

## STEP Grant Partnership Structure

The STEP Grant Partnership Structure for the SFMTA Bayview Shuttle Program is comprised of local government, community-based organizations, a private transportation service operator (RFP forthcoming), and other local stakeholders and residents. The goal of the partnership structure is to equitably address the most pressing transportation-related needs and issues in the Bayview-Hunters Point community. All partners involved are committed to:

1. Centering the voice & needs of the community
2. Strengthening the Bayview-Hunters Point community & the organizations within it
3. Building capacity for community leadership and ownership of transportation outcomes
4. Co-creating all necessary materials, proposals, and decisions relating to the project

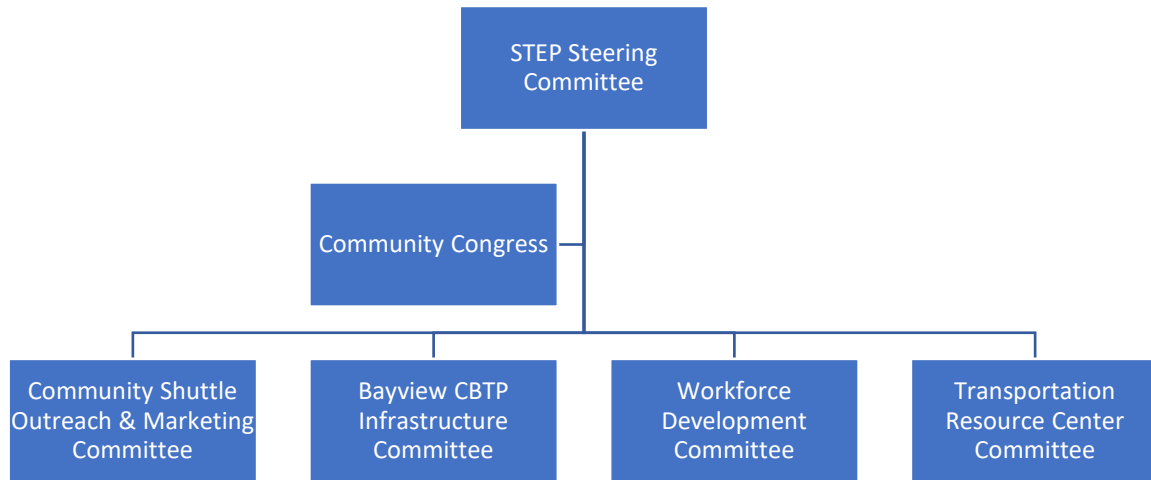
This Partnership Agreement covers the following participants:

- **San Francisco Municipal Transportation Agency**
- **Shuttle Vendor/Operator (TBD)**
- **San Francisco African American Arts & Cultural District**
- **Hunters Point Family**
- **Mission Neighborhood Centers – Evans Campus**
- **Amplify Impact (Anietie Ekanem)**
- **Community Youth Center of San Francisco**
- **Bay Area Community Resources**
- **A Philip Randolph Institute**
- **Young Community Developers**
- **Bayview-Hunters Point Community Advocates**

This Partnership Agreement covers all activities under the SFMTA Bayview Shuttle Program. The Program runs from January 2023 to June 2026, and this Partnership Agreement will be in effect throughout the duration of the program. The program elements are:

1. Conduct a community-led planning process to develop a service plan for the shuttle program.
2. Issue an RFP and select a vendor to operate a community shuttle program.
3. Conduct marketing and promotional activities throughout the duration of shuttle operation.
4. Operate a workforce development program to recruit, train, and hire local residents as drivers for the shuttle program.
5. Open a Transportation Resource Center within Bayview-Hunters Point, promote it with low-income communities, and coordinate with outreach for the Mobile Sales Van.
6. Organize a Community Congress, made up of local residents and organizations, to act as an oversight body for program implementation.
7. Hold quarterly committee meetings within the community, open to the public, to discuss milestones & implementation decisions.

## STEP Program Team Structure



<b>STEP Steering Committee (7)</b>	
<b>Facilitator</b>	<ul style="list-style-type: none"> <li>STEP Program Manager (SFMTA)</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>Community Shuttle Project Lead (3rd Party Operator)</li> <li>Workforce Project Lead (A Philip Randolph Institute)</li> <li>Transportation Resource Center Lead (Community Youth Center)</li> <li>Community Congress Lead (Bayview Advocates)</li> <li>2 Resident Representatives</li> </ul>
<b>Scope</b>	<ol style="list-style-type: none"> <li>Coordination &amp; alignment</li> <li>Bi-annual planning meetings (mid- and end-of year) to evaluate impact and coordinate upcoming activities</li> <li>Reporting to CARB on STEP grant status</li> <li>Adaptive management &amp; conflict resolution</li> </ol>
<b>Governance</b>	<ul style="list-style-type: none"> <li>Decision-making body: City STEP Program Manager is the final decision maker. See additional details on the Mandatory Consultation Process on p. 4</li> </ul>
<b>Meetings</b>	<ul style="list-style-type: none"> <li>Quarterly at location in Bayview-Hunters Point, open to the public pursuant to the Brown Act</li> </ul>

