

Over 100 years ago, the San Francisco Municipal Railway (Muni) opened an electric streetcar line on Geary Street and became the first publicly owned and operated transit agency in the United States. From 1912 to 1928, Muni constructed the transit tunnels on Stockton Street, Twin Peaks, and the Sunset. Nearly 60 years ago, civic leaders envisioned a high-speed, regional rail network in the Bay Area and a subway tunnel for light-rail vehicles through the heart of the City. These visions have been fulfilled. BART and Muni metro service started over 40 years ago. These investments influenced the settlement and travel patterns that we see today in San Francisco and the Bay Area.

Similarly, the planning we do today can and will determine how and where generations to



come will live, work, and play. The time is now to shape San Francisco for ourselves and future generations.

San Francisco's street grid is well-established, but its use has and will continue to evolve. From horse-drawn carriages and streetcar neighborhoods through the ascendance of the automobile to the technological changes we see in our streets today, the only constant has been change.

The speed of change is only likely to increase. Planning for the services and amenities we want our public rights-of-way to provide, not just protecting and enshrining the current allocations of space, will be a critical task.

The integration of transportation and land use is another important consideration that can dramatically shape a city's form and trajectory for many decades. History has shown us the ways that transportation projects mentioned before, as well as the Golden Gate Bridge, the Bay Bridge, and the demolition of the Embarcadero Freeway, have opened up new opportunities and spaces for homes, offices, shops, and recreation throughout San Francisco and the Bay Area. These were transportation projects conceived and built to spur transformative change and position San Francisco to be a world-renowned, forward-thinking City. What will San Francisco's iconic projects of tomorrow be?

Considering the transformative power of planning for both transportation and land use, San Franciscans have an opportunity to make a great City even better. But what does this City look like? Who lives here and how do they get around? How can the City use transportation improvements to close access gaps and public health gaps? What is the future San Francisco that we want to see?

WHY DO WE NEED TO PLAN DIFFERENTLY TODAY?

There are many long-range transportation and land-use plans – both within San Francisco and the region. Until now, the Planning Department, Transportation Authority, Municipal Transportation Agency, and Office of Economic and Workforce Development primarily coordinated by reviewing each other's documents in coordination with the Mayor's Office – each planning for the future, creating goals and objectives for the greater good of San Francisco. However, the outcomes we see today show that this approach needs to change.

The need for homes affordable to the growing workforce in a vibrant place like San Francisco has been greater than what the City has been able to deliver over recent decades, making living expenses for low- and moderate-income households soar and driving some people out of the City. In some cases, there is a mismatch between

ABOUT ConnectSF

Initiated in 2016, ConnectSF was created as a citywide effort to create a comprehensive long-range vision to guide our transportation planning and investments. The program was designed to:

- Integrate land use into transportation plans and studies;
- Provide common goals and objectives for the City's transportation policies and plans;
- Consolidate and coordinate long-range transportation-related planning and funding efforts in San Francisco; and
- Account for various "drivers of change" that are shaping transportation and land use today and in the future

areas where significant development has occurred but do not have robust transportation options.

We need to continue to plan for diverse and equitable growth, allowing the City to expand its cultural diversity, and provide high-quality transportation to serve current and future residents alike.

To respond to these pressing challenges, a new approach is needed. Diverging from past processes, our agencies created ConnectSF. It is a multi-agency partnership with our community to build a comprehensive long-range vision and program that will guide and coordinate transportation investments and influence future land use decisions. In 2016-2017, ConnectSF, as one team, collaborated with San Franciscans and regional stakeholders to develop a vision of our City.

Linking the efforts of City departments with residents to envision our future ensures the greatest effectiveness of today's planning and better positions San Francisco to respond to external challenges today and in the future.

Creating a New Vision for San Francisco

To establish a vision for San Francisco's transportation system, our team began by asking, as a City: where have we been, where are we now, and where do we want to go? Through discussions with the ConnectSF Futures Task Force, community members, and stakeholders in focus groups, online forums, pop-up events, and other targeted outreach efforts, we collectively shaped a vision for the City that can be used as a common starting point to guide future transportation plans and decisions.



Top photo by Sandra Caballero. Bottom photo by Sergio Ruiz.

CONNECTSF GOALS

Creating a vision for the future of San Francisco's transportation system needs to begin with asking people about what they value and why. Visions are inherently aspirational but can only be realized when they are based on a set of values that reflect community sentiment.

At the program's start, the ConnectSF team asked San Franciscans what was important to them. From these efforts and in other engagements with the community, the team developed the following goals for ConnectSF and a vision of San Francisco:



Equity

San Francisco is an inclusive, diverse, and equitable city that offers high-quality, affordable access to desired goods, services, activities, and destinations.



Economic Vitality

To support a thriving economy, people and businesses easily access key destinations for jobs and commerce in established and growing neighborhoods both within San Francisco and the region.



Environmental Sustainability

The transportation and land use system support a healthy, resilient environment and sustainable choices for future generations.



Safety and Livability

People have attractive and safe travel options that improve public health, support livable neighborhoods, and address the needs of all users.



Accountability and Engagement

San Francisco agencies, the broader community, and elected officials work together to understand the City's transportation needs and deliver projects, programs, and services in a clear, concise, and timely fashion.

These goals will form the basis for the City's transportation planning, serving as guideposts for planners and policymakers to evaluate policies and projects for transportation in San Francisco. This includes the development of studies related to all travel modes and infrastructure, including active transportation, transit, streets, and freeways.



THE VISION FOR SAN FRANCISCO

In this vision, San Francisco is a progressive, forward-thinking city, thriving with diverse and stable communities and active, engaged residents that shape future opportunities. The City realizes that the well-being of our residents and workers is inextricably linked to the economic and social health of the people around us, our neighborhoods, the City, and the region. And just as importantly, the community is willing to adapt itself and the City to strengthen these links.

In this future, San Francisco is vibrant, with lively, attractive, and affordable neighborhoods offering a variety of housing types, schools, and other urban amenities. It supports a dynamic economy, which attracts and retains talented people and businesses who work in a wide array of sectors.

People are drawn to San Francisco for its ability to retain and expand its diversity and inclusiveness, a defining and valued part of San Francisco. The City has made room – physical, social, and economic -- for people from all different kinds of backgrounds, experiences, and abilities. This includes historically disenfranchised individuals, including seniors, people with disabilities, youth, low-income people, people of color, immigrants, and non-English speakers. Families, residents, workers, and visitors feel safe and welcomed here.

