

“Our Community, Our Shuttle” Program: Public Outreach Plan

Project Description

The “Our Community, Our Shuttle” program (Bayview Shuttle) is a 3-year grant-funded program to bring community shuttle service, workforce development, transportation resources, and community oversight to the Bayview-Hunters Point community. The Bayview Shuttle was funded in August of 2022 by the California Air Resources Board (CARB) through their Sustainable Equity Transportation Project (STEP). STEP is a project within the California Climate Investments, a statewide initiative that puts billions of Cap-and-Trade dollars at work reducing greenhouse gas emissions, strengthening the economy, and improving public health and the environment – particularly in disadvantaged communities. The Bayview Shuttle was awarded \$10.5 million through this grant program and the shuttle will run from Winter of 2024 through March of 2026.

The Bayview Shuttle program grew out of the Bayview Community Based Transportation Plan (Bayview CBTP), a community-driven planning process from 2018-2020. The Bayview CBTP identified the strong need and desire within the Bayview-Hunters Point community for a community shuttle service that would meet transportation needs not currently met by transit service. The SFMTA, in partnership with 9 sub-applicants and 10 community partner organizations, developed and submitted a grant application to STEP in the summer of 2020 after a community planning process to develop the elements of the application to directly respond to community needs.

The Bayview Shuttle program is composed of 5 different elements:

- A community-led planning process to develop the service plan for the shuttle
- 2.5 years of shuttle service, operated by a 3rd party vendor
- A workforce development program to recruit, train, and hire Bayview residents to be drivers for the shuttle
- Open a Transportation Resource Center in the community where residents can get information about transportation options and connect with transportation services
- A Community Congress to provide community-driven oversight of program progress & delivery

The shuttle itself will act as a “dynamic service” shuttle, with a service area rather than a fixed route. Residents will be able to take rides on the shuttle anywhere within the service area, hailing rides either through a cellphone app or through a multi-lingual call center. Shuttle fares will be integrated into the Clipper Card and Muni fare systems for a seamless transportation experience.

This program represents part of SFMTA’s continuing efforts to address the impacts in Bayview-Hunters Point of decades of structural and institutional racism. The program has been community-driven from its outset and will continue to center the needs, voices, and priorities of the residents of Bayview-Hunters Point throughout its implementation.

Project Goals

Goal: Improve community mobility

The community of Bayview-Hunters Point endures geographic isolation and disinvestment imposed by decades of systemic and institutional racism from government policies. The Bayview Shuttle program intends to directly remedy this lack of mobility, especially for those most vulnerable in the community.

What we'll do:

- Contract 5 community-based organizations to lead a 6–9-month community service planning process.
- Hold at least 15 community events for shuttle service planning.
- Issue a Request For Proposals (RFP) for a 3rd party shuttle vendor that has been vetted by community partners.
- Select and contract a 3rd party shuttle vendor to operate a community shuttle through March 2026.
- Contract 5 community-based organizations to conduct marketing activities for the community shuttle while it is in operation.

What we want to achieve:

- Use the community-led planning process to align the service plan of the shuttle with the needs and values of the community.
- Use the community-led planning process to increase awareness and visibility of the shuttle service.
- Use the community-led planning process to explore the trade-offs when service planning for a dynamic shuttle (ex. Longer operating hours vs. fewer available vehicles).
- Use the community-led planning process to demonstrate the coming shuttle service is meant for existing residents.
- Select a 3rd party shuttle vendor that deeply aligns with community goals and needs.
- Operate community shuttle service for approximately 2.5 years.
- Improve mobility options for all Bayview-Hunters Point residents, with special focus on vulnerable populations or populations living in geographically isolated areas with poor transit access.
- Connect residents to critical community-serving destinations, especially those hard-to-reach on transit.

Goal: Improve community health & reduce emissions

Bayview-Hunters Point has a long history of emissions-based, chronic health problems among residents, as well as a long history of environmental justice advocacy. Any transportation program in Bayview-Hunters Point must work towards holistic solutions for community health and the reduction of emissions.

What we'll do:

- Operate a zero-emissions shuttle program.
- Connect residents and workers to regional transit and the Muni rapid network.
- Connect residents to transportation services and information.

What we want to achieve:

- Reduce overall vehicle emissions in Bayview-Hunters Point.
- Reduce automobile reliance within Bayview-Hunters Point.
- Convert long-distance auto trips to shuttle & regional transit trips to maximize emissions reductions.