<b>Community Congress</b>	
<b>Facilitator</b>	<ul style="list-style-type: none"> <li>Bayview-Hunters Point Community Advocates</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>All listed Community Partners in STEP grant agreement</li> <li>Other interested residents &amp; stakeholders</li> <li>City agency &amp; other technical representatives (as needed)</li> </ul>
<b>Scope</b>	<ol style="list-style-type: none"> <li>Share information, education and updates regarding STEP implementation for residents</li> <li>Engage residents and stakeholders in community engagement implementation</li> <li>Receive community feedback</li> <li>Participate in the Mandatory Consultation Process, see p. 4.</li> </ol>

<b>Governance</b>	<ul style="list-style-type: none"> <li>Decision-making body: Implementation decisions from STEP Project Committees (where specified) must receive majority vote from Community Congress</li> <li>Advisory body: Community Congress may make recommendations to Project Steering Committee regarding changes to scope, budget, and roles for STEP Project Committees, with ultimate decision-making power lying with the Project Steering Committee</li> </ul>
<b>Meetings</b>	<ul style="list-style-type: none"> <li>Quarterly at a location easily accessible by public transit, at a time convenient for community participation; interpretation provided upon request.</li> </ul>

<b>Community Shuttle Outreach &amp; Marketing Committee</b>	
<b>Facilitator</b>	<ul style="list-style-type: none"> <li>SFMTA Innovation</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>Contracted third-party operator</li> <li>Subcontracted CBO Community Partners, including: <ul style="list-style-type: none"> <li>SF African American Arts &amp; Cultural District</li> <li>MNC Evans Campus</li> <li>Hunters Point Family</li> <li>Community Youth Center</li> <li>Amplify Impact (Anietie Ekanem)</li> </ul> </li> <li>2 nominated community representatives</li> </ul>
<b>Scope</b>	<ol style="list-style-type: none"> <li>Outreach &amp; Engagement for Community Shuttle service planning</li> <li>Implementation of Community Shuttle service</li> <li>Education &amp; Marketing of Community Shuttle service</li> <li>Feedback &amp; data tracking of Community Shuttle ridership</li> <li>Report outs of Community Shuttle progress</li> </ol>
<b>Governance</b>	<ul style="list-style-type: none"> <li>Decision-making body: simple majority vote for decisions within the scope for Items 1 &amp; 3; votes must be validated by Community Congress majority vote. Changes to the scope must be brought to the Project Steering Committee.</li> <li>Advisory body: SFMTA Innovation final decision maker for Item 2.</li> </ul>
<b>Meetings</b>	<ul style="list-style-type: none"> <li>Quarterly at rotating location within Bayview-Hunters Point accessible by public transit.</li> </ul>

<b>Bayview CBTP Infrastructure Committee</b>	
<b>Facilitator</b>	<ul style="list-style-type: none"> <li>SFMTA Livable Streets</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>SFMTA Finance &amp; Information Technology</li> <li>SFMTA STEP Project Manager</li> <li>2 nominated community representatives</li> </ul>
<b>Scope</b>	<ol style="list-style-type: none"> <li>Implementation of Capital Projects</li> <li>Additional public outreach &amp; engagement, as needed</li> <li>Report outs of implementation progress</li> </ol>
<b>Governance</b>	<ul style="list-style-type: none"> <li>Decision-making body: SFMTA Livable Streets is final decision maker</li> </ul>
<b>Meetings</b>	<ul style="list-style-type: none"> <li>Quarterly at rotating location within Bayview-Hunters Point accessible by public transit.</li> <li>Committee may sunset early if all infrastructure in grant is delivered before the close of the grant period.</li> </ul>

<b>Workforce Development Committee</b>	
<b>Facilitator</b>	<ul style="list-style-type: none"> <li>• A Philip Randolph Institute</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>• STEP Project Manager (SFMTA)</li> <li>• SFMTA Transit</li> <li>• Office of Economic &amp; Workforce Development</li> <li>• Young Community Developers</li> <li>• 2 nominated community representatives</li> </ul>
<b>Scope</b>	<ol style="list-style-type: none"> <li>1. Coordination of Workforce activities</li> <li>2. Report outs of implementation progress</li> </ol>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Decision-making body: majority vote by committee for decisions within scope, validated by Community Congress; Changes to the scope must be approved by Project Steering Committee</li> </ul>
<b>Meetings</b>	<ul style="list-style-type: none"> <li>• Quarterly at rotating location within Bayview-Hunters Point accessible by public transit.</li> </ul>