People also come to San Francisco for its natural beauty, with its many parks and open

spaces ranging from parklets and community gardens to the vast acres of Golden Gate Park and Lands' End. Policymakers and residents do not take these natural assets for granted and consciously integrate environmental priorities, such as sustainability and resiliency, into the City's economy and development.

This stewardship of our physical land also extends to responsible management and oversight of the City's built environment. The value of our urban land and public rights-of-way is reflected in how they are developed and used.

In this vision, the City and region respond to challenges with effective leadership and systems of governance. We envision new possibilities, adapt, innovate, take risks, and make the appropriate decisions at the right scale and time. Public cohesiveness and strong, transparent government processes prevent manipulation or misappropriation by special interests and allow the City to harness change to support strong outcomes for all residents.

Government has many partners in building this vision. Communities and groups previously underrepresented in the past are regularly and meaningfully engaged in providing input in new ways. Residents and City agencies work together in a flexible, organic manner.

Approaches to project financing and delivery expand, including private sector involvement and partnerships where appropriate, to deliver the best value for San Francisco. Residents and employers are willing to initiate and support meaningful change, as there are transparent mechanisms for civic engagement and discourse. The City relies on engaged residents from all walks of life to help shape transportation and land use decisions.

Regional considerations matter in this future. Policy goals in San Francisco, like those related to climate change, are aligned with those of the region and state, which result in strong economic and social connections between the City and other municipalities.

A UNIQUELY SAN FRANCISCO VISION

ConnectSF's vision is aligned with the values and attitudes found throughout San Francisco's history to its present day.

What was once a fairly inhospitable crag of untamed coastal hills, sand dunes, and marshes has played host to a suite of newcomers from its earliest days. Native Americans are the area's original inhabitants, and new arrivals came throughout the years drawn to opportunities to make a living or even strike it rich. These include Mexican ranchers and farmers (early 1800s), Gold Rush miners (mid-1800s), Chinese laborers and merchants (late 1800s), African-American shipyard workers (mid-1900s), LGBT community (1940s), and even tech workers in the last decade. The newcomers were sometimes met with reactions of unease, hostility, and occasionally outright legal or physical violence.

Another important related thread in San Francisco's history is the efforts of individuals to create a better city and world. These include labor activists

(1930s to today), people involved in the peace and civil rights movements (1960s, 1970s), and the City's strong base of universities and community-based organizations that advocate for different issues or causes, such as multiculturalism, human rights, affordable housing, and others.

It is the diversity, hardships, successes, and abilities of these individuals and other groups that create the rich fabric of the City and the caliber and quirks it is known for.

These individuals and groups were drawn to San Francisco for many reasons, not the least for its economic opportunities, entrepreneurial spirit, and tolerance. The City's land, location, and lifestyle are a few of the attributes that have attracted explorers, pioneers, activists, magnates, beatniks, hippies, and many others. San Francisco is where television, denim jeans, martinis, and popsicles were invented and where fortunes were made during the Gold Rush, Comstock silver lode, and tech booms.

This entrepreneurial, intellectual, and artistic vigor continues, though the

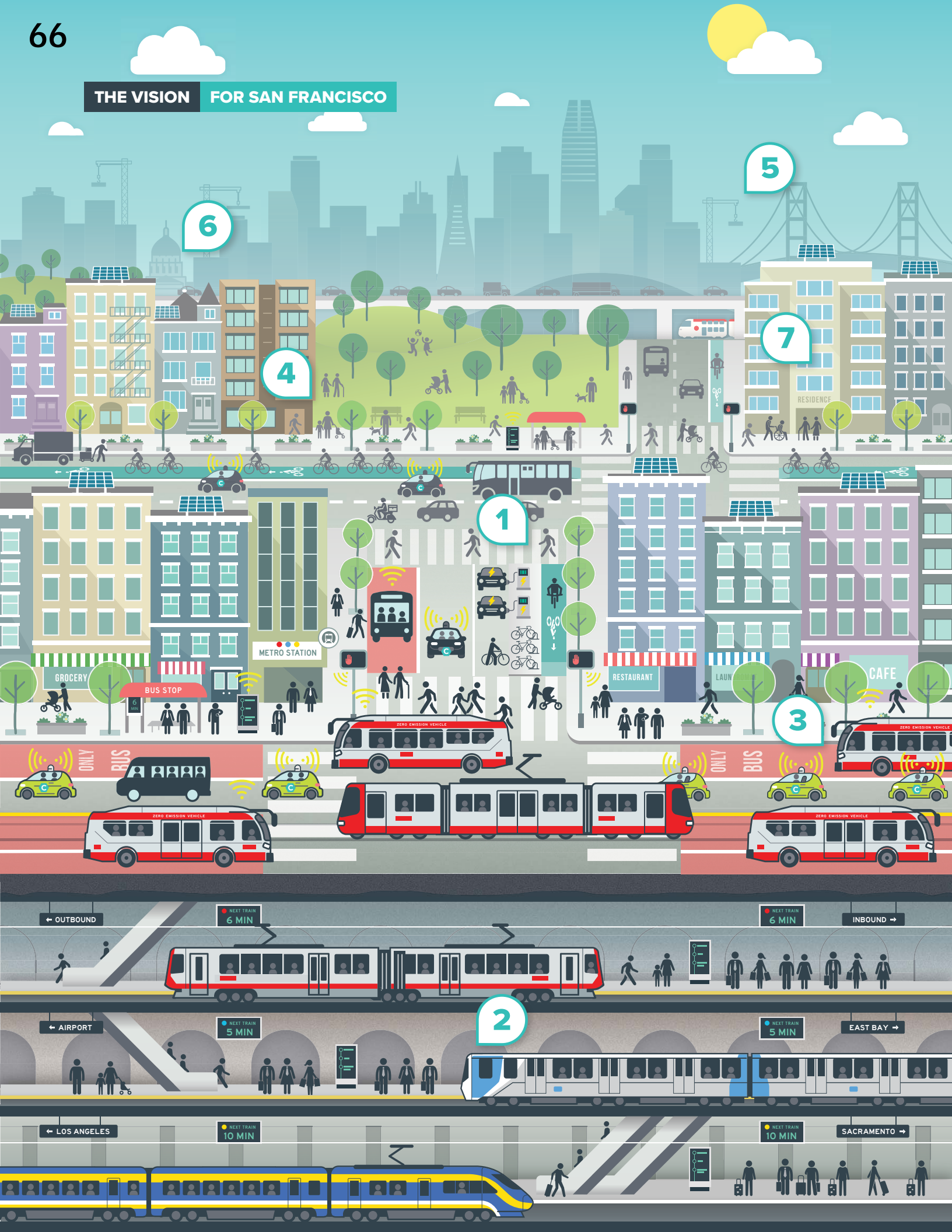
City's economic and social diversity is increasingly under pressure and threat. To lose this diversity is to lose the vibrancy and idiosyncrasies that draw people here and makes San Francisco unique. While some residents may gravitate towards the existing conditions of their neighborhoods, it is individuals that create the character and community of our neighborhoods and the City.