Goal: Invest in the community and create jobs

Job creation and community re-investment is a long-standing priority within Bayview-Hunters Point. Projects in the community should focus on opportunities for wealth-building and self-sufficiency.

What we'll do:

- Operate a workforce development program to recruit, train and hire drivers for the community shuttle program.
- Hire shuttle drivers with Teamster-equivalent wages and benefits.
- Divert residents who do not complete the program to other community-led workforce programs.
- Enroll eligible participants in the CityDrive program to earn their Class B drivers' permit.

What we want to achieve:

- Reinvest in community and create wealth-building opportunities by recruiting, training, and hiring local residents.
- Create a pathway to sustainable, well-paying union jobs through the CityDrive program.
- Create a pipeline for new Muni operator hires from within the Bayview-Hunters Point community.

Goal: Connect residents to transportation services

There are a broad range of transportation services and discounts available to residents of Bayview-Hunters Point, but they can be often hard to access, especially for communities whose first language is not English. The Transportation Resource Center will act as an in-community resource to maximize mobility options and opportunities for residents.

What we'll do:

- Open and staff a Transportation Resource Center on 3rd Street in partnership with a community-based organization partner.
- Provide information, in multiple languages, on transportation services and discount programs for different communities.
- Connect residents with new transportation services they may not have been aware of.
- Provide multi-lingual support staffing at appearances of the Mobile Sales Van.

What we want to achieve:

- Increase awareness of, and access to, the community shuttle program.
- Increase enrollment in Muni pass discount programs for youth, seniors, and low-income residents.
- Increase enrollment in the Essential Trip Card program.
- Increase overall mobility for Bayview-Hunters Point residents.

Goal: Support & supplement existing transit services

Transit service is a lifeline in the Bayview-Hunters Point community. Any new service through the community shuttle needs to support and supplement existing transit service rather than compete with it. The community shuttle will never be a replacement for effective and robust transit service.

What we'll do:

- Create a service plan that will work together with existing transit.
- Collect and share community shuttle trip aggregate data with the SFMTA Transit division.
- Share aggregate trip data with the public.
- Clearly communicate that community shuttle service will not replace existing Muni service.

What we want to achieve:

- Operate a shuttle that closes gaps in the existing Muni service plan.
- Leverage the shuttle as a way to connect residents with transit.
- Use community shuttle trip data to improve service plans and routes for existing transit lines.
- Build confidence within the community that shuttle service will not degrade existing transit service.

Goal: Build community relationships & ensure community control

The SFMTA needs to earn the trust of the Bayview-Hunters Point community. The delivery of the Shuttle Program must have strong community oversight, with meaningful opportunities for local decision-making. Through the Community Congress and quarterly meetings of Project Committees open to the public, the SFMTA intends to exercise radical transparency and involve the community as a direct partner in implementation and oversight.

What we'll do:

- Convene a Community Congress, made up of 15 delegates from local organizations and community interests. The Community Congress will be convened by a community-based organization partner.
- Provide compensation to Community Congress delegates for their participation.
- Have the Community Congress adopt their own bylaws, dictating their role in the program and their decision-space in program delivery.
- Hold Community Congress meetings quarterly within the Bayview, open to the public, and accessible by transit.
- Hold quarterly meetings of the Project Committees, responsible for each element of the Shuttle program, within the Bayview, open to the public, and accessible by transit.
- Promote all meetings open to the public within Bayview-Hunters Point.
- Clearly communicate and share minutes and outcomes of all public meetings, including Community Congress meetings.

What we want to achieve:

- Create community-based oversight and decision-making for program delivery.
- Increase engagement in program decisions from the community at-large.
- Improve overall program visibility and comfort with the program among residents.
- Ensure residents feel empowered and in control of the direction and delivery of the Shuttle Program.
- Increase trust within the community regarding program goals and outcomes.
- Demonstrate how resident input improves program actions and outcomes.