<b>Transportation Resource Center Committee</b>	
<b>Facilitator</b>	<ul style="list-style-type: none"> <li>• Community Youth Center</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>• STEP Project Manager (SFMTA)</li> <li>• Bay Area Community Resources</li> <li>• 2 nominated community representatives</li> </ul>
<b>Scope</b>	<ol style="list-style-type: none"> <li>1. Staff training &amp; deployment</li> <li>2. Tracking data for staff utilization &amp; services utilized</li> <li>3. Report outs of implementation progress</li> </ol>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Decision-making body: majority vote by committee for decisions within scope, validated by Community Congress; Changes to the scope must be approved by Project Steering Committee</li> </ul>
<b>Meetings</b>	<ul style="list-style-type: none"> <li>• Quarterly at rotating location within Bayview-Hunters Point accessible by public transit.</li> </ul>

**GOVERNANCE CONSIDERATIONS**

**Meeting Procedures**

- Project meetings require 72 hour notice, and meeting agendas and notes for public access will be published on the SFMTA website. Project meetings will be held at times that are accessible to community members. Projects meetings will be held at locations that are accessible to community members via public transit, such as:
  - Alex Pritcher Room, Southeast Community Facility
  - Bayview-Hunters Point Library
  - Bayview YMCA
  - BMAGIC offices
  - Dr George W Davis Senior Center
  - Bayview Opera House
- While shelter-in-place orders are in effect, all meetings will be held online.
- Interpretation services will be provided at any meeting, pending a request is placed at least 48 hours before the meeting.

- Steering Committee meetings are considered public, pursuant to the Brown Act.
- Partners may send multiple representatives to meetings, but in the case of a vote, each Partner entity will only count for 1 vote.
- Quorum is established when there is a majority of authorized members present.
- Special or additional meetings may be called at the request of the City, Steering Committee, Working Groups or Community Congress (by a majority vote), provided that there is a minimum of 72 hours notice.

### **Administrative Support**

- FTE administrative support (staffed through the City) will support the Committee leads.
- The STEP Program Manager will book meeting space in City facilities, pending room availability.

### **Resident Representatives**

- Upon execution of the Grant Agreement, the Community Congress will develop a selection process for the Resident Representatives. This process must enshrine the collaborative and inclusive Principles of this document.
- Resident Representatives are highly encouraged to regularly attend the Community Congress meetings to provide regular updates and opportunities for feedback.

### **Mandatory Consultation Process**

- This cross-collaborative work between local government, community-based organizations, stakeholders and residents will involve reflection and course correction as needed.
- The Mandatory Consultation Process must be followed by the Steering Committee and Project Committees when considering changes to project scopes, or as denoted in this document, after the execution of a Grant Agreement between the California Air Resource Board and the City of San Francisco:
  - Proposed changes will be referred to the Community Congress by the appropriate body (Steering Committee or Project Committee). The Community Congress may then call a special meeting within 2 weeks of the proposed change, and may take an advisory vote on the course of action. This advisory recommendation will be posted and made public via the SFMTA website.
  - Relevant Project Committees may also convene to offer an advisory vote within 2 weeks of the proposed change, and any advisory recommendation will be posted and made public via the SFMTA website.
  - The Steering Committee will then convene to discuss the issue, considering the advisory recommendations of the Community Congress and/or relevant Project Committees. The final decision will be made by the STEP Program Manager, see p. 1.
  - The Mandatory Consultation Process may be suspended for the first six (6) months after the execution of the Grant Agreement at the discretion of the Facilitators.

### **Conflict Management**

- If a conflict or dispute arises, the STEP Program Manager and Community Congress Facilitator will convene the conflicted parties. Meetings in person (versus by phone) are highly recommended to promote trust-building and transparency among all stakeholders.
- Third-party entities may be brought in to help mediate conflict that requires particularly nuanced or complex dynamics.

- Third-party mediators are mandatory for disputes over conflict of interest.

#### **Procedures to Change, Add or Remove Partners**

- Any changes to the Partnership Agreement, such as changing or adding Partners, must follow the Mandatory Consultation Process.
- If a Partner is no longer able to participate or fulfill the terms of their Professional Service Agreement with the City of San Francisco, they must provide a minimum of 60 days notice and will actively participate in identifying a replacement organization and planning for their departure, if requested.

#### **Amendments to the Collaborative Stakeholder Structure**

- This Partnership Agreement may be amended following the Mandatory Consultation Process.
- Understanding that this collaborative work will require flexibility, we recommend that the Partnership Agreement be revisited within 1 - 2 years following the execution of the Grant Agreement.

#### **Legal and Financial Relationships**

- Legal and financial relationships between the City and contracted partners is further defined within individual Professional Service Agreements that will define the project scope, insurance requirements, general terms and conditions, special terms and conditions, compensation schedule, and project timeline.