To be sure, economic cycles – and the evolution of San Francisco and every city – include both high and low points. San Francisco is known for its ability to bounce back from troubled periods, usually stronger and more determined than before. Nowhere is this more evident than the City's resurgence after the devastation of the 1906 earthquake and fires; the social and political turbulence of the 1960s and 1970s; and the Great Recession of 2008. It is fitting that San Francisco's flag features the ascendant phoenix, which symbolizes rebirth and immortality.

The fortunes and indeed the future of San Francisco will likely be contingent on the nurturing of the same values and qualities that have made the City the desirable and dynamic place it is today.



THE VISION FOR SAN FRANCISCO



6

5

4

7

1

3

2

← OUTBOUND

● NEXT TRAIN
6 MIN

● NEXT TRAIN
6 MIN

INBOUND →

← AIRPORT

● NEXT TRAIN
5 MIN

● NEXT TRAIN
5 MIN

EAST BAY →

← LOS ANGELES

● NEXT TRAIN
10 MIN

● NEXT TRAIN
10 MIN

SACRAMENTO →



Numerous transportation and mobility options are available and affordable for all (as shown in the “C” fleet of connected vehicles). There is less need for individually owned cars.

THE VISION FOR SAN FRANCISCO

The vision is a statement of aspiration for San Francisco’s transportation system and rejects some of the potential future outcomes considered during the process, such as: unregulated innovation that creates a two-tiered transportation system, prioritizing private automobile parking over road-user safety, and narrow interests halting progress for the entire City.



There are seamless transit connections to local and regional destinations.



Public right-of-way is dedicated to sustainable transportation modes, improving operations and efficiency.



Neighborhoods are safe, clean, and vibrant with many people walking and biking.



Infrastructure projects are developed and built more quickly and cost-effectively.



There is significant construction to meet the needs of the rising population and workforce.



There is a large increase in funding for affordable housing at all income levels.

WHAT DOES THIS MEAN FOR TRANSPORTATION AND LAND USE?

In this vision, San Francisco is a regionally minded City that maintains its unique identity. Effective governmental institutions and active residents consider community-wide and regional effects when making policy choices. This new socio-political engagement results in the development and implementation of key plans related to transportation, housing, and other important institutions.

In this future, San Franciscans are aware that proactively planning for change can better shape outcomes than reacting to changes beyond their control. San Franciscans consciously plan for diversity and inclusiveness, creating opportunities for growth while also preserving the City's unique features and socioeconomic diversity.

Land use and development proposals are effectively managed to meet the need for homes affordable to all, offices, shops, and middle-income jobs. The greater number of homes available to families and people of all income levels attracts newcomers and protects existing residents from displacement.

New compact development is placed along key transportation corridors and hubs throughout the City to make it easier for people to get around and support more distributed activity centers. Other neighborhoods also steadily add homes, offices, and shops within existing neighborhoods. The population steadily grows and is more diverse than today.

San Francisco's diversity draws newcomers and visitors. But there is an out-migration of people who desire a more suburban environment or who prefer more localized or more laissez-faire governance over a strong central government.

The City still faces issues related to equity and income disparities, but policymakers and community members are diligent on finding ways to build consensus to address such challenges and developing effective ways to reduce inequities.



Photo by Jeremy Menzies

This may mean increased taxes to provide high-quality services and to subsidize access to these services. It may also mean regulations and partnerships with businesses to ensure that transportation innovations further the public interest.

In this vision, San Francisco is a major employment hub and center for innovation. The City's and region's cosmopolitan diversity, high quality of life, strong infrastructure, and excellent schools and universities appeal to both employers and workers. While the cost of business can be high, employers find the return on their investment to be worthwhile, as the policy environment welcomes big and small companies from a wide variety of sectors.

San Francisco's growth and vigor also shape transportation infrastructure. With the rise in population, there is an increase in the demand for transportation. Congestion and automobile travel times may increase but are manageable due to robust investments in public transit and carpooling, which may include multiple new subway lines, a citywide network of bus-only lanes, and regional transit connections, like new transbay rail links and high-speed rail.



Photo by Austin Cross

Safety and public health are integral. Vision Zero goals are achieved, as world-class walking and bicycling networks elevate active transportation to be viable modes of choice for people of all ages. In fact, walking and bicycling are safe, enjoyable, and normal options for getting around.

Micro-transit or other emerging mobility services fill in gaps or otherwise complement public transit, for example in overnight and early morning hours. More affordable transportation options exist for residents, workers, and visitors. Street space is repurposed from private auto use and storage to more space-efficient shared transportation options, bicycling, and walking.

Governance of the transportation system becomes more centralized and focused on mobility management. Mobility goals, including access, equity, and affordability, provide a framework for innovation and experimentation in the interest of the public good.

The City is tasked with actively managing the movement of people and goods, not merely providing the means for that movement but also spurring new financing and management programs. Pricing access and use of infrastructure helps the City optimize the efficiency of the transportation



Photo by SF Bicycle Coalition

system. These pricing programs may include taxes on the number of miles traveled by car or on auto ownership; and user charges, such as tolling and congestion pricing. These new programs direct revenues to provide better options than driving and to improve the affordability of the transportation system for vulnerable users by building upon existing programs that subsidize transit for seniors, people with disabilities, and youths.

Automated, electric, and connected vehicles of various shapes and sizes will be part of the transportation landscape allowing for flexible travel options, consistent roadway speeds, and fewer collisions. These vehicles will carry multiple passengers, reducing the number of total vehicles on the streets and the need for on- and off-street parking. This opens up space for infrastructure that supports transit and active transportation, including bus-only lanes, amenity-rich transit stations, wider sidewalks, well-connected bicycle networks, and recreational spaces. Many of these amenities contribute to improved safety and better physical health for San Franciscans and visitors alike.