What the Bayview Shuttle Program Will Do

- Contract with 9 community-based organizations to deliver all program elements
- Hold a public Request for Proposals (RFP) to select a 3rd party vendor shuttle operator
- Conduct a 6-month community planning process to build a service plan for the shuttle that meets community needs
- Operate community shuttle service for approximately 2.5 years
- Conduct marketing and promotion of the community shuttle while in operation
- Operate a workforce development program to recruit, train, and hire local residents as shuttle drivers
- Operate a Transportation Resource Center within the community to connect residents with transportation information and services
- Hold quarterly project committee meetings within the community, open to the public, on each program element
- Convene a Community Congress, meeting quarterly within the community and open to the public, to provide general oversight of program delivery and receive reports from the project committees
- Explore funding opportunities to keep shuttle service going after the end of the CARB grant in March 2026
- Utilize shuttle ridership data to improve the effectiveness of existing Muni transit lines

What the Bayview Shuttle Program Will Not Do

- Make changes to, or replace, existing SFMTA transit service
- Engage in workforce development or hiring outside of the constraints of the Shuttle Program
- Allow decision-making on Shuttle Program elements outside the framework of the Partnership Agreement
- Make changes to the transportation network outside of the Shuttle Program scope (i.e. Bikeshare, Taxi service, Paratransit, etc)
- Offer new discounts for transportation services outside of the Shuttle Program
- Collect or report individual rider data.
- Use ridership data for any purpose other than assessing programmatic progress and success.

Public Outreach Plan Overview

This Public Outreach Plan ensures agreement between the project team, CBO Partners, SFMTA staff, Supervisor Shamann Walton's office, the Mayor's Office, and other key stakeholders for the level of public outreach and the techniques used to receive input. This will align expectations among agencies and stakeholders at the beginning of the project. Public outreach will be the key to a successful shuttle program, requiring co-equal input and control from our community-based organization (CBO) partners. It is anticipated that the program will utilize a diversity of engagement strategies such as door-to-door, online/paper surveys, focus groups, targeted charrettes, listening sessions, or public event tabling.

The Public Outreach Plan is organized to account for two distinct phases:

1. Shuttle service planning – March 2023 to September 2023
2. Shuttle marketing and promotion – September 2023 to March 2026

The Public Outreach Plan will:

- Finalize outreach scope and timeline
- Identify key stakeholders and project champions
- Identify translation/interpretation needs
- Identify level of public outreach (inform, consult, involve, collaborate, empower) for all stakeholders and potential participants
- Identify public outreach objectives
- Identify appropriate public outreach techniques
- Establish roles and responsibilities for all outreach team members

The Public Outreach Plan will detail the level of engagement for each phase of outreach. No more than two rounds of internal & stakeholder review will be included for this document. The Public Outreach Plan will contain contingency options for outreach if public health exigencies, from COVID-19 or similar, preclude effective in-person outreach strategies. The final Public Outreach Plan will be submitted to CARB as a deliverable and will directly inform all subsequent tasks related to public participation.

Target Audiences

In addition to the community at-large within Bayview-Hunters Point, the following target audiences will be a focus during public outreach and engagement.

- Youth & families
- Seniors
- Residents with a disability
- Communities whose first language is not English (including Spanish and Cantonese/Chinese)
- Low-income residents, especially residents living in HOPESF housing
- The Black Community, both residents within the community now and historic residents
- Local businesses
- Community-serving destinations and organizations
- Residents dealing with:
 - Food insecurity
 - Housing insecurity
 - Health insecurity
 - Job insecurity
- In-place community assets
 - Business corridor and Black owned businesses

- Churches and places of worship
- Health including doctors, dentists, health centers
- Community Service Centers
- Historical sites
- Libraries
- Schools
- Food banks, food stores, community gardens

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Partners

- SFMTA: Lead agency
- Shuttle Operator: TBD
- CBO Partners: Community Shuttle
 - SF African American Arts & Cultural District: Black Community & Merchants
 - Hunters Point Family: Youth & Families
 - Amplify Impact: Online outreach & promotion
 - Community Youth Center SF: Chinese-language Community
 - MNC Evans Campus: Spanish-language Community
- CBO Partners: Workforce Development
 - A Philip Randolph Institute: Workforce training lead
 - Young Community Developers: Workforce training support
- CBO Partners: Transportation Resource Center (TRC)
 - Community Youth Center SF: TRC lead
 - Bay Area Community Resources: TRC support & HOPESF housing outreach
- CBO Partners: Community Congress
 - Bayview-Hunters Point Community Advocates

Public Outreach Commitments

Shuttle Program Phase 1: Community Shuttle Service Planning

A robust public outreach process will be designed to effectively engage a diverse and representative range of Bayview residents, incorporating community feedback at multiple stages in the planning process. Cultural, policy, and programmatic barriers will be identified and openly discussed in a safe and empowering environment. The planning period will run from March 2023 to September 2023.

The goal of the planning process is to identify and build a service plan for the shuttle operator that residents feel directly meets their needs and challenges. By building a service plan reflective of community need, residents will feel the service is meant for their benefit and will feel more comfortable using the service.

The service planning process should also serve to raise the profile of the program and increase interest in its use before the launch of the service.

Public outreach commitments during the service planning process include:

- A minimum of 15 community events led by CBO partners (3 per partner)
- Public outreach messaging through our community partners' channels
- At least 3 meetings of the Community Congress
- Interactive web and social media tools for public input

- Website presence for the program, with program information and ways for residents to share input and sign-up for communications
- All outreach materials translated into Spanish and Chinese

Specific objectives of Phase 1 outreach include:

- Share information about the program and raise visibility of the program within the community
- Gather input from the public on how they want to be engaged throughout the Plan outreach process
- Gather public input on community priorities and overarching wants, needs, and barriers regarding the shuttle program
- Share information on how a dynamic shuttle system works: make residents aware of the tradeoffs involved in service planning decisions, and gain feedback on a service plan configuration most supportive of community needs.
- Share information on the targeted launch of shuttle service
- Identify why our target audiences feel this is important to them as part of their transportation journey
- Mapping
 - Asset mapping of different in-place resources
 - Journey/Transportation mapping – map how we currently get from 1 place to another
- Workforce Objectives:
 - Increase the visibility of the Workforce Development program within the community.
 - Share information about the Workforce Development program and recruit residents to apply
 - Define what the community wants out of the workforce development program
- Transportation Resource Center (TRC) Objectives:
 - Increase the visibility of the Transportation Resource Center and promote its physical location for drop-in visits.
 - Gather feedback from residents on what transportation services they have access to, which they don't, and which services or programs they don't know about
 - Share information about the Transportation Resource Center and the types of information and services it has to offer
 - Share information about the Mobile Sales Van and its scheduled appearances in Bayview-Hunters Points
 - Outline all special programs that are available and answer ongoing questions:
 - How safe is Muni?
 - Tell me more about the community ambassador program?
 - How do I report failures, mis-charges, etc?
 - Are there programs for ex-offenders?
 - Are there programs for school age children to get free transport to and from school?
 - Are there certain transportation fines that can be settled, reversed, there?
- Community Congress Objectives:
 - Increase the visibility of the Community Congress within the community.
 - Share information about the Community Congress and the ability of residents to participate in program oversight decision-making

- Promote meetings of the Community Congress and help residents feel comfortable participating.
- Share outcomes and decisions stemming from Community Congress meetings.

Phase 2: Community Shuttle Marketing

The second phase of outreach is largely related to the shuttle operations portion of the Shuttle Program. The other elements, such as the Workforce Development program or the TRC, will continue with the same activities and objectives as during phase 1.

Shuttle marketing activities will be conducted in partnership and coordination with the selected 3rd party vendor, contracted to operate the shuttle service. Shuttle marketing activities will largely revolve around increasing visibility for the community shuttle program, ensuring residents know how to access and how to use the service, holding promotional events around use of the shuttle, and other marketing activities.

Public outreach commitments during the shuttle marketing period include:

- A minimum of 50 community events led by CBO partners (10 per partner)
- Public outreach messaging through our community partners' channels
- At least 10 meetings of the Community Congress
- Interactive web and social media tools for public input
- Website presence for the program, with program information and ways for residents to share input and sign-up for communications
- All outreach materials translated into Spanish and Chinese
- Develop and submit quarterly engagement reports

Specific objectives of Phase 2 outreach include:

- Share information about the program and raise visibility of the program within the community
- Promote the use of the community shuttle with target audiences
- Share information on how to use the shuttle service
- Show how the community shuttle can be used to meet all or part of community transportation needs
- Gather feedback and input from residents on how to improve the shuttle service
- Workforce Objectives:
 - Increase the visibility of the Workforce Development program within the community.
 - Share information about the Workforce Development program and recruit residents to apply
- Transportation Resource Center (TRC) Objectives:
 - Increase the visibility of the Transportation Resource Center and promote its physical location for drop-in visits.
 - Gather feedback from residents on what transportation services they have access to, which they don't, and which services or programs they don't know about
 - Share information about the Transportation Resource Center and the types of information and services it has to offer
 - Share information about the Mobile Sales Van and its scheduled appearances in Bayview-Hunters Points
- Community Congress Objectives:
 - Increase the visibility of the Community Congress within the community.
 - Share information about the Community Congress and the ability of residents to participate in program oversight decision-making

- Promote meetings of the Community Congress and help residents feel comfortable participating.
- Share outcomes and decisions stemming from Community Congress meetings.

Outreach Plan: Phase 1 (March 2023 to September 2023)

What information we want to share:

- What is the purpose of the Bayview Shuttle program?
- What is the schedule for the Bayview Shuttle program?
- What are the components of the Bayview Shuttle program – how does a dynamic shuttle work?
- What are the other elements of the Bayview Shuttle program? (workforce, TRC, etc)
- What is the decision-space for the public and how will the public's input be used?

What information we want to gather:

- Shuttle Input:
 - How people *want* to be engaged in developing a service plan for the shuttle?
 - What people's current (and desired) experience of mobility is in Bayview-Hunters Point?
 - What are critical destinations residents need to reach that are hard to reach by transit?
 - What trips do people currently take by car that could be replaced by the shuttle?
 - When do people make trips or need to make trips?
 - Is frequency & travel time more important than an expanded service area or operating hours?
 - How do we deliver a shuttle people will feel like meets their needs and is meant for them?
 - What should the ride requesting process look like? How do we make requesting rides easy and accessible?
 - What would encourage people to use the shuttle instead of taking a personal vehicle?
- Workforce Input:
 - How can we connect residents to job opportunities?
 - How do we lower barriers to participation?
- Transportation Resource Center Input:
 - What are critical transportation needs or challenges?
 - Are there any transportation services you don't know how to use?
 - Are there any transportation services you'd like to try using, but haven't?
 - Are target audiences aware of existing transit services such as the Lifeline Pass or Essential Trip Card?
 - What are barriers to utilizing existing services?
 - How do we better reach target audiences in the community to enroll them in programs?
- Community Congress Input:
 - How does the community want to be involved in the oversight and decision-making process?
 - What are critical decisions, information, or reports that should be presented to the Community Congress?

Potential Phase 1 Outreach Strategies

The strategies below are meant to capture a representative sampling of the diverse communities of Bayview-Hunters Point. The project team will attempt to capture demographic data throughout the outreach process to better understand where and when certain elements of the community are under-represented – especially those most vulnerable to transportation challenges.

Demographic information will be tracked throughout the project, allowing for outreach strategy course-corrections to ensure inclusion of under-represented groups.

| Outreach Strategy | Lead Organization | Target Date | Key Elements |
|--|--|------------------------------------|--|
| Consistent web/digital updates (+ creation of online subscriber list) | SFMTA | Ongoing (timed to project updates) | Web presence that clearly states goals + opportunities for engagement; calendar events for engagement opportunities; regular project updates summarizing engagement; needs translation |
| Storymap | SFMTA + 3 rd party shuttle vendor | September 2023 | Needs translation; will provide overview of dynamic shuttles, needs & constraints within the community, and service plan process. |
| Project collateral (fact sheet, paper surveys, etc.) | SFMTA | Needed by March 2023 | Needs translation; can brainstorm more ideas. Will be used at tabling events + community info centers |
| Quarterly update/summary blog posts | SFMTA | Quarterly, beginning March 2023 | Builds off project updates above, but for a more public-facing audience |
| Community Shuttle Survey | SFMTA + CBOs | May 2023 – August 2023 | Needs translation; key questions involve how people want to be engaged, key destinations, tradeoffs in service planning, and program elements that would get people to ride. |
| Community workshops | SFAAACD + MNC Evans + HPF + CYC + SFMTA | March 2023 – September 2023 | Detailed presentations on the Shuttle Program with more involved space for input and identifying tradeoffs for a service plan. |
| Transportation Resource Center storefront staffing and Mobile Sales Van staffing | CYC + SFMTA | Ongoing | CYC to develop staffing plan for Transportation Resource Center |
| Collaboration with Sunday Streets, Black Cuisine Festival, Bayview Live and other public events in Bayview-Hunters Point | SFMTA + SFAAACD | Ongoing | Collateral needed; staffing needs will be determined ahead of time |
| Collaboration ongoing projects based in Bayview- | SFMTA | Ongoing | SFMTA project team to identify opportunities for collaboration |

| Outreach Strategy | Lead Organization | Target Date | Key Elements |
|---|--------------------------|--------------------|---|
| Hunters Point also conducting outreach | | | |
| Online series/events with external partners – livestreamed to reach a broader audience, potentially utilizing webtools for audience engagement and feedback | SFMTA + Amplify Impact | Summer/Fall 2023 | Speakers, venue, promotional effort, presentation materials, webtools |

Phase 1 Outreach Outcomes

| Deliverable | Lead Organization |
|---|--------------------------|
| Phase 1 Outreach Summary (list of events, high-level takeaways) | SFMTA |
| Phase 1 Partner Event Summaries | CBO Partners |
| Phase 1 engagement & participation figures | SFMTA + CBO Partners |
| Photography/Video of Outreach Events | SFMTA + CBO Partners |
| Phase 1 survey & demographic data | SFMTA |

Outreach Plan: Phase 2 (September 2023 to March 2026)

What information we want to share:

- The service plan, service area, and hours of operation for the Community Shuttle
- How the service plan was built specifically around the needs and input of the community
- How to access the shuttle service, including online and via call-center
- Fare information for the shuttle service, as well as integration with Clipper Card and the Muni fare system.
- Opportunities for residents to share input, shape updates to the service plan, and get their questions answered.
- Progress made by the Shuttle Program (number of rides, emission reduction, number of local hires, residents served through the TRC, etc)

What information we want to gather:

- Challenges experienced using the shuttle and/or shuttle service success stories
- Perception of the shuttle program in the community
- Ways to increase ridership within the community
- Workforce Input:
 - How can we connect residents to job opportunities?
 - How do we lower barriers to participation?
- Transportation Resource Center Input:
 - What are critical transportation needs or challenges?
 - Are there any transportation services you don't know how to use?

- Are there any transportation services you'd like to try using, but haven't?
- Are target audiences aware of existing transit services such as the Lifeline Pass or Essential Trip Card?
- What are barriers to utilizing existing services?
- How do we better reach target audiences in the community to enroll them in programs?
- Community Congress Input:
 - How does the community want to be involved in the oversight and decision-making process?
 - What are critical decisions, information, or reports that should be presented to the Community Congress

Potential Phase 2 Outreach Strategies

The strategies below are meant to capture a representative sampling of the diverse communities of Bayview-Hunters Point. The project team will attempt to capture demographic data throughout the outreach process to better understand where and when certain elements of the community are under-represented – especially those most vulnerable to transportation challenges.

Demographic information will be tracked throughout the project, allowing for outreach strategy course-corrections to ensure inclusion of under-represented groups.

| Outreach Strategy | Lead Organization | Target Date | Key Elements |
|--|---|------------------------------------|--|
| Consistent web/digital updates (+ creation of online subscriber list) | SFMTA | Ongoing (timed to project updates) | Web presence that clearly states goals + opportunities for engagement; calendar events for engagement opportunities; regular project updates summarizing engagement; needs translation |
| Project collateral (fact sheet, paper surveys, etc.) | SFMTA | Needed by March 2023 | Needs translation; can brainstorm more ideas. Will be used at tabling events + community info centers |
| Quarterly update/summary blog posts | SFMTA | Quarterly, beginning March 2023 | Builds off project updates above, but for a more public-facing audience |
| Community Shuttle Survey | SFMTA + CBOs | September 2023 – March 2026 | Needs translation; key questions involve how shuttle is being used, barriers to use, perception of shuttle, ways to increase ridership. |
| Community Events | SFAAACD + MNC Evans + HPF + CYC + SFMTA | September 2023 – March 2026 | Celebration/promotion of the launch of shuttle service, followed by promotional events. |
| Transportation Resource Center storefront staffing and Mobile Sales Van staffing | CYC + SFMTA | Ongoing | CYC to develop staffing plan for Transportation Resource Center |
| Collaboration with Sunday Streets, Black Cuisine | SFMTA + SFAAACD | Ongoing | Collateral needed; staffing needs will be determined ahead of time |

| Outreach Strategy | Lead Organization | Target Date | Key Elements |
|---|--------------------------|--------------------|---|
| Festival, Bayview Live and other public events in Bayview-Hunters Point | | | |
| Collaboration ongoing projects based in Bayview-Hunters Point also conducting outreach | SFMTA | Ongoing | SFMTA project team to identify opportunities for collaboration |
| Online series/events with external partners – livestreamed to reach a broader audience, potentially utilizing webtools for audience engagement and feedback | SFMTA + Amplify Impact | Summer/Fall 2023 | Speakers, venue, promotional effort, presentation materials, webtools |

Phase 2 Outreach Outcomes

| Deliverable | Lead Organization |
|--|--------------------------|
| Phase 2 Citywide Outreach Summary (list of events, high-level takeaways) | SFMTA |
| Phase 2 Partner event summaries | CBO Partners |
| Phase 2 engagement & participation figures | CBO Partners |
| Photography/Video of Outreach Events | SFMTA + CBO Partners |
| Phase 2 survey & demographic data | SFMTA |

Key Messages

Shuttle Program General Messages

- The Bayview Shuttle Program is a community-led partnership with the SFMTA to improve mobility and economic opportunity for the Bayview-Hunters Point community.
- Funded through the California Air Resource Board's Sustainable Transportation Equity Program (STEP), the Bayview Shuttle Program aims to reduce vehicle emissions while enhancing mobility and strengthening community resiliency.
- The Bayview Shuttle is a "dynamic shuttle" program, offering rides to and from anywhere within the Bayview, as well as connecting residents to regional transit and hard-to-reach destinations.
- The Bayview Shuttle is meant to serve the needs of residents here today, with a special focus on connecting vulnerable populations to transit and services.
- The Bayview Shuttle Program will be fully integrated into the Muni transit & fare systems and will not replace any current transit lines.
- The Bayview Shuttle Program will recruit, train, and hire local residents into living-wage jobs with a path to sustainable union jobs at SFMTA.
- The Bayview Shuttle Program will connect residents to transportation services, information and discounts through an in-community storefront on 3rd Street.
- The Bayview Shuttle Program will have strict community oversight and accountability, with a community-appointed oversight body and regular meetings in Bayview-Hunters Point open to the public.
- The Bayview Shuttle Program is a Pilot Project to provide an opportunity to evaluate effectiveness of a "new" transit service to determine viability for continuing service beyond grant period and/or future expansion

Phase 1 Messages

- The goal of this phase is to collaboratively build a service plan for the community shuttle that meets the needs and desires of the Bayview-Hunters Point community.
- Everyone in Bayview-Hunters Point has a role to play in shaping how the community shuttle works. We want everyone to feel like this is a shuttle meant for them and is easy to use.
- We want to meet residents where they are to learn about their transportation needs, concerns, and hopes in the context of their communities.
- Together, we hope to explore the transportation needs and challenges residents experience, how a community shuttle could be a solution, and what mix of service tradeoffs make the best fit for residents of Bayview-Hunters Point.
- The service plan for the community shuttle will be developed directly with the feedback and participation of the community. If residents don't feel like a shuttle is meeting their needs, or is not meant for them, they won't use it.

Frequently Asked Questions

What is a Dynamic Shuttle?

A dynamic shuttle operates like a Lyft or an Uber, where you can request a ride from one location to another. A Dynamic Shuttle differs in two ways:

1. The shuttle operates in a “service area” limiting trips to within the Bayview
2. The shuttle may pick up and drop off other people while taking you on your trip.

Riders would book a ride either through an app on their phone or via a tri-lingual call center. Riders would then be picked up at their door, on the corner of their block, or a block away.

Why are you doing a dynamic shuttle instead of something else like more transit service?

The steep hills and challenging geography of the Bayview mean transit isn’t always accessible to all residents. The dynamic shuttle is meant to close the gaps in our current transit service plan, helping connect residents to regional transit and key community destinations.

When will the shuttle start running?

The shuttle is anticipated to start service in January of 2024 and run until at least March 2026. If the shuttle is successful and additional operating funds secured, the shuttle may be able to keep running beyond that date.

Who is this shuttle *really* serving?

The Bayview Community Shuttle is meant to serve the current residents of the Bayview, especially those most vulnerable to transportation challenges.

Why are you providing this shuttle now?

The SFMTA, in response to community needs identified in the 2018-2020 Bayview Community-Based Transportation Plan, submitted a grant application to the CA Air Resource Board in Summer 2020. The grant was awarded to the SFMTA in August 2022.

What will be the cost of the shuttle?

The Bayview Community Shuttle program includes a number of programs to support community mobility. The shuttle portion of the program is budgeted at \$8.5 million.

How does the community get to decide what the shuttle looks like?

The SFMTA, in partnership with 5 community-based organizations, will run a “service planning” outreach process over the summer and fall of 2023. The community will be directly engaged on service plan decisions like service area, hours of operation, service frequency, and more. We want to develop a shuttle that meets people’s needs and deliver a service that people will want to use.

Will the shuttle be accessible to people who don’t speak English?

Yes, all shuttle materials will be translated into Spanish and Chinese. The shuttle app will be available in three languages and the call-center will have staff who speak Spanish and Chinese.

Will the shuttle be accessible to people who don’t own a cellphone?

Yes, residents can request rides via a tri-lingual call center.

Will the shuttle be accessible to people with a disability?

Yes, shuttle vehicles will be wheelchair-accessible and drivers will receive training for loading riders in wheelchairs.

What kind of job opportunities does the program offer? Are they living-wage?

The Bayview Community Shuttle Program includes a workforce training program run by two local community-based organizations. This program will recruit and train Bayview residents to act as drivers for the shuttle program. Drivers will receive Teamster-equivalent wages and benefits. Drivers enrolled in the program will also have the opportunity to enter the CityDrive program, helping them earn a Class B license and a pathway to employment as Muni operators.

What is the Transportation Resource Center and where will it be located?

The Transportation Resource Center will be located on 5009 3rd Street in the office of Community Youth Center of SF. The Transportation Resource Center will connect residents of the Bayview with transportation information and services, and help eligible residents apply for Muni discounts and passes.

Members of the Youth Champions program (led by Bay Area Community Resources) will work in Bayview HOPESF sites to connect residents with the services offered at the Transportation Resource Center.

What is the Mobile Sales Van, what services does it offer, and when does it come to Bayview-Hunters Point?

The Mobile Sales Van allows residents to renew their monthly Muni pass, pay for parking tickets, and access other services within the community that they would otherwise need to travel downtown to fulfill. The Mobile Sales Van currently appears in the Bayview at Mendell Plaza on the first and last Friday of each month from 10 AM to 2 PM.

How will the SFMTA be accountable to the community?

The SFMTA is committed to accountability and transparency with the Bayview Hunters Point Community. To demonstrate that commitment, we are working with the Bayview Hunters Point Community Advocates to convene a Community Congress – a program oversight body that is made up of Bayview residents and organizations, with meetings held in the Bayview and open to the public.

Who will operate the shuttle?

The SFMTA will release a Request for Proposals in Spring 2023 to solicit a third-party vendor to operate the shuttle. Because the shuttle is grant-funded, it makes more sense to find an operator rather than run it with SFMTA staff. The shuttle vendor contract will go to the SFMTA Board for approval in a public hearing before it is awarded.

When will shuttle service end? And is there a way to keep service going after the grant funding ends?

The grant funding this shuttle requires that grant-funded activities stop at the end of March 2026. If the shuttle proves popular in Bayview-Hunters Point, there may be way to keep the shuttle going after grant funding ends – but this is not guaranteed.

Will this shuttle service replace any existing transit service?

NO – the shuttle is not meant to, and never will, replace existing transit service. The shuttle is meant to “fill in the gaps” of existing transit service, connecting residents to destinations hard to reach today. The shuttle’s ridership data will actually help our Transit division improve service and lines in the Bayview to better meet trip demand.

What is the role of the Community Congress? How can the community be involved? Are participants compensated? And if so, why?

The Community Congress is an appointed local oversight body, receiving reports on the progress of the Community Shuttle program and making recommendations to improve service. The Community Congress must approve of any major changes to any element of the program. The members of the Community Congress are made up of community organizations and local residents, selected by our community partner the Bayview Hunters Point Community Advocates. The “delegates” to the Community Congress will be compensated for each meeting they attend, as the SFMTA values the time, commitment, and expertise of the delegates.

Meetings will be held in the Bayview in transit-accessible locations, with advance notice and language interpretation on-demand. The purpose of the Community Congress is to ensure transparency and accountability in delivery of the program.

What is the service area for the shuttle?

The service area for the shuttle roughly corresponds to the Bayview’s geography: Highway 101 to the west, Islais Creek to the north, and Bayview Hill to the south. The final details of the service area will be developed jointly with the community during the service planning process. The shuttle service plan may also include individual destinations outside of the service area that are hard to reach on transit today, like 24th Street BART or SF General Hospital.

How will SFMTA ensure rider safety on the shuttle?

Drivers trained through the workforce development program will be trained in de-escalation tactics for any conflicts between riders. The Community Shuttle Program will prioritize non-police solutions to safety risks and only include SFPD as a last-resort.