Given the rapid pace of change and steadily growing population, stakeholders recognize the importance of leveraging resources to get

housing, transportation, and other infrastructure work done in a manner that is cost-effective and makes efficient use of public money. Infrastructure projects will be completed more quickly due to project streamlining through modernized systems to manage and deliver projects.

REALIZING THE VISION

The City will use this vision, through its goals and objectives, as a framework for all transportation plans and programs in San Francisco. That is, the City will develop subsequent transportation planning efforts to support and advance the vision.

However, if San Francisco is to achieve this vision, we must change the status quo. As the graphic on the following page reminds us, the City must anticipate the path towards this vision will be full of unknown challenges and opportunities.

San Franciscans must be willing to shift our thinking and behavior to be more expansive – to think about how our actions and non-actions can have an impact beyond our preferred lifestyle, our front doors, our parking spaces, and our neighborhoods.

The City must change the way we plan and deliver transportation improvements. Individuals and community groups must be engaged more meaningfully in plans and projects that affect them. It is not sufficient to hold public meetings where just a few people attend and disproportionately influence important decisions or delay planning and implementation. City agencies must work better to engage San Franciscans in a more meaningful way that builds trust with the community. We must also place greater emphasis on a plan or project's potential benefits or impacts to disadvantaged communities not only adjacent to the project but to the City as a whole.

Also key to realizing our vision is sustained, unified visionary leadership in San Francisco. We must be able to shift our governance styles and structures so that the system is more accessible and transparent, and more capable of leveraging public resources, facilitating efficient project development



Photo by Noah Berger

and implementation, and building partnerships with a diverse set of community groups and with private, non-profit, and civic institutions.

As we work towards this vision, the political and technological landscape will be shifting. Innovations in automated vehicles, information technology, and goods movement will broaden both the challenges and opportunities for our transportation system. We must proactively shape and deploy innovations to meet needs of current and future residents as we collectively decide the role that they will play in moving people and goods throughout the City.

This vision will require widespread acceptance of change and the willingness to make trade-offs, pay more taxes, and give up or share power and resources. As community members, elected officials, and public agencies, we will need to temper turf battles, whether they be jurisdictional, political, or social. Agencies that serve San Francisco will have to break down barriers, be nimble, and set clear policy objectives. Many will ultimately need to re-organize to meet the new demands and high expectations of the public.

Making any of these changes is no small feat. But the payoff will be highly rewarding.

How the Vision was Developed

Whether it is our daily commute to work, a trip to the grocery store, or a policy that affects an entire city, the most mundane journey or the most well-thought-out plan can encounter bumps or pitfalls. It would be nearly impossible to plan for every obstacle that may come our way.

A better approach to cope with road blocks is to be prepared, flexible, and resourceful. For San Francisco, realizing our vision for the future would mean having plans, policies, and mindsets that embody these characteristics – as well as strong partnerships and engagement with a diverse set of community groups and private, non-profit, and civic institutions.

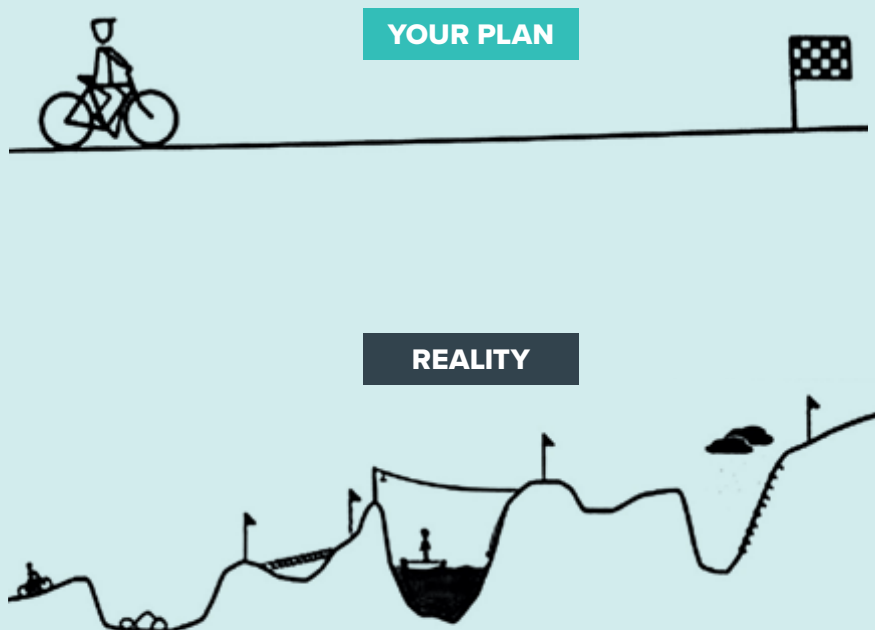
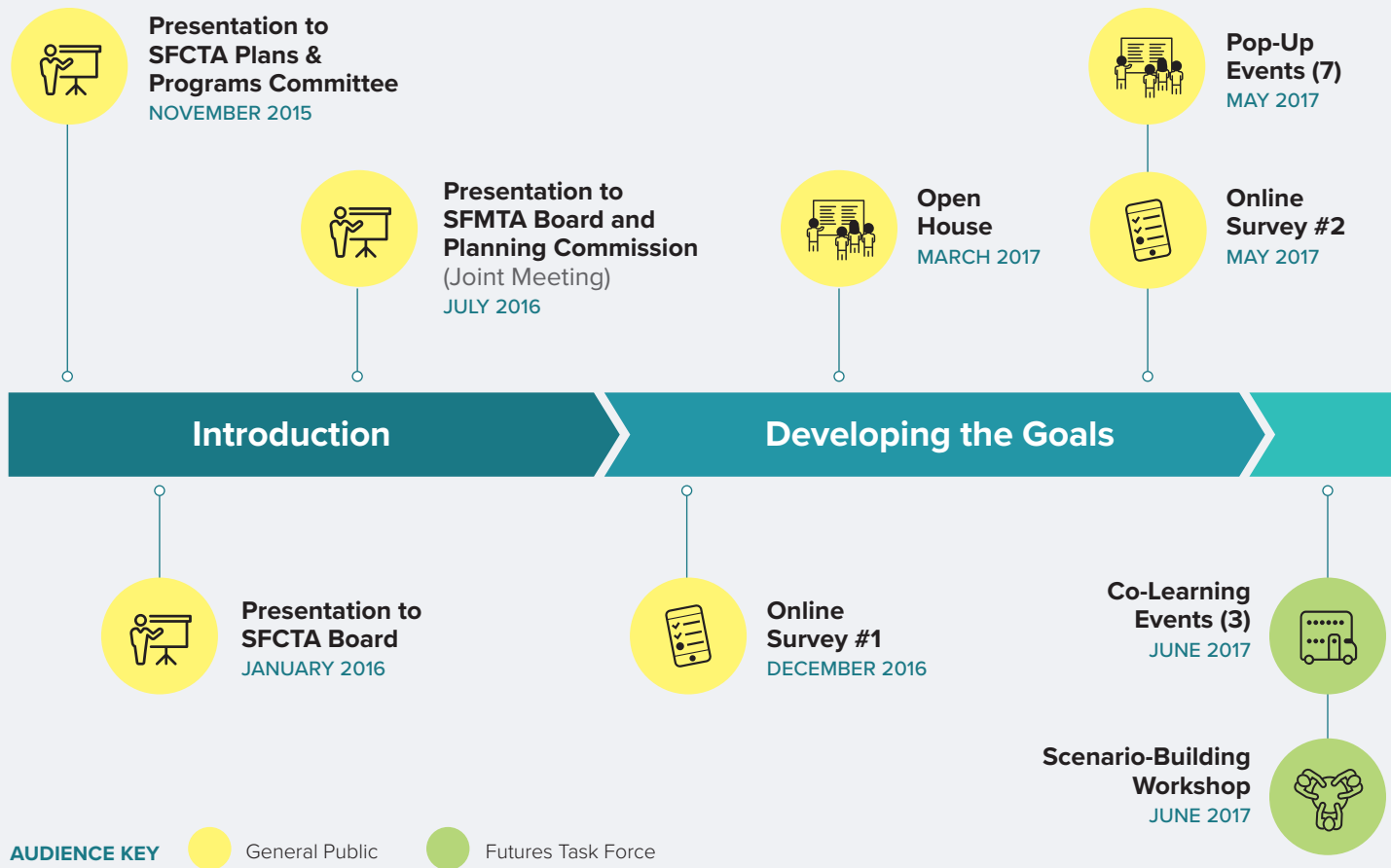


Figure 1: Outreach Process for ConnectSF Vision



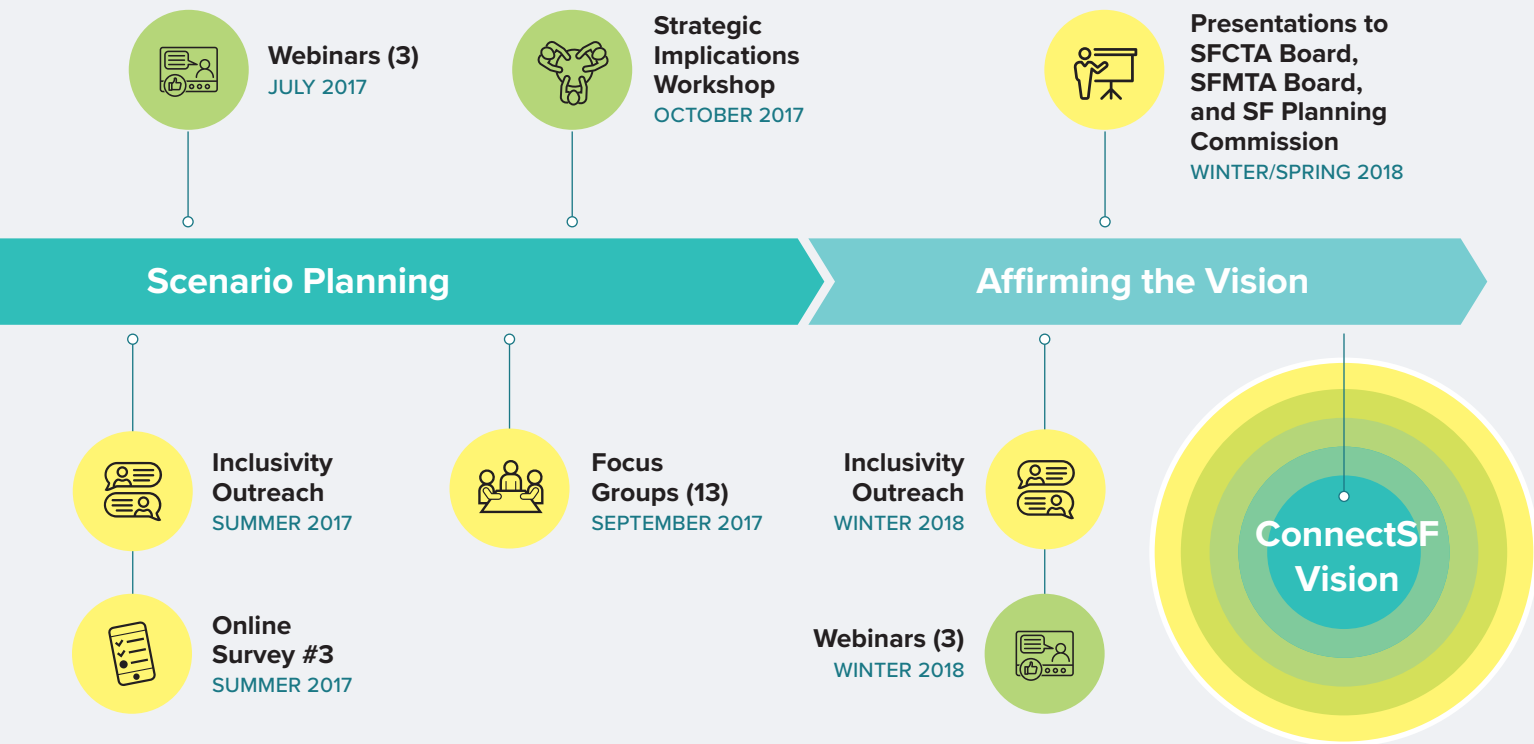
The ConnectSF vision was developed through a robust community engagement process. We talked with the public at every step leading to the creation of the vision, as mapped out in Figure 1, and summarized below.

Outreach kicked off with an online survey and pop-up events across San Francisco to shape the goals for ConnectSF. The initial goals included equity; economic vitality; environmental sustainability; and safety and livability. Subsequent outreach activities to gauge relative priorities amongst these goals were conducted through an online survey and an open house at a Bayview Hunters Point Shipyard's Citizens Advisory Committee meeting.

Upon validating the four goals, the ConnectSF initiated a scenario-planning process to develop

a vision that would be based on these goals. Scenario planning encourages creative, iterative thinking about the future and factoring in external forces to encourage participants to consider how potential future scenarios may unfold. By examining these potential scenarios and their implications and trade-offs, participants examined various approaches that can shape the future, including pathways that could lead to a preferred future.

A Futures Task Force (FTF), comprised of individuals representing different perspectives of San Francisco, was convened to engage in the development of scenarios and discussions of trade-offs for possible futures for the City. Key to developing scenarios was the consideration of drivers of change that could shape the future,



	<p>FOCUS GROUPS</p>		<p>ONLINE SURVEYS</p>		<p>TARGETED OUTREACH</p>
<p>125 PARTICIPANTS</p>		<p>5,300 RESPONDENTS</p>		<p>60+ ORGANIZATIONS ENGAGED</p>	
<p>3 Languages offered: Chinese, English, Spanish</p>	<p>1 Youth Group</p>	<p>4 Languages offered: Chinese, English, Spanish, Filipino</p>		<p>470 Pop-Up Visitors</p>	<p>700 Pop-Up Responses</p>

such as climate change; earthquakes and natural disasters; demographics and regional growth; aging infrastructure; technological change; public attitudes toward government; and availability of funding. (See Figure 2.)

Understanding the drivers of change helped FTF members build scenarios that contemplated what could be in store for San Francisco in the coming decades, explore the strategic insights from different futures for San Francisco, and identify a preferred future for our City and its transportation system.

The benefit of utilizing this approach is that we retain the knowledge of other futures as we attempt to make decisions to push us in the direction of one particular future. The matrix (shown in Figure 3) and trade-offs explicit to the identified future scenarios will be utilized in our transportation and land use work. For example, we might look at how a particular major infrastructure project will increase equity across the City or how localized decision-

making may prevent a large infrastructure project from occurring.

More information about ConnectSF's scenario planning process can be found in Appendix C.

Informed by findings from citywide focus groups, a second online survey, and in-person meetings with community-based organizations (CBOs), a day-long workshop with the FTF in October resulted in the development and selection of the future vision for San Francisco.

Additionally, a fifth goal about accountability and engagement was added to ConnectSF's goals as a result of consistent feedback about the need to more meaningfully engage the community in plans, projects, and policies and to speed up the implementation process. Staff subsequently met with CBOs and other groups who were unable to participate in this workshop to discuss and confirm the new goal and preferred vision for San Francisco.



At all levels of engagement, trade-off themes for each scenario were consistently identified. Selecting a preferred scenario was not just about affirming aspiration but also moving away from less desirable outcomes – specifically, a San Francisco that resists growing to meet demand and becomes a lifestyle city; allows private industry and innovation to reshape mobility without

protecting the public good; and decentralizes decision-making to those who shout the loudest or represent parochial interests. There was wide agreement to move away from this.

At the end of this outreach phase, the vision was presented to the public and policymakers. More information about ConnectSF's outreach process can be found in Appendix B.

DRIVERS OF CHANGE

Huge change is coming in the decades ahead that we must prepare for today. As part of our scenario-planning process, our Futures Task Force identified external forces that will likely influence how our future unfolds. These drivers of change can be social, technological, economic, environmental, and/or political and can represent both opportunities and challenges. In all cases, the exact nature of those impacts and changes are not known.

Of the many drivers of change the Futures Task Force considered (see Figure 2), social and political will and equity and economic polarization emerged as the most important to consider. These two uncertainties were used to build four different scenarios, characterized by the matrix depicted in Figure 3. This framework helped the Futures Task Force and people engaged during outreach to identify a preferred scenario, which is the basis of the ConnectSF vision.

Figure 2: Drivers of Change

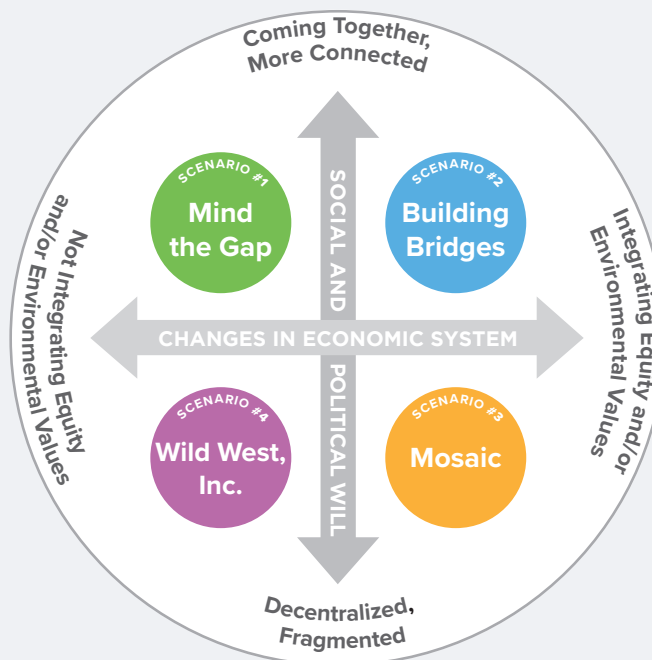
GIVENS

- Aging infrastructure
- Climate change
- Demographics and regional economy
- Earthquake and/or other natural disasters
- Public distrust in government
- Rapid technological change
- Resource scarcity

UNCERTAINTIES

- 21st century infrastructure
- Changing mobility landscape
- Evolving urban spaces
- Future governance
- Inequality and polarization
- Lifestyle choices and values
- Public health influences
- Regional economy
- San Francisco's adaptive capacity

Figure 3: Potential Future Scenarios



Next Steps

The vision is the first phase of the ConnectSF program. Its content, goals, and objectives (described in Appendix D) will provide the foundation of the program's remaining efforts, which seek to provide a path to our preferred future and the transportation system that will serve it.

Phase 2 of ConnectSF will dive into the details of what needs to happen to achieve the vision and examine its implications for land use and travel patterns in 2050. This second phase includes the following efforts:

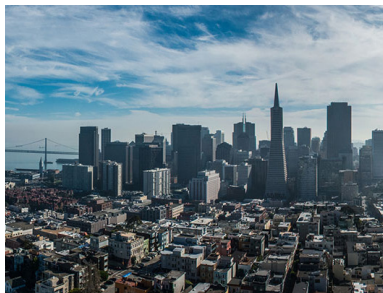


Transit Corridors Study will identify, develop, assess, and prioritize the next generation of major local and regional transit corridor investments that San Francisco should pursue to achieve the vision.



Streets and Freeways Study will identify a preferred long-range scenario for the network of freeways and streets in San Francisco, including policies and strategies for repurposing public rights-of-way for active transportation and non-motorized uses, managing curb space, and addressing the overall efficiency of streets and freeways.

Building on the work completed in the Transit Corridors Study and the Streets and Freeways study, Phase 3 of ConnectSF will include the following:



San Francisco Transportation Plan 2050 will integrate the findings of the Transit Corridors Study and Streets and Freeways Study to develop an investment plan and prioritize projects that will be funded and built.



Update of the **Transportation Element**, which is an integral component of the City's General Plan, will codify the policies that would frame these and other transportation projects and plans in San Francisco.

Acknowledgments

The ConnectSF team expresses their gratitude to the individuals who took time to talk to us at outreach events, respond to surveys, participate in focus groups, and review materials. Their contributions helped shape our work and the vision for San Francisco.

Acknowledgments are also extended to staff from the Planning Department, Transportation Authority, Municipal Transportation Authority, Office of Economic and Workforce Development, and the Mayor's Office as well as to Adaptive Edge, Arup, Davis & Associates, Fall Line Analytics, Interethnica, and MIG.

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Todd Brown	Glen Hatakeyama	Charley Obermeyer	D'Artagnan Twomey
Jose Campos	Tim Hickey	Ted Olsson	Ana Validzic
Tim Chan	Becky Hogue	Tim O'Reilly	Dave Vautin
Mary Kay Chin	Dr. Veronica Hunnicutt	Diane Oshima	Dennis Uyat
Peter Cohen	Claude Imbault	Jesse Osorio	Andy Wang
Hana Creger	James Joannides	Michael Pacheco	Michael Warr
Jim Cunradi	Melissa Jones	David Pilpel	Daniel Weaver
Joseph Curtin	Arfaraz Khambatta	Charles Rathbone	Megan Wier
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John deCastro	Leah LaCroix	Justina Rivas	Corinne Woods
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Marilyn Duran	Jim Lazarus	Alice Rogers	Yosef Yip
Eric Eidlin	Brigette LeBlanc	Beth Rubenstein	
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Other Individuals Who Provided Their Time, Expertise, and Resources to ConnectSF

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Teddy Fang	Patricia McFadden	Mark Rosekind	
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ConnectSF

TO LEARN MORE OR TO GET INVOLVED:

connectsf.org



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Regional Measure 3 Update

Citizen Advisory Committee
Agenda Item 11



SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY
February 28, 2018

Regional Measure 3

What is it?

- ▶ **Senate Bill 595 (Beall) was signed into law on October 10, 2017, authorizing the Bay Area Toll Authority (BATA) to place on the ballot a toll increase up to \$3 on the seven state-owned bridges (not the Golden Gate Bridge)**
- ▶ **Funds would be used to reduce congestion and enhance travel options in the bridge corridors**

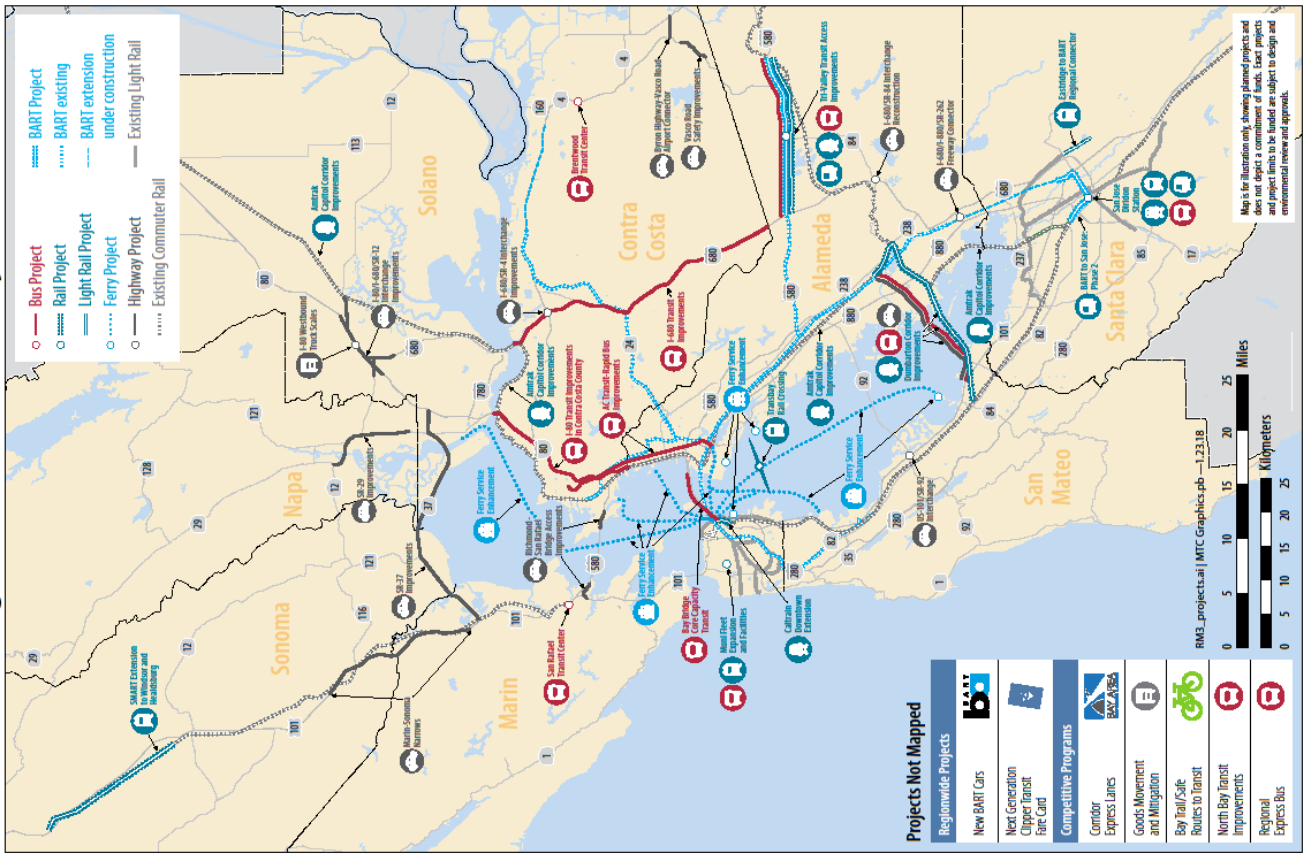




Regional Measure 3 Projects

Regional Measure 3 Expenditure Plan

- ▶ **Includes:**
- ▶ **\$4.45 billion for capital projects**
- ▶ **\$60 million annually available for operations**
- ▶ **Invests in:**
- ▶ **Public transit improvements**
- ▶ **Traffic bottleneck relief**
- ▶ **Bicycle/pedestrian safety and access**



Regional Measure 3 in San Francisco



BART Expansion Vehicles



Muni Vehicles and Facilities



Regional Express Lanes Program



Caltrain/HSR Downtown Extension

Also: Core Capacity transit improvements, regional ferry improvements, Transbay rail crossing (2nd tube), San Francisco Bay Trail / safe routes to transit, Next generation Clipper, regional express bus and Transbay Transit Center operations

Regional Measure 3 in San Francisco



Regional Measure 3 Project / Program	Funding Amount
BART Expansion Cars	\$500 million
Caltrain Downtown Extension	\$325 million
Ferries Enhancement Program (capital)	\$300 million
Bay Area Corridor Express Lanes Program	\$300 million
San Francisco Bay Trail / Safe Routes to Transit Program	\$150 million
Muni Fleet Expansion and Facilities	\$140 million
Core Capacity Transit Improvements Program	\$140 million
Next Generation Clipper Transit Fare Payment System	\$50 million
Transbay Rail Crossing (second tube)	\$50 million
Ferries operating program	Up to \$35 million/year
Regional express bus operating program	Up to \$20 million/year
Transbay Transit Center operations	Up to \$5 million/year

Existing Tolls on Bay Area Bridges

- ▶ **Current bridge tolls help pay for toll bridge seismic retrofits and voter-approved projects including T-third light rail and the Transbay Transit Center**
- ▶ **\$1 for voter-approved projects in Regional Measure 1**
- ▶ **\$1 for voter-approved projects in Regional Measure 2**
- ▶ **\$3 pay for Toll Bridge Seismic Retrofit Program**



Regional Measure 3

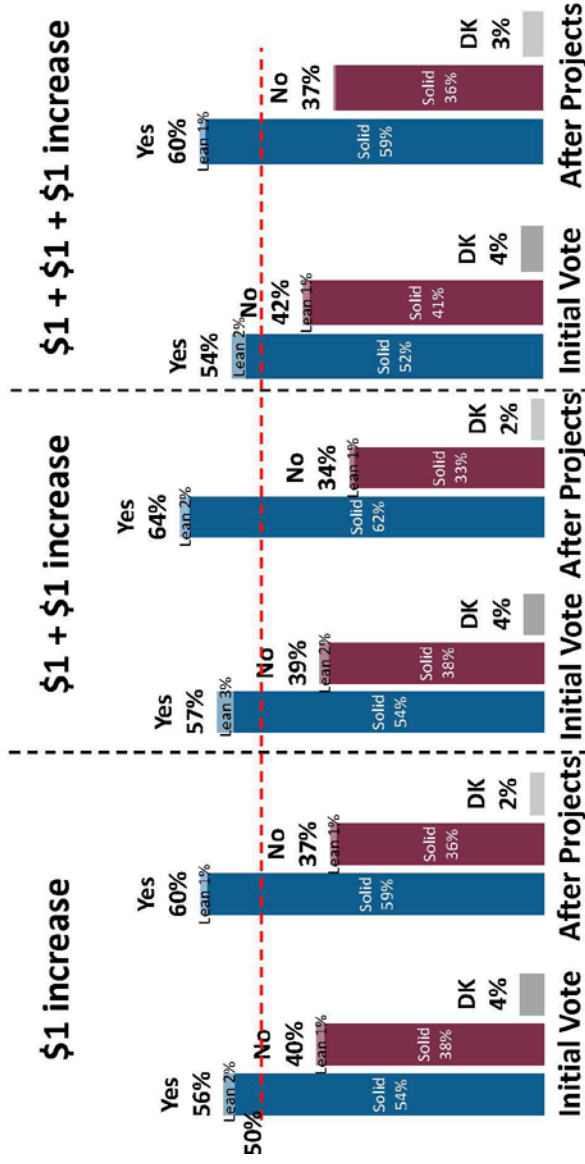
What will it take to pass?



- Requires 50%+1 voter approval across all 9 counties
- BATA held a public workshop in December and reviewed polling data that indicated a high level of support from voters for a toll increase

Bay Area Regional Traffic Relief Plan: After Projects

Support for the measure increases significantly after voters learn about the projects.



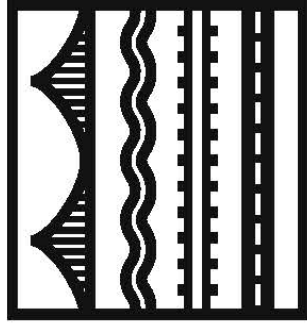
Regional Measure 3 Status Update



- ▶ **On January 24, 2018, BATA voted to place RM3 on the June 5, 2018 ballot in the 9 Bay Area counties**
- ▶ **Ballot question:**
BAY AREA TRAFFIC RELIEF PLAN. Shall voters authorize a plan to reduce auto and truck traffic, relieve crowding on BART, unclog freeway bottlenecks, and improve bus, ferry, BART and commuter rail service as specified in the plan in this voter pamphlet, with a \$1 toll increase effective in 2019, a \$1 increase in 2022, and a \$1 increase in 2025, on all Bay Area toll bridges except the Golden Gate Bridge, with independent oversight of all funds?

Regional Measure 3

For more information



Regional Measure 3

Bay Area Traffic Relief Plan

Subject to approval on June 5, 2018, by the voters of Alameda, Contra Costa, Marin, Napa, San Mateo, Santa Clara, Solano and Sonoma counties and the City and County of San Francisco

MTC's website: <https://mtc.ca.gov/our-work/advocate-lead/regional-measure-3>



Questions?
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SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY