

APPENDIX 1

CMP Roadway Network Segmentation and Changes

CMP NETWORK - ARTERIALS

Rationale for Segmentation

Street Name	Land Use	Speed Limit	Major Cross Street	Change In Volume	Free-way Ramp
1st Street					
Market-Harrison					
3rd Street					
Jamestown-Evans *		x	x		
Evans-China Basin		x			
China Basin-Market		x		x	
4th Street					
Market-Harrison					x
Harrison-3rd St					x
5th Street					
Market-Brannan					
6th Street					
Market-Brannan					
7th Street					
Brannan-Market					
8th Street					
Market-Bryant					
9th Street					
Brannan-Market					
10th Street					
Market-Brannan					
19th Avenue/Park Presidio Blvd					
U.S.101-Lake		x			
Lake-Lincoln		x	x		
Lincoln-Sloat			x		
Sloat-J.Serra			x		
Alemanly Blvd					
C & C limit-Lyell *		x			
Lyell-Bayshore		x			
Army Street					
Guerrero-Kansas *	x	x			x
Kansas-Bryant *					x
Bryant-3rd St.					x
Bay Street					
Van Ness-Embarcadero					
Bayshore Blvd					
Army-Industrial *			x		x
Industrial- C & C limit			x		x
Beale/Davis					
Clay-Mission					
Brannan Street					
Division-9th St					
6th St-5th St					
Broadway					
Gough-Larkin	x				

Street Name	Land Use	Speed Limit	Major Cross Street	Change In Volume	Free-way Ramp
Larkin-Powell (Tunnel)	x	x			
Powell-Montgomery		x			
Montgomery-Embarcadero			x		
Brotherhood Way					
J.Serra-Alemanay					
Bryant Street					
Division-4th St					x
4th St-Embarcadero					x
Bush Street					
Masonic-Gough	x				
Gough-Market *	x		x		
Castro/Divisadero Street					
Pine-Geary			x		
Geary-14th St	x		x		
14th St-Market	x		x		
Clay Street					
Kearny-Davis					
Columbus Avenue					
North Point-Greenwich				x	
Greenwich-Montgomery			x		
Drumm Street					
Washington-Market					
Duboce Avenue					
Market-Mission *	x				
Mission-Potrero	x				
The Embarcadero					
Townsend-North Point					
Evans Avenue					
Army-3rd St *					
Fell Street					
Gough-Laguna					x
Laguna-Stanyan					x
Franklin Street					
Market-Pine			x		
Pine-Lombard	x				
Fremont Street					
Harrison-Market *					
Fulton Street					
Masonic-Arguello		x	x		
Arguello-Park Presidio *		x	x		
Geary Blvd					
Market-Gough	x	x			
Gough-Arguello		x			
Arguello-25th Ave			x		
25th Ave-Great Hwy	x		x		

Street Name	Land Use	Speed Limit	Major Cross Street	Change In Volume	Free-way Ramp
Geneva Avenue					
Phelan-Cayuga	x				
Cayuga-Paris	x				
Paris-Santos	x				
Golden Gate Avenue					
Masonic-Franklin	x	x	x		
Franklin-Market	x	x	x		
Gough Street					
Pine-Geary			x		
Geary-Golden Gate *	x				
Golden Gate-Market	x				
San Jose Avenue/Guerrero					
Army-29th St	x	x			
29th St-Monterey Blvd					x
Harrison Street					
Embarcadero-1st St *					x
1st St-4th St					x
4th St-8th St					x
8th St-13th St					x
Hayes Street					
Market-Gough					
Howard Street					
Embarcadero-S.Van Ness					
Junipero Serra Blvd					
Sloat-19th Ave *		x	x		
19th Ave-Brotherhood Way			x		
Brotherhood-C & C limit			x		
Kearny Street					
Market-Columbus					
King Street					
6th St-Embarcadero					
Lincoln Blvd/Kezar Drive					
19th Ave-5th Ave	x				
5th Ave-Stanyan	x				
Lombard Street					
Francisco-Van Ness *					
Main Street					
Mission-Market					
Market/Portola					
Sloat-Santa Clara	x				
Santa Clara-Clipper *	Grade Change				
Clipper-Castro	x				
Castro-Guerrero	x				
Guerrero-Van Ness			x	x	
Van Ness-Drumm	x				

Street Name	Land Use	Speed Limit	Major Cross Street	Change In Volume	Free-way Ramp
Masonic Avenue					
Pine-Geary			x		
Geary-Page			x		
Mission/Otis					
Embarcadero-3rd St	x				
3rd St-9th St	x				
9th St-14th St	x				
14th St-Army *	x				
Army-Ocean *			x		
Ocean-Sickles	x				
Montgomery Street					
Broadway-Bush					
North Point Street					
Van Ness-Columbus			x		
Columbus-Embarcadero			x		
O'Farrell Street					
Gough-Mason *	x				
Mason-Market	x				
Oak Street					
Stanyan-Divisadero *	x		x		
Divisadero-Laguna	x		x		x
Laguna-Franklin					x
Ocean Avenue					
19th Ave-Miramar *	x				
Miramar-I-280	x				
Pine Street					
Market-Kearny	x				
Kearny-Leavenworth	x				
Leavenworth-Franklin	x				
Franklin-Presidio	x				
Potrero Avenue					
Division-21st St	x			x	
21st St-Army	x			x	
Skyline Drive					
Sloat-City & County limit					
Sloat Boulevard					
Skyline-J.Serra					
Stanyan Street					
Fulton-Turk					
Sutter Street					
Market-Mason *	x				
Mason-Gough	x				
Gough-Divisadero	x		x		
Turk Street					
Market-Hyde	x				
Hyde-Gough	x				

Street Name	Land Use	Speed Limit	Major Cross Street	Change In Volume	Free-way Ramp
Hyde-Gough	x				
Gough-Divisadero	x				
Divisadero-Stanyan			x		
Van Ness Avenue					
Lombard-Washington	Sig.	Syst.	Change		
Washington-GoldenGate Av *	x				
Golden Gate Ave-13th St *					x
13th St-Army					x
Washington Street					
Kearny-Drumm					
West Portal Avenue					
Sloat-Ulloa					

* indicates change in segment boundary.

CMP NETWORK - FREEWAYS

Rationale for Segmentation

Freeway	Split	Off-ramp	On-ramp
I-280			
C & C limit- U.S. 101	x		
101/280 -6th/Brannan	x		
U.S.101			
C & C limit- I-280	x		
I-280- I-80	x		
I-80- Fell/Laguna	x		
I-80			
U.S. 101- Fremont		x	
Fremont- Treasure Island		x	

Table II
Rationale for Changes to Arterial Segmentation
Since 1991

Third Street	Eliminated Fairfax Street as a break point. Evans Avenue is the new break point because of the change in speed limit and because Evans is a major cross street.
Alemaný Boulevard	Lyell Street is a necessary break point because of a speed limit change.
Army Street (César Chávez)	Because of the size of the U.S. 101 interchange at Army Street circle, a break point was established on each side of it. One is at Kansas Street and a second is at Bryant Street.
Bayshore Boulevard	Industrial is a necessary break point because of nearby off and on-ramps.
Bush Street	Gough is the best divider to break Bush into two segments because land use changes occur at Gough and because it is a major cross street.
Duboce Avenue	Folsom Street was eliminated as a break point and replaced with Mission Street, because of the presence of on and off ramps to 101.
Evans Avenue and Fremont Street	The 1991 intermediate segment limits could not be justified and were eliminated (no apparent change in traffic flow conditions)
Fulton Street	Arguello was identified as an intermediate segment limit because it is a major cross street and because of a speed limit change.
Harrison Street	Eliminated 2nd Street and substituted First Street is the first break point because of the I-80 on-ramp.
Junipero Serra Boulevard	The first segment boundary is 19th Avenue instead of Holloway, as justified by the change in speed limit and also because 19th Avenue is a major cross street.
Lombard Street	Eliminated intermediate segment boundaries because land uses and traffic conditions are uniform along this street.
Market Street	Established a new segment boundary at Clipper because of a change in grade on each side of Clipper. Eliminated unjustified breaks at Danvers, Sanchez and Gough.
Mission Street	Eliminated intermediate boundaries between 14th and Army and between Army and Ocean to better reflect land use.
O'Farrell Street	Eliminated intermediate segment boundaries at Van Ness, Leavenworth and Taylor, which created segments too short for accurate measurement. Mason is the new break point because of land use changes.
Van Ness Avenue	Added Golden Gate Avenue as an intermediate segment boundary because of land use changes (start of the Civic Center area).



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January 10, 2007

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RE: San Francisco CMP Segment Modification

Dear Tilly:

Thank you for the letter dated January 4, 2007 regarding CMP monitoring on Brannan Street. After reviewing your letter and the CMP monitoring map for the area, MTC supports the proposed changes to make monitoring on Brannan in this area consistent with SFCTA's standard CMP segment definitions while continuing to monitor Brannan Street consistent with overall CMP guidance.

MTC expects monitoring on Brannan will take place on Brannan from Division to 6th Street and from 6th Street to 3rd Street effective spring 2007. Please let me know if there are any questions.

Yours truly,

Doug Johnson

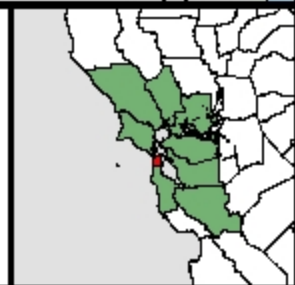
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cc: Sean Co, MTC
Valerie Knepper, MTC
Doug Kimsey, MTC



-  Existing Brannan Street segment from Division to 9th
-  New Brannan Street segment from Division to 6th
-  Existing Brannan Street segment from 6th to 5th
-  New Brannan Street segment from 6th to 3rd

Two-way street segments are represented by two parallel lines.



Proposed new CMP monitoring segments
San Francisco County
Congestion Management Program

0 0.125 0.25 0.5 Miles
 This map is intended for planning purposes only.
 Map Produced: 11/27/2006 KNS



Appendix 3

Traffic Monitoring (Speed and Travel Time Reliability) Methodology & Results

KEY TOPICS

- LOS Standard and Exempt Facilities
- CMP Network Changes
- Methodology
- Travel Speed Results
- LOS F Segments
- Travel Time Reliability Results
- Future Monitoring Considerations

The San Francisco County Transportation Authority (Transportation Authority) has updated its Congestion Management Program (CMP) every two years since 1991. The Transportation Authority monitors roadway performance with Level of Service (LOS) along its CMP network, which includes all state highways, principal arterials and several other roads as defined in previous LOS monitoring efforts. The Transportation Authority ensures that LOS measurement methods used by its contractors, Caltrans, or other agencies involved in monitoring the CMP network are consistent with State law.



LOS E was the adopted standard in the initial (1991) CMP monitoring. Since 1991, CMP monitoring has been conducted biannually to ensure that non-exempt facilities within the CMP network are operated at LOS E or better.

- Facilities that were already operating at LOS F at the time of baseline monitoring, conducted to develop the first CMP in 1991, are legislatively exempt from the LOS standards.
- CMP segments that are within a designated Infill Opportunity Zone (IOZ) are also exempt from LOS standards. The Transportation Authority treats CMP segments which have more than half of their length within the IOZ as exempt.

- Exempt: segments which qualify for the exemption as detailed above.
- Non-exempt: all other segments. If a non-exempt segment fails for three consecutive CMP cycles, it is classified as deficient.

Figure A3-1. Segments Exempt in AM Peak Due to Being at LOS F in the Inaugural Cycle





Figure A3-3. Segments Exempt Due to Having More than Half Their Length within San Francisco's Infill Opportunity Zone



Under the above exemptions, the following are the only non-exempt segments in San Francisco:

Table A3-non_exempt_segments-AM Non-exempt CMP segments (AM Peak)

Name	From	To	Dir.
19th Ave/Park Presidio	Lake	US-101	N

Name	From	To	Dir.
19th Ave/Park Presidio	US-101	Lake	S
Skyline	County Line	Sloat	N
Skyline	Sloat	County Line	S
Sloat	Skyline	Junipero Serra	E
Sloat	Junipero Serra	Skyline	W
I-80	Fremont Exit	Treasure Island	E

Table A3-non_exempt_segments-PM Non-exempt CMP segments (PM Peak)

Name	From	To	Dir.
19th Ave/Park Presidio	Lake	US-101	N
19th Ave/Park Presidio	US-101	Lake	S
Skyline	County Line	Sloat	N
Skyline	Sloat	County Line	S
Sloat	Skyline	Junipero Serra	E
Sloat	Junipero Serra	Skyline	W

A3.2 CMP Network Changes

The CMP network is described in detail in [Chapter 3](#) of the main report. There are no changes to the CMP network from 2023 to 2025.

A3.3 Methodology

Since the 2013 CMP update, automobile LOS monitoring was conducted using commercial speed data from INRIX where available, and floating car runs were made to collect data for all other CMP segments for which INRIX data coverage was insufficient. In the 2013-2017 cycles, INRIX provided travel time data at one-minute intervals on a unique set of roadway segments called Traffic Message Channels (TMCs).

Since the 2019 cycle, INRIX has provided data at a spatially finer-grained level (XD segments) and the TMC-based travel time data were discontinued, so the TA switched to using XD-based travel time data. Consistent with the processing method used in the previous cycles, the XD-based speeds were aggregated to CMP segments spatially and the peak periods temporally.

Data anomalies were identified by Transportation Authority staff in the INRIX XD-based speeds data around summer 2023, when there was an unexplained increase in speeds. Speeds data have stayed elevated since then. Staff believes there is an error in the underlying data or change in data processing methods, although INRIX has not confirmed this.

LOS was assigned based on the average speed observed in the AM and PM peak periods using both 1985 and 2000 Highway Capacity Manual (HCM) methodologies. [Section A3.3.4](#) provides a detailed description of data processing steps.

The 1985 Highway Capacity Manual (HCM) methodology has been adopted since the baseline monitoring cycle. It is necessary to maintain 1985 HCM for historical comparisons, identifying exempt segments, and monitoring potential network deficiencies. Since 2009, all the arterial segments have also been evaluated using the HCM 2000 classification. Therefore, both the HCM 1985 and 2000 results are presented below.

For freeways, only HCM 1985 LOS was calculated, as the HCM 2000 methodology requires traffic density information for all unique freeway segments and ramps. Collection of comprehensive freeway traffic densities is beyond the scope of the CMP monitoring effort.

In addition to LOS, the buffer time index (BTI) which reflects auto travel time reliability was introduced in the 2021 cycle. The idea behind the metric is that travel times vary significantly during different times of the day and from day to day, and travelers remember these unexpected long delays experienced during their commutes and would therefore budget extra (i.e. buffer) time for the trip in order to reach destination on time. The buffer time here is calculated as the difference between the 95th percentile travel time and the average travel time. Buffer time index is the buffer time divided by the average travel time. It indicates the amount of extra time required to be on-time 95 percent of the time, or in other words, late only one day per month (approximated as 20 working days).

[A3.3.1 Monitoring Period](#)

This section summarizes the monitoring days and the conditions that may affect the regular traffic pattern during the monitoring period. INRIX data for every Tuesday, Wednesday, and Thursdays in the months of April and May 2025 were utilized to calculate the average speed of each CMP segment. The morning (AM) and afternoon (PM) peak periods were defined as 7:00 a.m. – 9:00 a.m. and 4:30 p.m. – 6:30 p.m respectively.

These monitoring periods were also used for transit speed monitoring (see [Appendix 6](#)).

[Public Holidays and School Breaks](#)

There were no public holidays within the monitoring period (Tuesdays, Wednesdays, and Thursdays in April and May 2025). The San Francisco Unified School District (SFUSD) was in session during the monitoring period.

Special/Construction/Weather Events

No INRIX data during the monitoring period were removed from analysis due to special, construction, or weather events.

A3.3.2 Commercial Speed Data

Since the adoption of the 2009 CMP update, there has been a proliferation of archived commercial speed data. This data is collected through real-time GPS monitoring of a variety of sources such as delivery vehicles, navigational devices, and highway performance monitoring systems, and obtained from third-party vendors like INRIX.

As part of the 2011 CMP update, the Transportation Authority explored the reliability of this new data source by comparing results computed from this source to those computed from floating car runs. The analysis found that, although the INRIX data speeds were somewhat higher, on average, than the floating car speeds, the difference was within the typical range of variation for floating car results and that commercial speed data and floating vehicle data were equally acceptable for meeting CMP legislative requirements. For more details about the pros and cons of using commercial speed data, refer to the 2013 CMP report.

In 2013, MTC contracted with INRIX to obtain region wide commercial speed data and has made the data available to the Congestion Management Agency (CMA) and other local governments free of charge for planning and monitoring purposes. The data available from INRIX was in the form of traffic message channel (TMC) links.

In 2019, MTC renewed the contract with INRIX with a major change that the speed data would be on the XD segments, whose length are typically much shorter than those of TMC segments. Due to this segmentation change, the aggregated CMP speeds from XD links and TMC links were found to be inconsistent even with the same underlying data sources. To make an “apples-to-apples” comparison, both 2017 and 2019 speeds based on XD speeds were calculated and reported, and the congestion trends from 2017 to 2019 were derived from them.

Since 2019, the CMP reports have used the XD-based speed data to derive and report auto LOS and reliability metrics.

Data anomalies were identified by Transportation Authority staff in the INRIX XD-based speeds data around summer 2023, when there was an unexplained increase in speeds. Speeds data have stayed elevated since then. Staff believes there is an error in the underlying data or change in data processing methods, although INRIX has not confirmed this.

A3.3.3 Supplemental Travel Time Runs

Floating car surveys were conducted on CMP segments with insufficient INRIX speed coverage. The surveys were conducted using conventional methodologies. Drivers were instructed to follow road rules including the speed limit, traffic signals and not block intersections. GPS coordinates are recorded as the floating car travels along the CMP

segment. The temporal aggregation of multiple floating car runs on the corresponding CMP segment was performed in the same manner as for the INRIX data, explained in [Section A3.3.4](#) below.

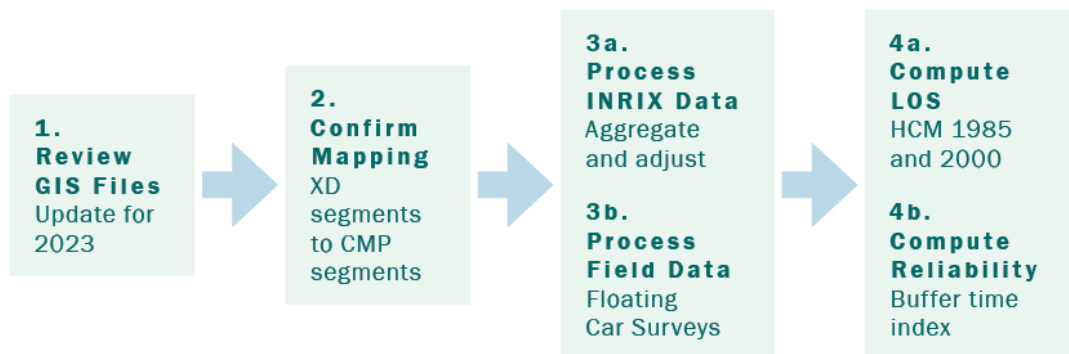
A3.3.4 Processing

The data were processed to obtain automobile speed, LOS, and reliability for each CMP segment during the morning and afternoon peak periods. The data processing consists of four steps as shown in [Figure A3-4](#). The following provides more details on the data processing procedure:

- The GIS shapefile was reviewed to prepare the base map of the CMP network for conflating the XD links against CMP segments;
- In this step, INRIX XD links were mapped to CMP segments to establish a relationship between XD links and CMP segment. In the cases where the ends of the CMP segment did not align with the ends of the XD segments, travel time was interpolated linearly by using the overlapping portion;
- During data cleaning, INRIX data points based on historical data or that can be affected by the conditions mentioned earlier in [Section A3.3.1](#) were dropped and were not used in the LOS and reliability analysis. With the floating car data, the first and last timestamps from the GPS readings when entering and exiting the CMP segment were identified and the CMP travel time was calculated;
- In addition, in cases where multiple XD links spanned a single CMP segment, the travel times were summed and then aggregated spatially to obtain the required average peak period speeds by CMP segment. To ensure the aggregated speed was representative of the traffic condition on the whole CMP segment, a minimum spatial coverage requirement was applied. Based on the remaining aggregated one-minute speeds, the average and 5th percentile speeds for each CMP segment during the AM and PM monitoring periods were calculated.
- Finally, LOS and BTI were calculated. LOS was assigned based upon the peak period speed. For the methodology of LOS assignment, please refer to the section below. BTI was derived as

$$BTI = 100 \times \frac{95\text{th percentile travel time} - \text{average travel time}}{\text{average travel time}} = 100 \times \left(\frac{\text{average speed}}{5\text{th percentile speed}} - 1 \right)$$

Figure A3-4. Data Processing Steps



A3.3.5 LOS Assignment

This section discusses the methodology for assigning a LOS (A to F) to each CMP segment for both morning and afternoon peak periods. The LOS assignments for arterials and freeways are consistent with previous reporting periods and legislative requirements from the California Government Code. First, each CMP segment was classified as either an arterial or a freeway. The methodology slightly differs depending on this classification, as follows.

Arterials

LOS for arterial segments was assigned twice using both 1985 and 2000 Highway Capacity Manual (HCM) methodologies. Both methods required identifying the class of the street (HCM 1985 Class I, II or III; HCM 2000 Class I, II, III or IV). Class was determined according to the free flow speed of the road. For example, the free flow speed may be the average speed at 6am when traffic volumes are light and travel speeds are not influenced by interactions with other vehicles.

For the HCM 1985 and 2000, the classification of streets was taken from previous LOS monitoring reports. Then, by knowing the average travel speed in the morning and afternoon peak periods and the class of the street, the LOS could be assigned according to the HCM 1985 and HCM 2000 methodologies. Refer to [Table A3-1](#) and [Table A3-2](#) for the LOS look up tables.

Freeways

Freeways followed a similar methodology as arterials; however, it was not necessary to assign a class of freeway. The HCM-1985 method was used to calculate LOS for all freeway CMP segments. By knowing the average speed of the freeway in the morning and afternoon peaks, [Table A3-3](#) was used to assign a LOS in each time period.

Table A3-1. Arterial LOS Assignment, HCM 1985

Arterial Class	I	II	III
Range of Free Flow Speed (mph)	45 to 35	35 to 30	35 to 25
Typical Free Flow Speed (mph)	40	33	27
Level of Service	Average Travel Speed (MPH)		
A	≥ 35	≥ 30	≥ 25
B	≥ 28	≥ 24	≥ 19
C	≥ 22	≥ 18	≥ 13
D	≥ 17	≥ 14	≥ 9
E	≥ 13	≥ 10	≥ 7

Arterial Class	I	II	III
F	< 13	< 10	< 7

Source: Table 11-1, Highway Capacity Manual, 1985

Table A3-2. Urban Street LOS Assignment, HCM 2000

Urban Street Class	I	II	III	IV
Range of Free Flow Speed (mph)	55 to 45	45 to 35	35 to 30	35 to 25
Typical Free Flow Speed (mph)	50	40	35	30
Level of Service	Average Travel Speed (MPH)			
A	> 42	> 35	> 30	> 25
B	> 34 – 42	> 28 – 35	> 24 – 30	> 19 – 25
C	> 27 – 34	> 22 – 28	> 18 – 24	> 13 – 19
D	> 21 – 27	> 17 – 22	> 14 – 18	> 9 – 13
E	> 16 – 21	> 13 – 17	> 10 – 14	> 7 – 9
F	≤ 16	≤ 13	≤ 10	≤ 7

Source: Exhibit 15-2, Highway Capacity Manual 2000 (U.S. Customary Units)

Table A3-3. Freeway Segments, HCM 1985

Level of service	Density (PC/MI/LN)	Speed (MPH)	V/C Ratio	Saturation Flow (PCPHPL)
A	≤ 12	≥ 60	0.35	700
B	≤ 20	≥ 55	0.58	1,000
C	≤ 30	≥ 49	0.75	1,500
D	≤ 42	≥ 41	0.90	1,800
E	≤ 67	≥ 30	1.00	2,000
F	> 67	< 30	-	-

Source: Adapted from Table 4-1, Special Report 209, HCM 1985

A3.4 Travel Speed Results

Speeds for the AM and PM peak for each CMP road segment from all CMP cycles can be found in [Attachment A3-1](#) and [Attachment A3-2](#). [Attachment A3-3](#) presents the 2025 LOS monitoring results for all CMP segments. For arterials, the results are presented for both the 1985 and 2000 HCM methodologies. [Table A3-4](#) presents summary statistics on the peak period speeds.

Table A3-4. 2025 CMP Average Travel Speed Results Summary Statistics

Peak Period	Number of Segments	Average Speed (mph)	Standard Deviation	Minimum Speed	Maximum Speed
AM	245	17.6	8.3	8.8	63.3
PM	245	16.1	8.2	7.3	63.7

A3.5 Non-exempt LOS F Segments

As noted above, the Transportation Authority uses the 1985 HCM for calculating LOS when making historical comparisons to the baseline cycle. There are no non-exempt LOS F Segments for the AM or PM peaks this cycle.

A3.6 Travel Time Reliability Results

Auto travel time reliability represented by Buffer Time Index (BTI) was a new metric added in the 2021 monitoring cycle. Unlike LOS, which indicates the congestion condition based on average speed, BTI provides additional information on variability of travel times experienced by travelers over a certain period of time. It is useful in that travelers can budget extra amount of time in accordance with BTI to ensure on-time arrival 95 percent of time.

[Table A3-7](#) presents summary statistics on the peak period BTI for the current cycle. [Attachment A3-4](#) presents the reliability monitoring results for all segments in the CMP network.

Table A3-7. 2023 CMP Travel Time Reliability (Buffer Time Index) Results Summary Statistics

Peak Period	Number of Segments	Average (%)	Standard Deviation (%)	Minimum (%)	Maximum (%)
AM	243	26	16	7	130
PM	243	24	14	5	162

Attachment A3-1. CMP Segments Average Speeds (AM Peak), 1991 – 2025

Attachment A3-2. CMP Segments Average Speeds (PM Peak), 1991 – 2025

Attachment A3-3. CMP Segments Level of Service (LOS), 2025

Attachment A3-4. CMP Segments Auto Travel Time Reliability, as Shown by Buffer Time Index, 2017 – 2025

Appendix 4

Deficiency Plans

KEY TOPICS

- Legislative Requirements
- Legislative Intent and Application to San Francisco
- Deficiency Planning Process
- Special Issues

A4.1 Legislative Requirements

The Transportation Authority, as Congestion Management Agency (CMA), is required by state law to ascertain the City and County's conformance with the CMP, including Deficiency Plans prepared by City departments. If the LOS of roadways on the CMP network is not maintained to the established standard and they are not exempt from LOS standards, state CMP legislation requires that the local jurisdiction develop a Deficiency Plan to improve operating conditions on the segment.¹⁴

Deficiency Plans must contain the following components:

- An analysis of the causes of the deficiency;
- A list of improvements that would have to be made to remedy the deficiency, including cost estimates;
- A list of proposed improvements; and
- An implementation plan including a schedule.¹⁵

The Deficiency Plan must “measurably improve multimodal performance” on the designated CMP roadway network, and “contribute to significant improvements in air quality.” Proposed improvements must be drawn from an inventory of acceptable actions compiled by the air quality management district. The statutes also require that the city or county forward the Deficiency Plan to the CMA, which must hold a public hearing within 60 days of receipt of the Deficiency Plan, and either accept or reject it, but not modify it. Rejection of a Deficiency Plan by the CMA will result in a finding of non-conformance with the CMP.

Unfortunately, the statutes make no provisions for funding City departments’ deficiency plans, and similarly, CMAs do not receive state funding for their activities. In the absence of dedicated funding, the deficiency planning process has been designed to use existing data and coordinate with the City’s budgetary process.

A4.2 Legislative Intent and Application to San Francisco

This section provides background information on Deficiency Plans and their applicability to San Francisco.

A4.2.1 About Deficiency Plans

In 1990, the California voters approved Proposition 111, increasing the gasoline tax by nine cents per gallon of gasoline sold in the state. The year prior to Proposition 111's approval, the State Legislature approved AB 471 (Katz), the original CMP legislation.¹⁶ AB 471 required all local jurisdictions to maintain the adopted LOS standard on all CMP roadways or risk losing their Proposition 111 gas tax revenues. The Legislature then revised the original legislation to allow jurisdictions to continue to receive their share of Proposition 111 gas tax moneys when the level of service (LOS) on a CMP road segment or intersection falls below LOS "E" provided local jurisdictions prepared Deficiency Plans for those segments. Deficiency Planning requirements do not apply for CMP segments that are within an Infill Opportunity Zone (IOZ) (see [Chapter 6](#)) or are otherwise exempt from the LOS standard.

The intent of Deficiency Plans, therefore, is to allow development to continue as long as any resulting traffic congestion is "offset." Deficiency Plans are reactive solutions applied after the impacts to LOS are actually measured.

The Deficiency Plan legislation offers local jurisdictions two alternatives:

1. Eliminate the problem (correct the deficiency where it manifests itself). This is known as direct remediation; or
2. Implement other actions that improve the overall performance of the CMP network, even if the actions do not directly improve the original deficiency. These are known as offsetting actions.

A Deficiency Plan may include both remediation and offsetting actions. Direct mitigation involves removing the deficiency such that the LOS is improved above LOS F. Direct mitigations of LOS impacts may have prohibitive costs, regulatory obstacles, or overwhelming environmental consequences. Offsetting actions provide alternative compensations that may leave the facility no less deficient from an LOS perspective, but provide improvements in other part of the system. Offsetting actions, as opposed to direct remediation, include capital improvements, transportation programs, services, or other activities that improve the average countywide level of service.

A4.2.2 Deficiency Plans and Environmental Review

Deficiency Plans are distinct from City processes for review of development projects pursuant to the California Environmental Act (CEQA) and do not replace local Transportation Impact Analyses (TIAs). The San Francisco Planning Department requires project sponsors to prepare TIAs for projects that may have significant negative impacts on transportation conditions. The City's TIA guidelines include some analyses that may be relevant for preparing CMP deficiency plans. However, while environmental analysis conducted pursuant to CEQA may provide information useful in the preparation of Deficiency Plans, these Plans serve a separate and distinct purpose. The Deficiency Plan process should avoid duplicating past CEQA analyses; these guidelines should not create additional review processes for individual development or public construction projects.

One fundamental difference between a TIA and the CMP is that a TIA forecasts the severity of a project's expected impacts on facilities, while a Deficiency Plan implements actions to mitigate — or offset — problems already detected (i.e., deficiencies actually measured on a facility). A TIA or EIR is prepared prior to project implementation, in an attempt to predict a project's future negative impacts.

A TIA or EIR considers the cumulative impacts on a transportation facility of a proposed project in combination with other foreseeable similar projects. The Deficiency Plan, because its focus is on a facility rather than an individual project, considers multiple causes of the existing deficiency.

A4.3 Deficiency Planning Process

This overview accompanies the flow charts in [Figure A4-1](#), [Figure A4-2](#), and [Figure A4-3](#). These three figures represent the Deficiency Plan process from detection through Transportation Authority Board approval of the Plan.

A4.3.1 Deficiency Detection and City Notification

See [Figure A4-1](#). The Transportation Authority monitors the CMP roadway network and reports a potential deficiency when the level of service (LOS) on any non-exempted segment of the CMP roadway network measures LOS F. LOS F is defined by travel speeds below a threshold set by the 1985 HCM for any of three specified arterial types.

The Transportation Authority determines whether a reported deficiency may have been caused by external, exempt, or temporary causes. State legislation requiring Deficiency Plans has specifically exempted the trips generated by specific activities (Government Code § 65089.4. (f)). Exempt activities are:

- Inter-regional travel (i.e., pass through trips which have neither origin or destination in San Francisco);
- Construction, rehabilitation, or maintenance of facilities that impact the CMP roadway network;
- Impact of freeway ramp metering;
- Traffic signal coordination by the state or multi-jurisdictional agencies;
- Traffic generated by low- and very low-income housing;
- Traffic generated by high-density residential or mixed-use development located within a quarter mile of a fixed passenger rail station;[17](#) and
- Roadway segments located within infill opportunity zones.

A detected deficiency may be corrected when a roadway improvement already programmed in the CIP increases the capacity of the deficient roadway. If the lead department determines that the effects of any CIP improvement scheduled to begin within the seven year time horizon of the CIP will remove the deficiency, the Transportation Authority — after review — can make a Finding of No Deficiency. The lead department, however, must demonstrate this CIP improvements will be completed and functioning within ten years of the current CIP.

If any trips are exempt and if the deficiency still exists after removing the exempt trips from the deficient roadway segment, a Deficiency Plan must be prepared. The Transportation Authority will consult with MTC to determine whether external or pass through trips may have caused the deficiency. It will also review all relevant CEQA traffic analysis and/or TIAs of recently completed projects. It will then use the San Francisco Travel Demand Forecasting Model, GIS analysis, sketch planning techniques, and other means to isolate and examine the cause(s) in more detail. If modeling suggests that a deficiency is not caused by any of the above, then the Transportation Authority Board must adopt a finding of “Deficiency” and notify the City (Mayor’s Office) of the nature and cause of the deficiency.

The Mayor’s Office assigns a City department to act as the lead department for the preparation of a Deficiency Plan. The timelines in [Figure A4-1](#) assume that LOS is monitored in September and October, and that all follow up verification monitoring is completed by the following April. This schedule allows City Departments to incorporate funding requests for Deficiency Plan activities into the City’s budget process in April and May.

A4.3.2 Deficiency Analysis and Remediation Plan Preparation

Once the cause(s) of the deficiency have been determined, State law (Government Code § 65089.4 (c) (2)) requires that the lead department identify:

“A list of improvements necessary for the deficient segment or intersection to maintain the minimum level of service otherwise required and the estimated costs of the improvements.”

The lead department will use sketch-planning methods consistent with both MTC and Transportation Authority practices and data to estimate the effects of capacity improvements on the level of service and whether the improvements provide capacity at an order-of-magnitude commensurate with the deficiency.

State law requires that a Deficiency Plan first seek direct action to correct a roadway LOS deficiency by preparing a Remediation Plan. The lead department prepares a Remediation Plan that includes: a) a description of the causes of the deficiency; b) a list of all improvements necessary to fully remediate the problem on the deficient roadway itself; and c) an estimate of the cost and available funding for those improvements. The lead department includes a statement as to the feasibility of the Remediation Plan. A Remediation Plan usually involves adding sufficient capacity to the roadway to allow traffic to flow at LOS “E” or better. The Remediation Plan should include any relevant projects included in the CIP or CEQA mitigation measures included in specific EIRs as mitigation requirements. A proposed Remediation Plan may include improvements already specified and funded in an EIR, the CIP, or developer exactions or dedications found to be relevant, including scheduled implementation, project characteristics, and funding sources. This gives the City credit for any required EIR mitigation measures to remediate the deficiency.

The lead department should also prepare cost estimates for improvements to mitigate the deficiency as well as of the funding sources.

If the lead department finds that the package of remediation measures is feasible, it must prepare an Implementation Plan.

The lead department submits the Remediation Plan and an Implementation Plan to the Transportation Authority for evaluation and approval. The Transportation Authority will evaluate Deficiency Plans based on effectiveness, financial feasibility, environmental compatibility, and consistency with the City's transportation planning priorities and policies. If the lead department finds it cannot remediate the deficiency and the Transportation Authority concurs, the lead department prepares a Deficiency Plan (presented in [Figure A4-3](#)).

The resulting Remediation Plan must include estimates of the following:

- Extra roadway capacity needed to remove the deficiency;
- Total costs of the capacity increases; and
- Improvements already funded through the CIP or developer exactions or dedications.

The Transportation Authority evaluates the feasibility of the Remediation Plan and accepts or rejects the lead department's findings. Within 30 days of receiving the Remediation Plan from the lead department, the Transportation Authority evaluates the adequacy of the Plan conclusions according to the following three criteria:

1. Effectiveness: Are the proposed improvements adding sufficient capacity to the roadway in question to increase the LOS to level "E" or better?

2. Financially Reasonable: Are the cost estimates for the proposed improvement reasonably accurate?

3. Implementability: In environmental, regulatory, and community terms? Is the Plan consistent with the General Plan?

The Lead Department prepares an Implementation Plan, identifying responsible departments, funding sources, and regulatory authority. If the Transportation Authority accepts the Implementation Plan, the Transportation Authority modifies the CIP to conform to reflect the remediation measures. All departments called upon to implement portions of the Remediation Plan must enter into an inter-agency agreement stating each department's responsibility and funding sources. If the Transportation Authority finds that the Remediation Plan is feasible, the lead department will prepare an Implementation Plan. If the Transportation Authority finds that the Remediation Plan is not feasible, the lead department will prepare a Deficiency Plan Action List.

A4.3.3 Deficiency Plan Evaluation and Approval

If the Transportation Authority determines that the Remediation Plan is infeasible, the lead department prepares a list of offsetting actions that will improve the system-wide multimodal level of service but may have only limited effect on the deficient facility itself.

The lead department prepares a Deficiency Plan Action List. The lead department may select actions that have some direct mitigating effect on the deficiency; and/or actions that will improve system-wide LOS (as measured by the multi-modal performance measures). The Bay Area Air Quality Management District (BAAQMD) has prepared a list of approved Deficiency Plan actions. The CMP legislation requires that all Deficiency Plan actions come from that list.

The lead department may choose to prepare (or Transportation Authority may request) one or more alternative action plans to explore alternative approaches.

For deficiencies caused by large projects, some of the analysis required in these steps may have been completed through the projects' EIRs. While the analysis and any other relevant documentation may be used verbatim for the Deficiency Plan or Implementation Plan, the Final Deficiency Plan documentation must conform to the requirements outlined in the six steps above and described in more detail below.

The lead department has 60 days to prepare a Preferred Action Plan List. Each action on the list must show its estimated capital (or start-up) and operating (or on-going) costs. The lead department submits this list to the Transportation Authority for its consideration.

The Transportation Authority will review this proposed list and approve or reject it. The Transportation Authority will evaluate the preferred Deficiency Plan Action List, including each action's estimated cost within 30 days of submittal by the lead department. The Transportation Authority evaluates the effectiveness of the Action Plan and confirms General Plan consistency with the Planning Department. If the Transportation Authority accepts the lead department's proposed list of Deficiency Plan actions, the lead department prepares an Implementation Plan and submits this plan for the Transportation Authority's approval.

The Transportation Authority evaluates Implementation Plans using similar adequacy criteria as for Remediation Plans ([Figure A4-2](#)). If the Transportation Authority accepts the Implementation Plan, the Transportation Authority Board will hold a noticed public meeting and adopt a Finding of Conformance. If the Transportation Authority and the lead department are unable to agree on an Implementation Plan, the lead department may either try again, or submit its Final Deficiency Plan (including its Implementation Plan) to the Transportation Authority Board for Board action. If the Transportation Authority Board issues a Finding of Non-Conformance, the Transportation Authority must notify the State Controller to withhold funds. The funds are held in escrow for 12 months and then turned over to the Transportation Authority (as the City's Congestion Management Agency). Deficiency Plans must be completed within one year of the CMA's official notice of a deficiency.

Figure A4-1. Deficiency Detection and City Notification

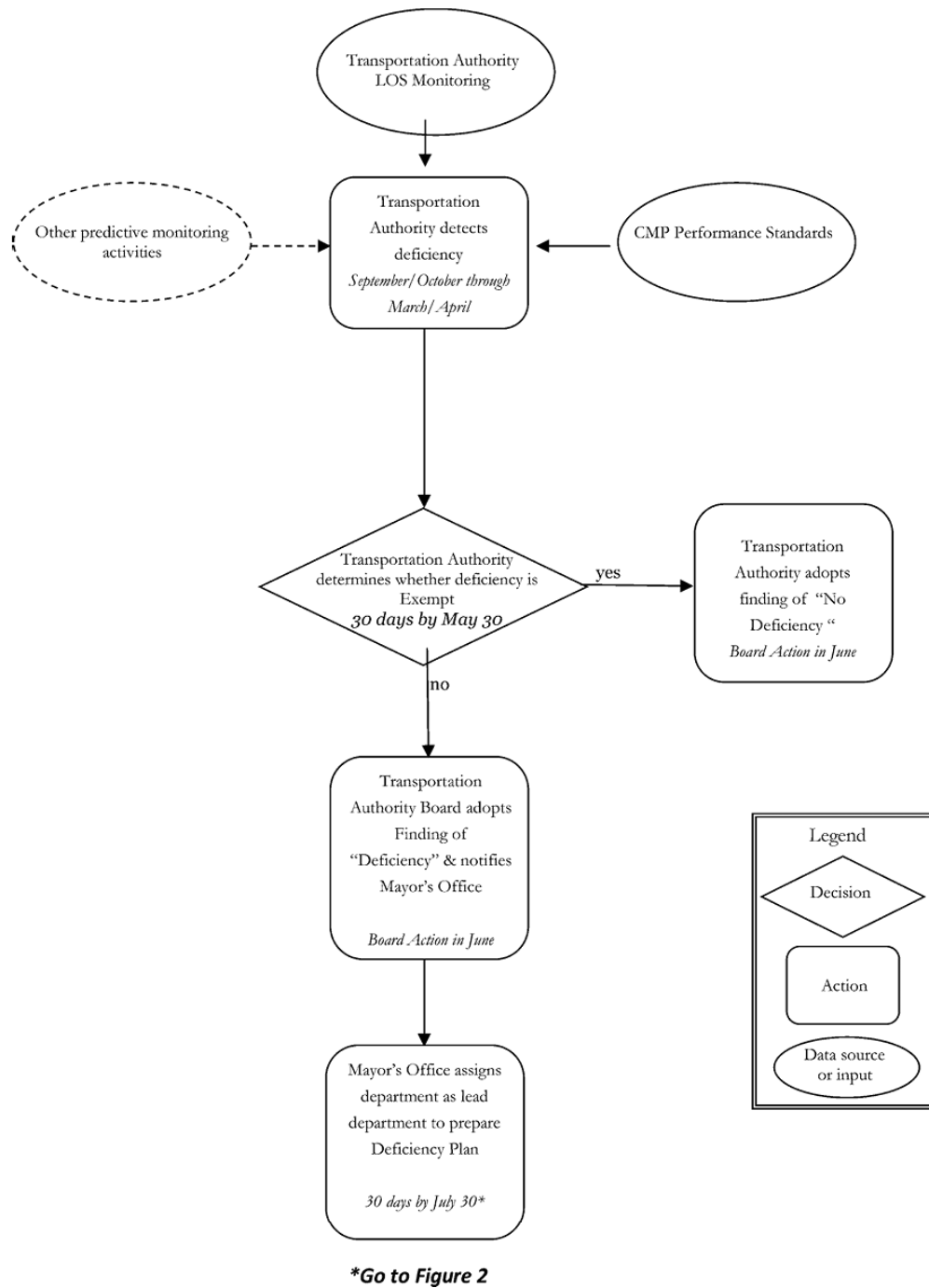


Figure A4-2. Deficiency Analysis and Mitigation Plan Preparation

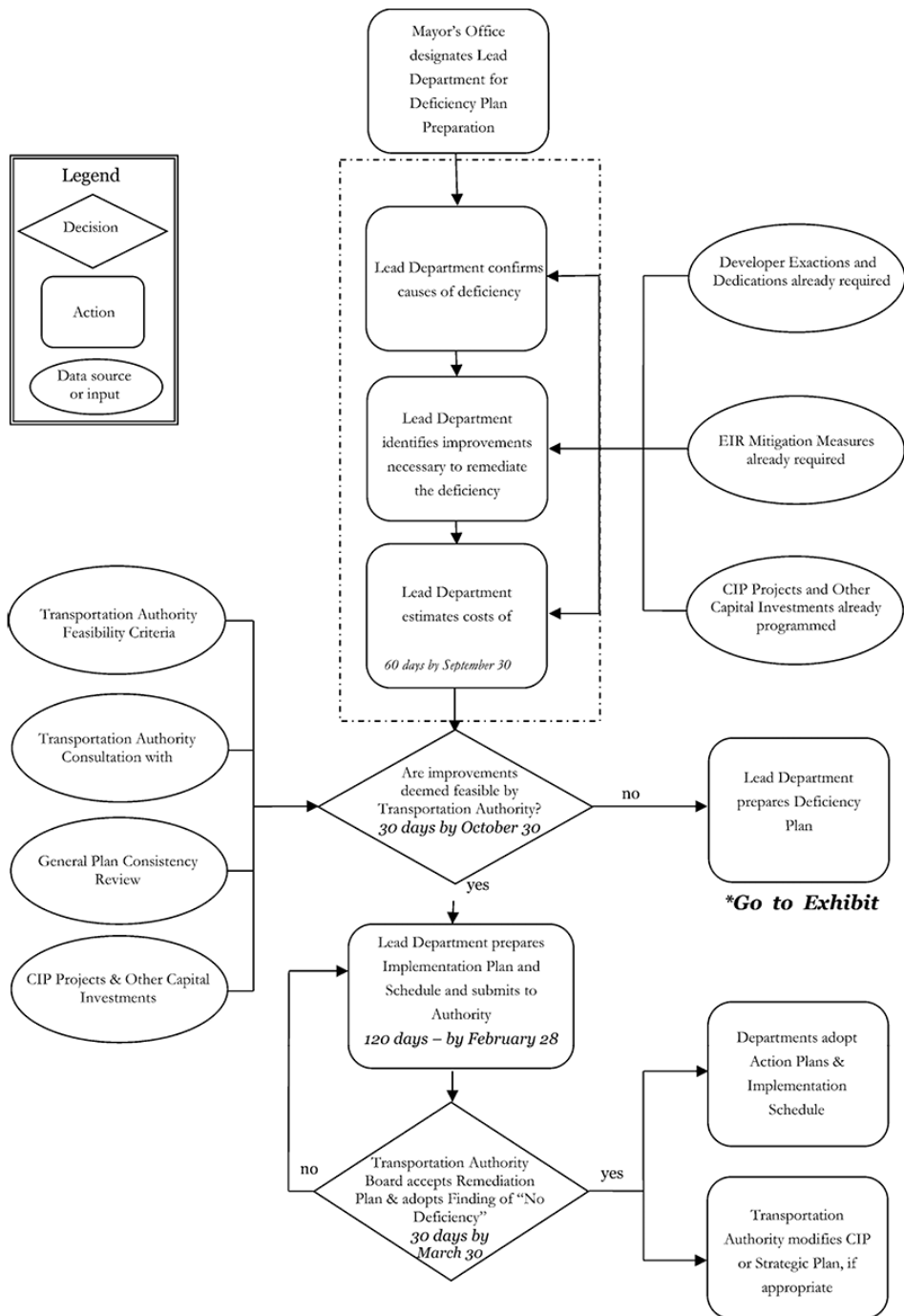
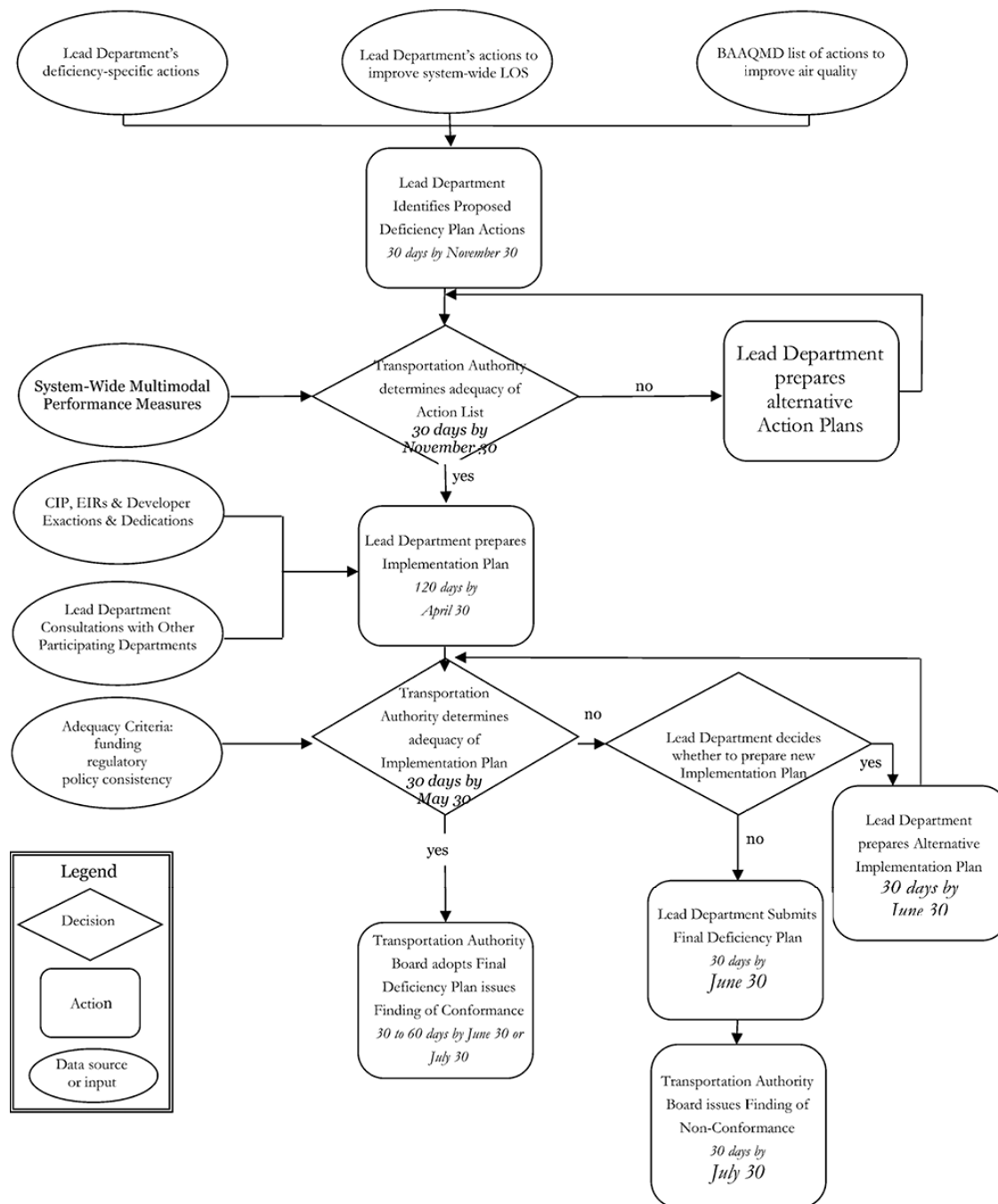


Figure A4-3. Deficiency Plan Evaluation and Approval



A4.3.4 Adequacy Criteria

The CMP legislation, as amended, includes three transit performance measures (in addition to the LOS performance measure) for the evaluation of current and future system performance and the effectiveness of Deficiency Action Plans (Government Code § 65089. (b)(2)): transit frequency, routing, and service coordination among separate operators.

As required by CMP legislation, the Transportation Authority has developed multimodal performance measures beyond the traditional roadway Level of Service (LOS) measures.

Our emphasis has been on user-based measures that help explain mode choice in the City. The Transportation Authority Board adopted the first set of multimodal performance measures in August 1998 (see [Chapter 4](#)). These include bicycle and pedestrian safety, transit speed and reliability and other measures. After these measures have been further refined and fully tested, they will then be used to evaluate the proposed list of Deficiency Plan Actions. Additional measures may be developed in the future.

A4.3.5 Implementation Plan

The Transportation Authority requires the lead department to prepare an Implementation Plan within 90 days of the Transportation Authority's finding as part of the Deficiency Plan Document. The Implementation Plan identifies the responsible implementing department(s) for each action, and the sources of funding.

I. Implementation Plan Development

The lead department is responsible for developing the Implementation Plan. For each action in the Deficiency Plan, the lead department must specify the following:

1. The final cost of the actions and the sources of capital (up-front) and operating (on-going) funds. Note any correspondence with EIR mitigation measures or CIP projects.
2. A monitoring program that conforms to CEQA monitoring requirements.
3. An implementation schedule. All actions must be implemented within the seven-year time horizon for the current CIP. If a Deficiency Plan action is programmed for funding in the sixth or seventh year of the CIP, it will need to be fully implemented within three years of its initiation in order to be considered a feasible action within the Deficiency Plan's ten-year horizon.
4. Identification of city departments responsible for the action's funding, implementation, and on-going operations.
5. Clear identification of all departments responsible for implementation, therefore, is essential for the Transportation Authority's approval of the Final Deficiency Plan. One way for partner agencies to demonstrate this would be through an interdepartmental agreement among all responsible implementing departments stating each department's agreement to fulfill their responsibilities for implementing Deficiency Plan actions.

II. Identification of Funding

The Implementation Plan must include a detailed funding plan.

III. Implementation Plan and Deficiency Plan Approval

Within 30 days of submittal by the lead department, the Transportation Authority will either accept or reject the Implementation Plan. The Transportation Authority will make its determination based on the required elements of the Implementation Plan discussed in [Section A4.4.1](#). Implementation Plans without a funding plan will be rejected. Once the Transportation Authority has approved the Implementation Plan, the lead department will

have additional 30 days to finalize and submit the Final Deficiency Plan for Transportation Authority Board approval. Upon submittal of the final Deficiency Plan by the lead department, the Transportation Authority Board will hold a noticed public meeting and either approve or reject it within 30 days. If the Transportation Authority rejects the Implementation Plan, the lead department may either propose an alternative Implementation Plan within 30 days, or choose to submit the Final Deficiency Plan with the Implementation Plan as is. In the latter case, the Transportation Authority will notify the Mayor's Office of its intent to reject the Final Deficiency Plan due to Implementation Plan inadequacy.

If the Transportation Authority Board rejects the Final Deficiency Plan and issues a finding of non-conformance, pursuant to the State law (Government Code 65089.5), the Transportation Authority must submit its findings to MTC and the State Controller for the withholding of State funds.

IV. Deficiency Plan Document Structure

A Deficiency Plan Report must include the following sections:

1.0 Introduction Identification of the Deficiency's Causes, including:

1.1 Description of the Deficiency (i.e., road segment);

1.2 Description of the adjacent facilities;

1.3 Analysis of the causes of the deficiency;

1.4 Description of the existing traffic conditions within the boundaries;

1.5 Projection of future transportation conditions for at least the next 10 years; and

1.6 A map of the area, the deficiency, and adjacent facilities and transit routes.

2.0 Remediation Plan, consisting of:

2.1 An estimate of the extra roadway capacity needed to remove the deficiency;

2.2 An estimate of the total costs (operating and capital) of the capacity improvements; and

2.3 A description of improvements that are already programmed through individual project conditions of approval, the CIP, or developer exactions or dedications.

3.0 List of Actions, broken out into:

3.1 Deficiency-Specific Action; and

3.2 Global Actions To Improve System-wide LOS.

4.0 Implementation Plan, specifying the following:

4.1 The final cost of the actions and the sources of capital (up-front) and operating (on-going) funds;

4.2 A monitoring program to verify the action's implementation;

4.3 A schedule for implementation; and

4.4 Identification of city departments responsible for the action's funding, implementation, and on-going support/operation.

5.0 Identification of Other Departments' Responsibilities for Implementation

6.0 Identification of Funding

A4.4 Special Issues

The following sections discuss special circumstances where the Deficiency Plan process, as described in [Section A4.3](#), may have to be modified. Treatment of these issues is not intended to be exhaustive.

A4.4.1 Multi-County Deficiency Plans

Deficiencies may occur because of the activities of other counties or they may occur on a regional facility (e.g., the Bay Bridge). Under such circumstances, the Transportation Authority will take the lead in coordinating the preparation of a Deficiency Plan, following MTC's process and mutual agreements with other agencies. More specifically, the Transportation Authority will coordinate with other congestion management agencies (CMAs) and regional agencies (e.g., MTC, BAAQMD, ABAG, etc.). The Transportation Authority may request the Mayor's Office to designate other city departments to prepare the Remediation Plan, Deficiency Plan Action List, or the Implementation Plan. Furthermore, other departments may be designated as the responsible agencies for the implementation of the Deficiency Plan.

A4.4.2 Deficiency Plans Addressing Multiple Deficiencies

The Mayor's Office may request that the lead department prepare a Deficiency Plan that covers more than one deficient roadway segment.

Multiple deficiencies may be likely if an area or transportation corridor is impacted by large land use projects (e.g., Mission Bay), significant transportation infrastructure projects (e.g., demolition of the Central Freeway), or pronounced socioeconomic trends (e.g., increased commuting from the East Bay). When multiple deficiencies are within close geographical proximity, distributed along a single corridor (or parallel facility), or are functionally related, the Transportation Authority may encourage a single area-wide, or corridor Deficiency Plan.

The process would be similar to that described in [Section A4.3](#). Nevertheless, the lead department must:

1. Review relevant EIRs for their assessment of impact and proposed mitigation measures;
2. Perform modeling of traffic within the area or corridor to determine the effectiveness of the Remediation Plan improvements;

3. Consider funding and/or regulatory feasibility of the proposed Implementation Plan; and
4. Coordinate with the CIP and other transportation programming and/or planning documents designed to address transportation planning for a subarea of the city, a specific corridor, or multiple facilities or modes.

A4.4.3 Future Deficiencies

The legislation does not require that local jurisdictions address future anticipated deficiencies. Deficiency Plans are only based on actual CMP network conditions.

Future changes to the transportation infrastructure or services may cause deficiencies. There are many potential causes of deficiencies, particularly changes to the transportation infrastructure in the City as well as land use changes.

The Planning Department is responsible for land use planning and development management. This role, stipulated in the City Charter, gives the Planning Department direct or oversight responsibility for every land use project from its initial design stages through environmental impact analysis, to final completion. Large-scale projects may have major impacts. Examples of such projects include, but are not limited to:

- Mission Bay;
- Rincon Point South Beach Redevelopment Area;
- Candlestick Point and Hunters Point Shipyard Development Plan; and
- Revised South of Market Specific Plan.

In addition, the Planning Department oversees preparation of Transportation Impact Analyses (TIAs) and its Office of Environmental Review (OER) coordinates CEQA review and EIR preparation for development projects. All of these documents are intended to anticipate the impacts of a proposed project on the transportation system; thus, they have direct relevance to the Deficiency Plan if a project's impacts cause a deficiency.

Appendix 6

Transit Monitoring Methodology & Results

KEY TOPICS

- Methodology
- Transit Speed Results
- Discussion



Photo credit: SFMTA Photo Library

A6.1 Methodology

The transit speed monitoring was conducted using Automatic Vehicle Location (AVL) /Automatic Passenger Count (APC) data from the San Francisco Municipal Transportation Agency (SFMTA), which tracks transit speeds, boardings, and alightings on SFMTA buses. SFMTA rail vehicles are not included. SFMTA has APC counters on a significant portion of the bus fleet at any given time and rotates the counters between vehicles periodically to collect data on every bus run.

The APC data are valuable for detailed service planning purposes. For broader system performance monitoring and planning purposes, such as the CMP, the APC data can be aggregated to a weekday peak period and have a relatively large sample set. APC data have been used to report transit speeds since CMP 2011 cycle. In 2011, transit speeds were reported on CMP segments for the afternoon peak alone; since the 2013 CMP update, the monitoring effort included both morning and afternoon peak results.

In 2019, the format of the APC data were changed as the SFMTA implemented a new radio-based APC system. The most impactful change from the CMP monitoring perspective was that no records would be generated when a bus passes-by scheduled bus stops, as opposed to generating interpolated time-tramps for the skipped stops as the older system did. To deal with this issue, the processing method was updated to base calculations on

individual trips instead of transit stop pairs. This was done by first mapping transit stop pairs to CMP segments as previously did and then aggregating the speeds from the matched transit stop pairs to individual transit trips. Those trip level speeds were lastly processed to compute transit performance measures, including average speed, standard deviation, and coefficient of variation, for CMP segments during AM and PM periods. This approach better reflects overall transit speeds on a CMP segment, and is less susceptible to the impact of localized factors such as traffic signal between stop pairs.

During the analysis, the generated intermediate dataset provided stop-to-stop travel time and speed, inclusive of bus dwell time¹⁸. Specifically, dwell time was assigned to the “upstream” stop: the segment-level data represent upstream stop-arrival point to downstream stop-arrival point. In this way, the processed data correspond with the travel time and through-speed experience by a transit rider as the rider passes multiple stops while on-board. (This is comparable to the manner in which automobile speed is reported by including fully-stopped intersection delay in the calculation of through-travel speed.). The stop-to-stop travel time results with inclusion of upstream dwell time are then aggregated to get travel time of transit trips that are overlapping with the CMP segments.

Following the above methodology, APC data collected on Muni’s bus (diesel and trolley coach) fleet in (the entire months of) April and May 2025 were analyzed. Up to and including 2023, Muni light rail vehicles were not equipped with APCs, and were thus not included in the analysis. Muni light rail vehicles travel time may be included in a future cycle CMP. The raw APC transit data utilized corresponded to the same morning and afternoon peak periods as the Automobile LOS monitoring. The monitoring days were examined through a similar data cleaning process that considered the same special events, construction and weather events that informed the cleaning of the auto monitoring data.

A6.2 Results

[Attachment 6-1](#) and [Attachment 6-2](#) present the Average Transit Speeds for the morning and afternoon peak periods in the current CMP cycle. The AM and PM peak transit speeds from the previous CMP cycles are included for comparison.

Table A6-1. Transit Results Summary Statistics

	Number of Segments	Average Speed	Standard Deviation	Minimum Speed	Maximum Speed
AM Peak Period	104	8.8	2.3	4.4	15.3
PM Peak Period	97	8.1	2.7	3.7	22.1

A6.3 Discussion

This section examines the transit speed variability/reliability, and compares the results between 2023 and 2025.

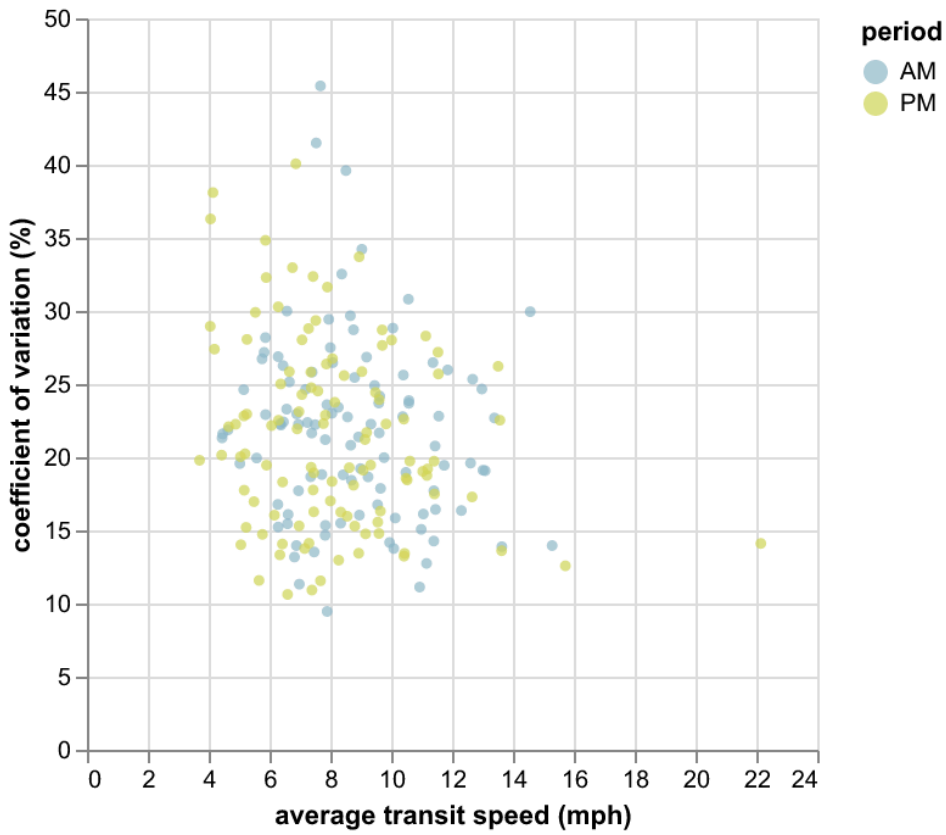
A6.3.1 Transit speed Variability/Reliability

In order to fairly compare the variability of speeds for segments that are fast on average and those that are slow on average, a reliability measure is needed that would not favor one or the other. If the standard deviation alone was used, segments that have higher absolute standard deviations (i.e. most commonly segments with higher average speeds) would be ranked higher than segments that are slower on average. To prevent this, the Coefficient of Variation (CV), the ratio between the standard deviation and the average, is used to measure reliability. The CV is expressed as a percentage of the mean speed, thus both segments with high and low average speeds can be compared on the same scale.

Since it is theoretically possible for segments to be reliably fast, reliably slow, unreliably fast, or unreliably slow, the ideal comparison of these results would show the results in two dimensions at the same time, as is shown in [Figure A6-1](#) below. Most CMP segments have a transit speed between 4 and 14 mph, with a coefficient of variation between 10% and 35%. The figure shows no clear functional relationship between transit reliability (the coefficient of variation) and its speed.

In 2025, 6% of monitored segments had a CV above 30% in the AM peak period, whereas for the PM peak period it was 9%. This is lower than in 2023, when the same metric was at 8% (AM peak) and 10% (PM peak). Of the unreliable (CV > 30%) segments in 2025, 2 in the AM peak had a low sample size (<50), whereas none in the PM peak had a low sample size (<50).

Figure A6-1. Transit Reliability vs Speed



[Download chart data \(CSV\)](#)

Attachment 6-1. CMP Segments Transit Speeds (AM Peak), 2006 – 2025

Attachment 6-2. CMP Segments Transit Speeds (PM Peak), 2006 – 2025

CSV, or other appropriate formats

Appendix 7

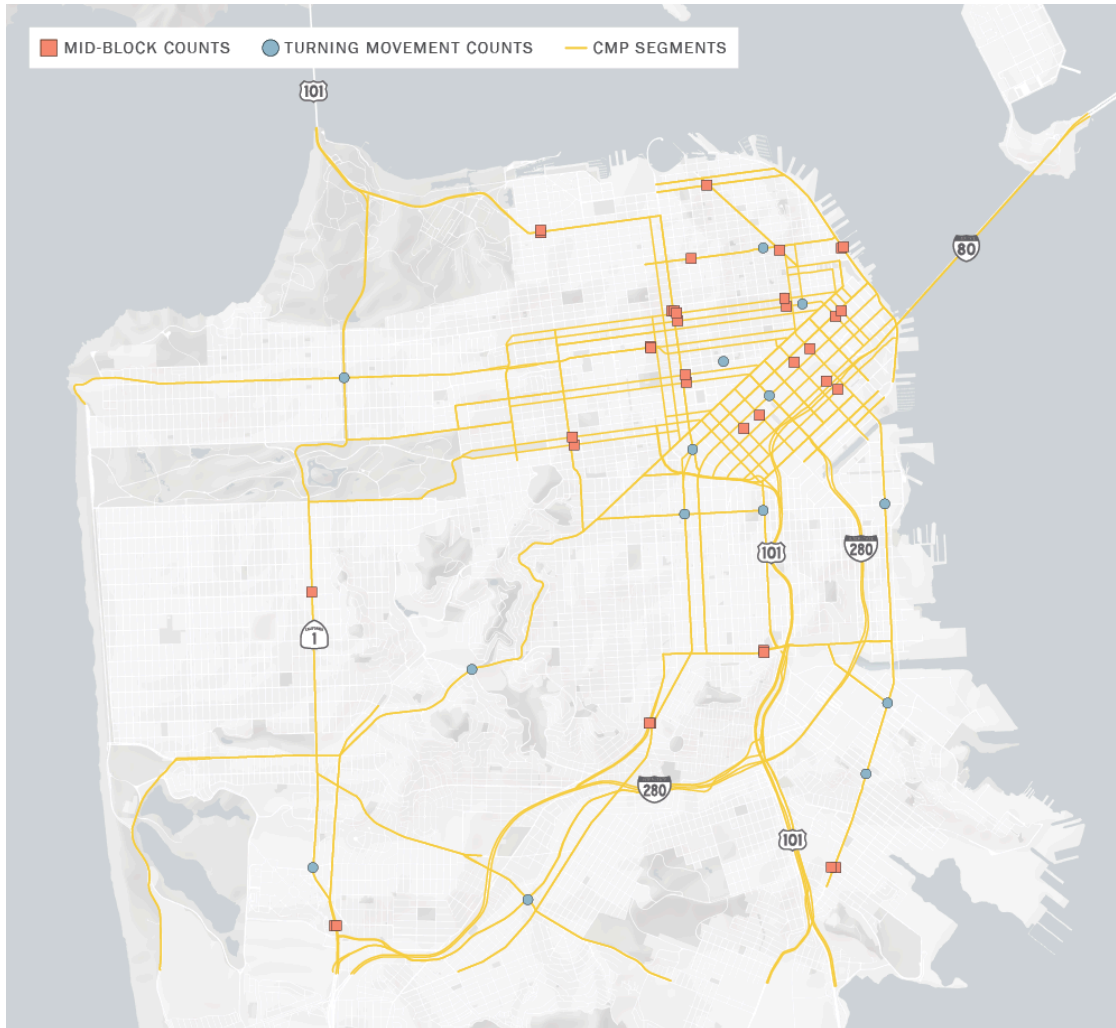
Multimodal Counts Data

KEY TOPICS

- Turning Movement Counts
- Mid-block Counts

In 2023, the Transportation Authority continued to conduct its biennial mid-block and intersection multimodal volume counts. These counts are in addition to the legislatively required CMP performance measures and are therefore not subject to deficiency analyses. Two types of field volume counts were conducted at key locations across San Francisco: turning movement counts and mid-block counts (Figure A7-1). The data collected with these counts are used by agencies for planning and operations activities. Note that construction and other activities at individual sites can affect count numbers.

Figure A7-1. Location of Turning Movement and Mid-Block Counts



A7.1 Turning Movement Counts

Turning Movement Counts for three modes (vehicles, pedestrians, and bicycle) were conducted at 14 intersections during the a.m. and p.m. peak periods on a single day within the monitoring period (Table A7-1).

Table A7-1. Average Weekday Multimodal Volumes at Intersection Count Locations 2025

Location	AM peak (7:00 – 9:00 a.m.)			PM peak (4:30 – 6:30 p.m.)		
	Vehicle Traffic	Bicycles	Pedestrians	Vehicle Traffic	Bicycles	Pedestrians
3rd St and 16th St	7056	713	69	2815	3063	141
3rd St and Evans Ave	3065	169	40	2990	126	138

Location	AM peak (7:00 – 9:00 a.m.)			PM peak (4:30 – 6:30 p.m.)		
	Vehicle Traffic	Bicycles	Pedestrians	Vehicle Traffic	Bicycles	Pedestrians
3rd St and Palou Ave	2183	472	6	2398	567	8
6th St and Howard St	2845	486	49	3512	678	359
19th Ave and Holloway Ave	8216	829	1	8421	904	12
Geneva Ave and Alemany Blvd	4439	149	18	5127	172	28
Leavenworth St and Eddy St	966	776	6	1304	1018	33
Mission St and 16th St	1858	2559	37	2598	4118	85
Montgomery St and Bush St	2523	3252	64	2051	4196	93
Park Presidio Blvd and Geary Blvd	9896	639	6	10839	936	6
Portola Dr and O'Shaughnessy/Woodside	6512	429	68	7695	405	55
Potrero Ave and 16th St	3669	769	86	4745	826	114
South Van Ness Ave and 13th St	6915	195	62	7286	195	62
Stockton St and Broadway	3472	1671	123	4135	3338	111
Total	63615	13108	635	65916	20542	1245

A7.2 Mid-block Counts

Mid-block counts were recorded at 29 locations (of which 16 are one-ways and 13 are two-ways) for at least three consecutive weekdays (Tuesday to Thursday) within the monitoring period. For the CMP 2025, three locations (19th Ave between Moraga and Noriega, Mission St between 24th and 25th, and Van Ness Ave between California and Pine)

were extended beyond the 3-day monitoring period to record the following Friday, Saturday and Sunday for a total of six days. Results of weekday19 average mid-block traffic counts from 2015 to 2025 are shown in Table A7-2.20

Attachment A7-2. Average Weekday Traffic Volumes at Mid-block Count Locations, 2015 – 2025

Notes: NB = northbound, SB = southbound, EB = eastbound, WB = westbound; No data collection at Van Ness Ave Between California And Pine in 2017 due to construction.

Appendix 8

Travel Demand Management

KEY TOPICS

- TDM General Plan Objectives
- TDM Requirements
- TDM Policies
- TDM Programs
- TDM Studies and Plans

A8.1 TDM General Plan Objectives

The Transportation Element of the General Plan lays out the City's policy of transit-oriented solutions for accommodating growth in travel demand and discouraging single-occupant automobile travel:

Objective 3: Maintain and enhance San Francisco's position as a regional destination without inducing a greater volume of through automobile traffic.

Objective 4: Maintain and enhance San Francisco's position as the hub of a regional, city-centered transit system.

Objective 7: Develop a parking strategy that encourages short-term parking at the periphery of downtown and long-term intercept parking at the periphery of the urbanized bay area to meet the needs of long-distance commuters traveling by automobile to San Francisco or nearby destinations.

Objective 10: Develop and employ methods of measuring the performance of the city's transportation system that respond to its multi-modal nature.

Objective 11: Establish public transit as the primary mode of transportation in San Francisco and as a means through which to guide future development and improve regional mobility and air quality.

Objective 16: Develop and implement programs that will efficiently manage the supply of parking at employment centers throughout the city so as to discourage single-occupant ridership and encourage ridesharing, transit and other alternatives to the single-occupant automobile.

Objective 17: Develop and implement parking management programs in the downtown that will provide alternatives encouraging the efficient use of the area's limited parking supply and abundant transit services.

Objective 20: Give first priority to improving transit service throughout the city, providing a convenient and efficient system as a preferable alternative to automobile use.

Objective 21: Develop transit as the primary mode of travel to and from downtown and all major activity centers within the region.

Objective 23: Improve the city's pedestrian circulation system to provide for efficient, pleasant, and safe movement.

Objective 27: Ensure that bicycles can be used safely and conveniently as a primary means of transportation, as well as for recreational purposes.

Objective 28: Establish parking rates and off-street parking fare structures to reflect the full costs, monetary and environmental, of parking in the city.

Objective 32: Limit parking in downtown to help ensure that the number of auto trips to and from downtown will not be detrimental to the growth or amenity of downtown.

Objective 34: Relate the amount of parking in residential areas and neighborhood commercial districts to the capacity of the city's street system and land use patterns.

A8.2 TDM Requirements

A8.2.1 Regional TDM Requirements — Transportation Control Measures

San Francisco is subject to regional air district requirements to implement TDM measures (also referred to as Transportation Control Measures) to address air quality issues. In 1991 as required by the California Clean Air Act (CCAA), the Association of Bay Area Governments (ABAG), the Bay Area Air Quality Management District (BAAQMD), and the Metropolitan Transportation Commission (MTC) jointly prepared the first Bay Area Clean Air Plan, which included measures to reduce the total number of trips and miles traveled, ("Transportation Control Measures," or TCMs). The most recent Plan, the 2017 Bay Area Clean Air Plan, was adopted by BAAQMD in April 2017. The Plan addresses greenhouse gases, as well as ozone, particulate matter, and air toxics. It also included new and revised TCMs. The 2017 Clean Air Plan focuses on laying groundwork for a long-term effort to reduce Bay Area GHG emissions 40 percent below 1990 levels by 2030 and 80 percent below 1990 levels by 2050. It also updates the 2010 Clean Air Plan, to fulfill state ozone planning requirements and includes all feasible measures to reduce emissions of ozone precursors — reactive organic gases (ROG) and nitrogen oxides (NO_x) — and reduce transport of ozone and its precursors to neighboring air basins. In addition, the Plan builds upon and enhances the Air District's efforts to reduce emissions of fine particulate matter and toxic air contaminants.

Local agencies are expected to incorporate TCMs into planning and implementation for transportation and land use programs. The region, through the MTC, is held responsible for overall progress toward the stated goals. The CMP process provides an opportunity to integrate local planning and programming into the regional air quality planning process. Appendix 9 lists the currently adopted regional TCMs, and discusses how San Francisco's congestion management strategies contribute to, or reinforce, these measures.

A8.2.2 TDM Requirements on New Development

Area Plans and Development Agreements

Numerous TDM requirements are included within area plans and negotiated agreements for major developments. Significant examples include the following:

- The Transit Center District Plan emphasizes Transportation Demand Management as a means of reducing the reliance on automobiles and encouraging mode shifts to transit, carpooling, bicycling, and walking. The plan goals state that 95 percent of trips should be made by transit, walking, or bicycling. It includes supplementary objectives to reach this goal, such as parking supply and management tools; transit incentives, and expansion of Section 163 requirements (see below).
- The Park Merced Transportation Plan includes shuttles to Daly City BART and a Shopper's Shuttle to local destinations. In addition, a transportation coordinator will coordinate and manage additional TDM programs.
- The Candlestick Point & Hunters Point Shipyard Phase II Transportation Plan proposes new bus service and infrastructure, and requires a Transportation Coordinator to manage unbundled parking, bicycle support facilities, provide transit passes (paid by homeowner's dues), and implement dynamic pricing for visitor parking. The TDM Program will target both residents and employers in the area, with employers expected to provide bicycle parking and amenities, carpooling and vanpooling services, Guaranteed Ride Home program, information on transportation alternatives, commuter checks, telecommuting options, and parking cash-out programs.
- The Treasure Island Transportation Implementation Plan includes a congestion pricing program, parking policies, mandatory pre-paid transit vouchers, ramp metering, and special events and emergency access transportation planning. The program will disincentivize residents' use of personal automobiles and increase the appeal of transit, walking, and bicycling. In addition, the parking policies will utilize parking maximums instead of minimums, and unbundle parking prices. Transit passes would also be mandatory for residential units and hotel guests. Additional TDM programs proposed in this plan include Bay Area Bikeshare stations, carshare availability, and employer TDM programs. In 2014, the San Francisco Transportation Authority was designated as the Mobility Management Agency for Treasure Island, and will be responsible for implementation of TDM on Treasure Island.
- The Southern Bayfront Strategy is a collection of neighborhoods and communities along San Francisco's eastern waterfront bounded by Mission Creek to the north and Executive Park to the south. Another 20,000 new households and 38,000 new jobs are planned within four major developments that are moving forward in the next several years through negotiated development agreements (DAs) with the city: Mission Rock, Pier 70, Potrero Power Station, and India Basin. The large DA projects present opportunities to go beyond the framework of the city's TDM Ordinance. Each of the DAs within the Southern Bayfront Strategy includes a "trip cap," a program to monitor and restrict the number of SOV trips allowed to be generated by the projects.

Institutional Master Plans

TDM measures are also present in Institutional Master Plans (IMP), which city planning code requires for all medical and post-secondary educational institutions in the City and County of San Francisco; currently 41 institutions are subject to the requirement. IMPs describe any planned campus expansions and present mitigations for reducing the impact of the expansion on the surrounding neighborhood; this could include TDM measures such as shuttles, changes to parking policy, etc. For example, the IMP prepared by the California Pacific Medical Center in 2008 describes the campus TDM program, which includes elements such as free transit passes, vanpool subsidies, and other measures.

Section 163 Requirements and TMAF

Planning Code Section 163 requires that all new development of over 100,000 square feet of new office space (or 25,000 square feet in some districts), or 100 residential units in specific zoning designations undertake measures to mitigate impacts on the transportation system, for the lifetime of the project. Section 163 was first added to the Planning Code in 1985 (Ordinance 414-85) as a means to mitigate the transportation impacts, and thus allow a greater density of development than would otherwise be possible. It was subsequently expanded to all new development of over 100,000 square feet in downtown areas zoned C-3, and has more recently been expanded again to include other non-residential, office space outside of the C-3-O, and residential development

Planning Code 163 requires that project sponsors provide onsite transportation brokerage and management service to building occupants that include coordination, encouragement, and promotion of TDM activities, including:

- Transit and ridesharing
- Reduced parking demand and efficient use of parking
- Provision of car-sharing pods and use of car-sharing services (per Section 166)
- Flex-time or staggered work hours program
- Other activities determined by the Planning Department to be appropriate to meeting the purpose of this requirement

Buildings can elect to meet Section 163 requirements on their own or by contracting with a City-approved provider (or vendor) of transportation brokerage services or administering TDM services on their own. Currently, TMAF Connects, a non-profit organization, is the only City-approved vendor of transportation brokerage services. TMAF was first incorporated as a non-profit in 1989 and began to provide transportation management services in 1990. TMAF provides information support and promotions to its currently 68 member building tenants to reduce drive alone rates. Its member buildings report a single-occupancy vehicle (SOV) mode share of less than 10 percent in the last several years. TMAF's activities include providing a web site with transportation resources for employers and travelers, publishing a newsletter, issuing traveler alerts, and organizing periodic campaigns to promote sustainable commute alternatives.

Mission Bay Transportation Management Association

As a condition of the Mission Bay Development Plan, the Mission Bay Transportation Management Association (TMA) was formed and began operating in May 2010. The TMA operates shuttle service to and from BART and Caltrain, facilitates TDM marketing, provides bicycle parking assistance, and provides information via a website. Membership includes all property owners and developers, including the recent addition of the Golden State Warriors with the completion of Chase Arena in Fall 2019. According to the 2017 Mission Bay Annual Report, annual shuttle ridership has experienced declines since peaking at over 375,000 in 2014 to under 325,000 in 2017. Mission Bay TMA shuttles serve multiple areas of the City, not just Mission Bay, and the service area has changed over time as the district has been built out and partnerships with other areas have been established and ended.

Planning Code Requirements

The San Francisco Planning Code contains numerous additional requirements to help ensure new developments include features to support sustainable transportation. For example:

- Unbundled parking is required for residential buildings with ten or more dwelling units.
- Carshare parking is required for residential and nonresidential development.
- Secure bicycle parking is required across most types of development.
- Showers and lockers are required for most commercial uses and for large retail uses.

A8.3 TDM Policies

A8.3.1 Commuter Benefits Ordinance

In August 2008, the City enacted a landmark Commuter Benefits Ordinance (CBO), which became effective on January 19, 2009. The ordinance requires businesses with locations in San Francisco and more than 20 employees to offer commuter benefits such as transit, vanpool, and bicycle programs to their eligible employees. In 2012, the Bay Area Air Quality Management District (BAAQMD) and the Bay Area Metropolitan Transportation Commission implemented a similar program on a pilot basis, but focused on employers with fifty or more full-time employees in the region (the local ordinance applies to employers in San Francisco with at least twenty employees nationwide).

The San Francisco Department of the Environment (SFE) is working with the region to coordinate both the local and regional ordinances for seamless implementation and program management. SFE works with employers with fewer than 50 employees and coordinates with the region when outreaching to employers with 50 or more employees. To date, 2520 employers subject to the SF Commuter Benefits Ordinance have submitted a compliance form, with a cumulative 25,000 employees participating in their employer's commuter benefit program.

A8.3.2 SFMTA Commuter Shuttle Policy

Numerous employers, educational institutions, medical facilities, office buildings, and transportation management associations offer shuttle service to their employees, students, and clients. Some buildings are required to provide shuttle service as part of their conditions of approval, and an employer may comply with San Francisco's Commuter Benefits Ordinance by offering a free commute shuttle to employees. The majority of the commuter shuttles are closed systems that provide service to a specific population and are not open to the general public. Most shuttles are provided for free to employees (or students, tenants, etc.).

In 2014, SFMTA launched the Commuter Shuttles Pilot Program to create clear and enforceable locations and guidelines for private shuttle loading and unloading and reduce conflicts with Muni and other vehicles. In October, 2015, SFMTA released a Commuter Shuttle Policy that permits ongoing use of the shared stops subject to additional requirements. In February 2017, SFMTA approved the continuation of the Commuter Shuttle Program, based in part on a mid-year evaluation and commuter shuttles hub study. The hub study, conducted jointly by SFMTA and the Transportation Authority, found that a "hub" model, which would concentrate commuter shuttle stops at a small number of designated locations in the city, would dramatically reduce shuttle ridership, increase driving by current shuttle riders, and increase the risk for crashes in the city. The mid-year evaluation found that the existing program had led to a lower potential for conflicts with Muni, fewer shuttles on small, residential streets, a cleaner vehicle fleet, a reduced potential for service disruptions, including those arising from labor disputes, and increased enforcement for violations of parking laws. The updated program allows the SFMTA to establish shuttle vehicle accessibility guidelines and to issue higher penalties for repeated violations of the shuttle permit terms and conditions.

A8.3.3 SFMTA Carsharing Policy

Carsharing programs are encouraged in San Francisco as a means to reduce car ownership and decrease VMT21. The precise number of carsharing members in San Francisco is unknown but is likely increasing, as new car sharing vendors like GIG Car Share expand the market.

To further encourage carsharing, SFMTA developed a carsharing policy in 2013. The policy outlines the On-Street Car Sharing Pilot Program whereby private carsharing companies can apply to use on-street parking spaces for carshare vehicles. As of December 2019, 237 on-street parking spaces were reserved for carshare vehicles. A 2017 evaluation of the pilot program found that car share cars enrolled in the program were in use 6 hours a day, relative to 1 hour a day for a private vehicle, and were used on-average by 19 unique users per month.

A8.3.4 Parking Management

The General Plan, Planning Code, and Zoning Code guide parking management in San Francisco. San Francisco's existing parking policies are intended to support the city's development, and have been especially successful in the downtown area by limiting the

provision of parking provided with new office development. Parking policies are also designed to support the City's Transit First policy through a combination of regulatory controls, revenue transfers, regulations, and incentives. In November 2007, San Francisco voters approved Proposition A, which shifted responsibility for parking regulations, fees, and fines from the Board of Supervisors to SFMTA. In 2007, the Transportation Authority and the Metropolitan Transportation Commission (MTC) applied for and subsequently received a U.S. Department of Transportation (USDOT) Urban Partnership Program (UPP) grant, which includes \$19.4 million for a demonstration of variable parking pricing as part of the Federal initiative to fight congestion. SFMTA's SFpark program was a demonstration project funded through the Department of Transportation's Urban Partnership Program where the SFMTA used several strategies to make it easier to find a space and improve the parking experience, including:

- Demand-responsive pricing.
- Making it easier to pay at meters and avoid citations.
- Longer time limits.
- Improved user interface and product design.
- Improved information for drivers, including static directional signs to garages and real-time information about where parking is available on- and off-street.
- Highly transparent, rules-based, and data-driven approach to making changes to parking prices.

SFpark piloted and cultivated several emerging technologies, including smart meters, parking sensors, and a sophisticated data management tool. The demonstration ran from 2010-2014, after which SFMTA evaluated the program. The evaluation found several benefits including better parking availability, improved ease of payment, and reduced circling for parking and associated reductions in greenhouse gas emissions and vehicle miles traveled, among other benefits. After the end of the pilot demonstration, the SFMTA Board established an ongoing demand-responsive parking policy, with meter rate adjustments made approximately once a quarter. Using meter payment data to estimate parking occupancy, the SFMTA raises the rate by \$0.25 on blocks where average occupancy is above 80%, lowers the rate \$0.25 on blocks where average occupancy is below 60%, and does not change the rate on blocks that hit the target occupancy between 60% and 80%.

SFMTA continues to evaluate and incorporate emerging technology and best practices as part of their ongoing curb management work. The agency is currently engaged in a process to create a digital database of all curbside parking regulations citywide, making it easier to understand and adjust regulations beyond paid parking zones. While the current phase of work does not include the collection or maintenance of occupancy data outside of paid parking areas, the functionality to store occupancy information is anticipated to be incorporated in the database should future phases of the effort warrant this expansion.

A8.4 TDM Programs

A8.4.1 Emergency Ride Home Program

The San Francisco Department of Environment (SFE)'s Emergency Ride Home (ERH) program promotes sustainable commuting by ensuring a free or low-cost ride home in cases of emergency. The program pays for a ride home for employees of registered businesses in the event of illness, severe crisis, unscheduled overtime, or disruption of carpool or vanpool schedules. The program is designed to remove some of the risks and reliability concerns associated with the choice of carpooling or relying on transit service for the commute trip. SFE promotes the ERH program to City employees and all San Francisco employers and commuters.

A8.4.2 Carpools

SFMTA encourages the use of carpools and vanpools during the morning and evening commutes. The City provides a casual carpool pick-up location on Beale Street between Howard and Folsom, adjacent to the Temporary Transbay Terminal site. At this location, there is signage indicating several East Bay destination locations.

SFMTA also administers a program through which major employers (those with Transportation Brokerage Services described above) may provide parking for employee carpool vehicles (three or more riders) in City-owned garages at a reduced rate. The City also provides a limited amount of designated on-street parking in the downtown area for registered/permitted vanpool vehicles.

A8.4.3 Bike sharing

Bay Wheels, formerly known as Ford GoBike and Bay Area Bike Share, opened on August 29, 2013 with 700 bikes at 70 stations in San Francisco and along the peninsula as a pilot program of the Bay Area Air Quality Management District and the Metropolitan Transportation Commission (MTC). Originally operated by Alta Bikeshare, MTC transferred operations to Motivate in May of 2015, and in 2017 Motivate expanded the program to 5 Bay Area Cities with 540 stations and 7,000 bicycles, including a substantial expansion within San Francisco. Currently, there are over 300 stations in San Francisco. The bike share system is integrated with the clipper card program, allowing both individual trips and memberships to be accessed via the clipper card. In 2018, Lyft purchased Motivate and assumed operations of Ford GoBike, changing the name to Bay Wheels in 2019.

Currently, dockless e-bikes make up half of the Bay Wheels fleet. In 2023, the MTC and Lyft reached an agreement on a \$16 million expansion of the Bay Wheels system. The expansion includes over 1,000 next-generation docked-only e-bikes and 19 new stations in San Francisco. Several stations will support in-dock charging to reduce operational vehicle miles travelled due to less battery swapping. The expansion also includes membership price reductions and a discounted student membership pilot.

A8.4.4 E-Bike Delivery Pilot

The City of San Francisco's Department of the Environment is conducting a pilot program that provides free e-bikes to delivery workers. The pilot is designed to reduce carbon emissions and determine the viability of e-bikes for delivery services. Data will be collected from the e-bikes and compared to a control group of delivery drivers using cars, helping the program operators to evaluate the validity of the delivery e-bikes. The pilot program will provide food delivery workers with e-bikes to use for making deliveries. The program will monitor the impact e-bikes have on delivery efficiency and worker revenue while assessing bike safety. The first phase of the pilot concluded in 2024 and included an initial cohort of 17 e-bike workers and 30 drivers. The pilot reported about 2,300 VMT eliminated and found modest benefits for e-bike workers, including lower operating costs and ease of navigating traffic. However, delivery workers using cars earned more per delivery and received more orders. The second phase of the pilot is ongoing and expands the study population to 80 e-bike riders and 80 drivers.

A8.5 TDM Studies and Plans

A8.5.1 Travel Demand Management Ordinance

The SFMTA, Planning Department, and SFCTA partnered to craft the Travel Demand Management (TDM) Ordinance as part of the Transportation Sustainability Program (TSP). The TDM Ordinance introduced TDM requirements on new construction or changes of land use in San Francisco, and provides a toolkit to aid developers in designing an appropriate TDM program. The toolkit is used to ensure a consistent approach to including TDM in new development and ensuring that the most effective measures are prioritized. The inter-agency team is committed to analyzing the effectiveness of TDM measures, through research, to improve the toolkit by prioritizing the most effective measures. The San Francisco Board of Supervisors approved the ordinance on February 7, 2017.

A8.5.2 SF Moves Pilot

The SF Moves Pilot was conducted through collecting data on Mission residents' travel habits using daily text-message polls asking participants to report the number of sustainable trips and car trips they took each day during the Challenge. The more sustainable trips a participant reported and the more text polls they responded to, the greater their chances of winning a prize.

The target geographic area of the Challenge was San Francisco's Mission neighborhood — specifically the 4-block radius around the 20th and Shotwell Street, the latter of which was made permanent in August 2021. SFE chose this area for the pilot due to its ample access to low-carbon transportation options, and high concentration of BIPOC residents.

The target audience of the Challenge was Mission residents with a particular focus on Spanish-speaking and low-income residents. The Challenge was run in both English and Spanish, and garnered significant participation in both languages with 75% English language participation and 25% Spanish language participation.

A8.5.3 San Francisco Transportation Plan

The San Francisco Transportation Plan 2050 identifies TDM as a systematic approach to shift how, when, and where people travel through programs and policies and an effective tool to address the rise in congestion associated with population and job growth. The SFTP recommends that San Francisco establish a vision and measurable goals for the future TDM strategy to guide development, implementation, and monitoring; identify priority geographic areas, trip types, travel markets, traveler types, and success metrics to guide program selection and implementation details; and provide guidance for how to incorporate ongoing evaluation to track impacts on modeshift and cost effectiveness and guide future TDM investments. This recommendation is reflected in the upcoming TDM Market Analysis and an update to the 2017 TDM Plan.

A8.5.4 SF Business Relocation TDM Project

This is an effort led by SFMTA to develop and operate a program focused on addressing the transportation needs of employees at businesses that are opening in or relocating to new locations in San Francisco. The program was originally scoped to provide transportation planning services and materials to businesses to help their employees travel to work in their new location without driving alone, thus setting a more sustainable commute habit from the get-go, rather than trying to change habits after they have already been set.

The intention of targeting businesses with a TDM intervention as they relocate was to capitalize on a window of opportunity when large numbers of commuters are selecting a new route to work and have not yet formed mode habits that are difficult to influence. The emergence of COVID and resulting health orders changed the business and commute environment such that identifying and targeting businesses as they moved into San Francisco or moved office locations within San Francisco has become infeasible.

However, public health orders requiring office-based businesses to have their employees work-from-home to the greatest extent possible created a new form of “relocation” — first from the office to remote work locations, followed by a substantial shift of employees returning to their offices when restrictions are eased. After months of working remotely, each returning employee is selecting a new route and mode(s) to their office, shaped by new motivations and constraints, opening a similar opportunity to influence mode choice as exists when a business relocates their office.

For these reasons SFMTA amended the project scope to shift the target population from businesses as they relocate between offices, to all office-based businesses as an increasing number of employees return to office settings.

A8.5.4 Eco-Friendly Downtown Deliveries Study

SFCTA conducted the Eco-Friendly Downtown Deliveries Study to identify and prioritize strategies for low- and zero-emission delivery in downtown San Francisco. The study convened a working group of merchant associations, community benefit districts, delivery companies, and environmental groups. The working group reviewed three potential pilot opportunities to understand which strategies were most likely to advance shared goals and

be effective in San Francisco: 1) Off-Hours Delivery Program; 2) Logistics Microhub; and 3) E-Bike Battery Swapping Lockers. The study makes recommendations for an off-hours delivery pilot to shift deliveries on congested commercial corridors to off-peak hours when traffic is less intense and there is less demand for curb space. The study also recommends next steps for a logistics microhub pilot, which can shift deliveries to sustainable modes by providing a location and infrastructure to allow goods to be transloaded from larger freight vehicles to smaller electric or human powered vehicles for last-mile deliveries. The study also makes recommendations for data collection and infrastructure changes needed to support an expanded e-bike delivery workforce and more diverse delivery fleet.

Appendix 9

San Francisco Trip Reduction Efforts: Relationship to Regional Transportation Control Measures

Regional TCM	Local Implementation
A-1. Local and Area-wide Bus Service Improvements	The San Francisco Municipal Transportation Agency (SFMTA) is currently implementing MuniForward, a major program to upgrade Muni service throughout the city. It includes service and route changes, capital upgrades, and other enhancements to nearly every major bus and rail transit route in the city. Upgrades are designed to make Muni faster and more reliable, and to improve safety. The city also has several major transit improvement projects underway. The Van Ness Bus Rapid Transit Project is currently under construction. The Geary Bus Rapid Transit Project has a Locally Preferred Alternative (LPA) that secured state and federal environmental clearance by 2018. SFMTA is also in the process of replacing its fleet with a goal towards zero emissions.
TCM	Local Implementation
A-2. Improve Local & Regional Rail Service	The Muni Forward project mentioned above includes numerous upgrades to Muni rail service. Five of the seven Muni rail line have capital projects underway (either in the study or implementation phase) to improve service quality and reliability. The Transportation Authority continues to advocate and program funds for local and regional rail improvement projects, such as Phase 2 of the Third Street Light Rail Project (Central Subway), Caltrain electrification and signal improvements, BART station improvements, and the downtown extension of Caltrain and High Speed Rail to the rebuilt Transbay Terminal. Construction on Central Subway began in 2011 and the Transbay Terminal opened in 2019. The Transportation Authority completed the feasibility study for a major upgrade to the M Ocean View line that would underground portions of the line and extend it to Park Merced. The Transportation Authority and SFMTA recently completed a Subway Vision that creates a framework for subway expansion throughout the city and identifies likely corridors. The corridors from the Subway Vision are currently being evaluated as part of the ConnectSF Transit Corridor Study. The Transportation Authority partnered with the Metropolitan Transportation Commission and numerous other agencies to complete a Core Capacity Transit Study that

TCM

Local Implementation

recommended a suite of projects to address transit crowding and unreliability in corridors into downtown San Francisco. The Transportation Authority will be partnering with BART and Capitol Corridor to further evaluate new proposed BART and conventional rail alignments across the Bay.

B-1. Freeway & Arterial Operations Strategies

Implementation of this TCM is being coordinated by Caltrans and the Metropolitan Transportation Commission (MTC). SFMTA's SFgo program is developing an integrated traffic management system managed from a centralized transportation control center. In addition, the Program is working with Caltrans to coordinate freeway improvements with the City's traffic management systems. As part of this project, SFMTA is working to replace aging signal controllers and install signals with transit priority capabilities on key transit routes.

B-2. Transit Efficiency & Use

Major transit operators in San Francisco, including Muni, BART, AC Transit, Golden Gate Transit, Caltrain, and SamTrans, all accept the Clipper card for fare payment. In addition, BART is upgrading signage at its downtown stations to ease wayfinding. Muni is upgrading signage, lighting, and other architectural aspects of its downtown stations. San Francisco has also worked to have discounted or free transit passes be part of TDM and mitigation programs required of new developers such as Candlestick Point/Hunters Point Shipyard, Treasure Island, California Pacific Medical Center, and Park Merced. San Francisco State University has implemented a discount transit pass for trips on BART and Muni.

B-3. Bay Area Express Lane Network

Implementation of this TCM is being led by MTC. An HOV pricing structure exists on the approaches to San Francisco via the San Francisco Oakland Bay Bridge and the Golden Gate Bridge during peak commute hours, with separate HOV lanes on the Bay Bridge. Express buses will continue to operate in San Francisco and will be prioritized through the new Transbay Terminal. The Transportation Authority completed the Freeway Corridor Management Study and is initiating a Caltrans Project Initiation Document (PID) and environmental clearance process for potential express lanes alternatives that may include high occupancy vehicle or high occupancy toll lanes on portions of U.S. 101 and I-280. These lanes would connect to high occupancy toll lanes being implemented on U.S. 101 in San Mateo County.

B-4. Goods movement Improvements &

Implementation of this TCM is being led by MTC and BAAQMD. San Francisco will work with BAAQMD to implement grant

TCM	Local Implementation
Emission Reduction Strategies	programs that fund diesel emission reduction programs. As part of ConnectSF, the Transportation Authority is evaluating changes in the delivery of goods in San Francisco and opportunities to increase the efficiency and sustainability of freight movement in the City.
C-1. Voluntary Employer-Based Trip Reduction Program.	The San Francisco Department of the Environment (SFE) currently conducts many of the City's employer based Transportation Demand Management (TDM) activities, funded in part through Prop K. These activities currently include the commuter benefits program; Emergency Ride Home (ERH) program; bicycle fleet (e.g. CityCycle) program; and regional ridesharing program. The San Francisco Planning Department also conducts compliance monitoring of office buildings required to have a TDM program. In 2017, city agencies developed a joint San Francisco TDM Plan: 2017-2020. This workplan, based on the 2014 strategy, identifies the employer-oriented policies, projects, and programs the city can implement to accomplish its TDM goals.
C-2. Safe Routes to School & Safe Routes to Transit Programs	The SFMTA manages San Francisco's Safe Routes to Schools program, which conducts education, encouragement, and related programs at elementary, middle and high schools in San Francisco. These programs are designed to encourage schoolchildren to walk and bicycle to school rather than driving in the family car.
C-3. Ridesharing Services & Incentives	SFE is the MTC-delegated agency that oversees the Regional Rideshare Program in the City, including introducing employers to TDM programs, promoting rideshare, and encouraging and assisting employers to implement rideshare. SFMTA promotes the use of carpools and vanpools during the morning and evening commutes. The City provides a casual carpool pick-up location for evening commutes on Spear Street between Howard and Folsom Streets. SFMTA also administers a program through which major employers may provide parking for employee carpool vehicles (3 or more riders) in City-owned garages at a reduced rate. The City also provides a limited amount of designated on-street parking in the downtown area for registered vanpool vehicles. Finally, buildings subject to Section 163 Planning Code Requirements are required to encourage alternatives to driving alone, including through ridesharing and carpooling.

TCM	Local Implementation
C-4. Conduct Public Outreach & Education	Implementation of this TCM (e.g., Spare the Air Days) is occurring through the Air District, MTC, and transit operators throughout the region, as well as through local agency activities, including the ongoing SF Moves pilot project to provide outreach and education to neighborhoods in San Francisco, and the completed TDM Partnership Project which involved employer outreach and education. Additionally, buildings subject to the Section 163 Planning Code requirement must engage in outreach and education activities, such as those provided by the downtown TMA.
C-5. Smart Driving	Implementation of this TCM is being led by MTC. San Francisco does have a traffic calming program, funded through Prop K and implemented by SFMTA, which includes speed reduction on arterials streets. However, speeding on freeways in San Francisco is generally not a major concern due to relatively dense traffic conditions within the city limits.
D-1. Bicycle Access and Facilities Improvements	Since the Bicycle Plan injunction was lifted in 2010, the City and County have moved rapidly to implementation. The SFMTA has installed more than 50 miles of bicycle lanes since 2008, using Prop K as well as regional funding for many projects. Progress on the Plan has also included separated and buffered bike lanes, bike boxes at intersections, colored pavement treatments to increase the visibility and safety of bicycling on City streets, sharrows, and bike racks and bicycle corrals. Several major bicycling improvement projects have been recently completed or will be under construction soon, including implementation of new protected bicycle lanes on Masonic Street, 2nd Street, 7th/8th Street, Division/13th Street, 17th Street, Folsom/Howard Street, San Jose Avenue, upper Market Street, and others.
D-2. Pedestrian Access and Facilities Improvements	The General Plan and Planning Code have supported pedestrian friendly, transit-oriented development for decades, which is referred to as the City's Transit First Policy. The Transportation Authority funds pedestrian-related projects through Prop K and programs other fund sources to support pedestrian improvements. Many of these projects fall under SFMTA's programs related to traffic calming, pedestrian and bicycle safety, and school area safety, and are also implemented through new development compliance with the Better Streets Plan which sets standards for street improvements associated with new development. Multi-agency efforts to coordinate major

TCM

Local Implementation

construction opportunities with pedestrian projects have also improved through the Follow-the-Paving process.

In 2014, following a directive from the Transportation Authority Board, city agencies launched the Vision Zero program aimed to eliminate traffic injuries and fatalities by 2024. Because pedestrians typically make up more than half of fatalities in the city, work has involved focusing on improving conditions for pedestrians, especially on corridors identified as high injury pedestrian corridors.

D-3. Local Land Use Strategies

The Transportation Authority promotes legislative activities that encourage smart growth and more sustainable transportation and development-related investment decisions by the City and developers. ABAG and MTC have been working for years to encourage the region's municipalities to plan for compact, transit-oriented development to meet the region's sustainability goals. The most recent regional transportation plan (Plan Bay Area), called for focused growth around Priority Development Areas (PDAs), which largely center around existing or planned transit hubs. The Transportation Authority continues to work closely with City agencies to plan multimodal transportation improvements to support focused growth in San Francisco's 12 PDAs.

E-1. Value Pricing Strategies

The Transportation Authority has been designated as the Treasure Island Mobility Management Agency (TIMMA). TIMMA is working to implement congestion pricing on Treasure Island, as required in the development agreement prepared for the island.

Additionally, the Transportation Authority continues to study the potential for congestion pricing or alternative approaches to manage congestion in downtown San Francisco. In 2018, the Transportation Authority began a fresh look at the idea of congestion pricing with updated data and analysis and a full community engagement process.

E-2. Parking Policies to Reduce VMT

In September 2009, the Transportation Authority adopted the San Francisco On-Street Parking Management and Pricing Study. SFMTA piloted the study's key recommendations through the SFpark program and adopted demand responsive parking pricing for all City-owned garages and street parking in late 2017. The City has also addressed private off-street parking by eliminating minimum parking requirements downtown and in specific

TCM

Local Implementation

neighborhoods and commercial corridors, in some cases replacing them with maximum parking requirements. Unbundled parking, bicycle parking, and carshare parking requirements have also been implemented. In 2016, the Transportation Authority completed a Parking Supply and Utilization Study that considered further parking policy reform to manage auto trip demand. Rather than pursue any of the strategies analyzed, the study recommended that agencies advance existing parking-related initiatives, including the Residential Parking Permit Evaluation and Reform Project and implementation of the city's proposed TDM Ordinance.

E-3. Transportation Pricing Reform

The Transportation Authority continues to work with MTC and the Bay Area Partnership to identify new revenue sources. The Authority developed major transportation pricing studies, including the Mobility, Access, and Pricing Study and the Parking Supply and Utilization Study, to examine the potential for pricing to be used in combination with new technology and transportation enhancements to improve system performance and reduce emissions.

Appendix 10

Land Use Impacts Analysis Program

KEY TOPICS

- City Land Use Development Process
- CMA-Regional Land Use Coordination
- Neighborhood Transportation Plans and Projects
- Transportation Impact Analysis Studies

A10.1 City Land Use Development Process

The General Plan and the City Charter are the primary policies that guide the City's review of land development impacts on the transportation network. San Francisco is a Charter City, and it has a consolidated city and county government. An eleven-member Board of Supervisors serves as the legislative body for the City's unified city and county government. The City Planning Commission (CPC) has responsibility for land use decision-making throughout the City. The Mayor appoints the seven members of the CPC. Among the responsibilities of the CPC are the following:

- Exclusive authority to act on General Plan policies and area land use plans (per City Charter);
- Holding public hearings on all appeals to Negative Declaration determinations and certification of local Environmental Impact Reports; and
- Discretionary actions on Conditional Use permits, (which can be appealed to the Board of Supervisors) and decisions by the Zoning Administrator, Discretionary Reviews, and others that can be appealed to the Board of Appeals.

In addition, both the CPC and the Board of Supervisors must approve all rezoning.

The Planning Department's land use responsibilities include transportation matters. The Planning Department has primary responsibility for assessment of the transportation impacts of development proposals, and to determine consistency with land use and transportation policies in the General Plan. The existing local regulations include measures to mitigate project-specific transportation impacts within the policy and priority framework of the General Plan, the long-range transportation plan, and the Capital Improvement Program (CIP) of the CMP.

The City already has in place an extensive process for evaluating the transportation impacts of land development proposals. This process, which ensures the City's compliance with State and Federal environmental review requirements, is the responsibility of the Planning Department. With the passage of California Senate Bill 743 (see Section A10.4), the City aligned its CEQA review and development approval process with RTP goals such as a vehicle miles traveled (VMT) reduction target. Nevertheless, as CMA, the Transportation Authority has a role in ensuring that the impacts of land use decisions on the transportation system are analyzed with a uniform methodology, consistent with the long-term strategic goals of the General Plan and the San Francisco Transportation Plan.

In June 2025, Mayor Lurie introduced the San Francisco Family Zoning Plan. The Family Zoning Plan is a set of changes to San Francisco's zoning rules that will allow new homes to be built in more neighborhoods across the City. These changes are required by state law and focus on property in the western and northern parts of San Francisco, specifically in and near the areas designated by the state as Housing Opportunity Areas, or neighborhoods with greater access to parks, quality schools, better environmental conditions, and with higher median incomes. The plan aims to expand housing affordability and availability by allowing for increased density throughout the City, especially along transit and commercial corridors, in order to meet San Francisco's Regional Housing Needs Allocation requirements set by the State of California.

A10.1.1 Consistency with Long Term Strategic Goals of General Plan and San Francisco Transportation Plan

San Francisco has been able to maintain one of the highest levels of transit use among U.S. cities because of its relatively high-density development and because topography and geography limit vehicular access routes to and from the City.

There have been significant numbers of non-resident commuters into the city for over a century. To improve the balance of housing and jobs, during the 1980s San Francisco actively promoted new residential development. Extensive revisions to the City's General Plan and rezonings were undertaken. Each of these land use plans — the Downtown Plan, Rincon Hill, North of Market, Chinatown, Neighborhood Commercial, Van Ness Avenue, South of Market, and Mission Bay — incorporated measures to retain and enhance opportunities for residential development.

In recent years, several more area plans have been developed or adopted including: the Market/Octavia Plan, Eastern Neighborhoods Plan, Balboa and Glen Park BART Station Area Plans, the Treasure Island Plan, the Transbay Center District Plan, and the Central SoMa Plan. In addition, housing development has been promoted by the policies of the San Francisco Redevelopment Agency and its successor agency, the Office of Community Investment and Infrastructure, in various areas, including the Rincon Point/South Beach, Yerba Buena Gardens, Transbay, the Bayview Hunters Point Redevelopment Plan Areas, India Basin, Candlestick Point-Hunters Point Shipyard Phase 2, Parkmerced, Stonestown, UCSF Parnassus, and Visitacion Valley.

San Francisco's continued role as a regional employment center and its policy of housing development have had an impact on the demand for transportation in the city. A primary mission of the Transportation Authority is to strategize investment in the city's transportation infrastructure and promote the development of demand management tools to address growing travel demand. Infrastructure investment is intended both to address future growth in transportation demand and to improve the city's current transportation system. Demand management is needed to promote a balanced and cost-effective transportation system.

In past decades, San Francisco's primary transportation challenge was to absorb new jobs downtown without proportionately increasing the number of workers commuting by car.

That challenge was addressed with the construction of BART and Muni services focused on downtown commuting, combined with limits on parking provision.

Today San Francisco's transportation challenges are more varied. They are numerous and located across the city, throughout the various neighborhoods as well in core areas, which can expect not only employment growth but also extensive residential growth. Challenges include competitive transit service for non-commute and reverse commute trips; neighborhood parking management; safety for pedestrians and bicyclists; improved transit reliability and speed through the development of a transit priority network; and reducing emissions of pollution and greenhouse gases. Recent innovations in transportation are rapidly changing how people navigate our city streets. These emerging mobility services and technologies include ride-hailing services (such as Uber & Lyft), microtransit (Via), app-based ridesharing, bike/e-bike/scooter/car-sharing, courier network services, autonomous vehicle technologies, and more. Additionally, post-pandemic continued remote work for some types of occupations presents further challenges.

Regional efforts to coordinate land use and transportation include Priority Development Areas (PDAs), Transit Oriented Communities (TOCs), and development of a regional High Occupancy/Toll (HOT) lane system. In addition, state laws promulgated in 2006 and 2007 require greater integration of land use and transportation planning processes in recognition of the climate change challenge.

Underlying these needs is the challenge of finding new mechanisms to pay for needed transit and other improvements as development decisions are made. A discussion of the city's initiative to update transportation impact and mitigation fees is provided in Section A10.4.

NOTE: California Government Code Section 65089(b)(4) requires the land use program to assess the impacts of land development on regional transportation systems. In the 1991 San Francisco CMP this was interpreted to mean impacts on the CMP roadway network. However, the federal Intermodal Surface Transportation Efficiency Act (ISTEA), passed in 1991, explicitly requires the development of a metropolitan transportation system (MTS), including both transit and highways. As discussed in Chapter 3, MTC contracted with the Transportation Authority, acting as CMA, to help develop the MTS and to use the CMP process to link land development decisions to impacts on the MTS. For purposes of the land use analysis program, the San Francisco CMP will use the San Francisco component of the MTS, but conformance with roadway level of service (LOS) standards will continue to be assessed using the CMP roadway network, which is a subset of the multimodal MTS.

A10.2 CMA-Regional Land Use Coordination

A10.2.1 CMP Land Use Impacts Analysis

One key aspect of the CMP approach to land use impacts analysis is that, pursuant to state law, the Transportation Authority will also be responsible for reviewing transportation analysis of specific development projects under CEQA and determining the consistency of these "sub-area" analyses with the citywide model. Examples of this role include our work to support the Bayview/Hunters Point Redevelopment Area Environmental Impact Report

(EIR), the Transbay Center District Plan EIR, and the Market/Octavia Better Neighborhoods Plan EIR, and the Central SoMa Plan and EIR.

A10.2.2 MTC/CMA Transportation/Land Use Work Plans

Pursuant to MTC's agreements with county CMAs over coordination of transportation and land use, the Transportation Authority focuses on the following activities to help integrate transportation and land use decisions:

- The Transportation Authority prioritizes transportation planning funds and capital investments that meet performance criteria or demonstrate a strong vision for coordinated land use and transportation development.
- The Transportation Authority provides technical guidance and assistance with the planning process to partner agencies, communities, and project sponsors, including neighborhood planning, thereby facilitating access to discretionary state and regional grants and providing for coordinated county-level input into the regional transportation planning process.
- The Transportation Authority promotes legislative activities that encourage smart growth, more sustainable transportation and development-related investment decisions by the City and developers, and more efficient travel decisions by all transportation system users. Examples include the Transportation Authority's support of the State Resources Agency's revisions to the CEQA Guidelines Transportation Checklist and our work with local partner agencies to reform the City's CEQA transportation impact analysis process.
- The Transportation Authority coordinates county-level input into the regional Sustainable Communities Strategy (SCS), the RTP, and related regional land use planning efforts.
- The Transportation Authority conducts project and program delivery oversight to ensure efficient use of funds and effective project delivery.

A10.2.3 Plan Bay Area and Priority Development Areas

ABAG and MTC have been working for years to encourage the region's municipalities to plan for compact, transit-oriented development to meet the region's sustainability goals. This work was previously conducted through the FOCUS program that invited municipalities to nominate locations to be considered as Priority Development Areas (PDAs) or Priority Conservation Areas (PCAs) based on regionally established criteria. In 2013, the region adopted Plan Bay Area, the first SCS for the San Francisco Bay Area prepared pursuant to Senate Bill 375 (Steinberg). PDAs and PCAs are key "building blocks" of the region's land use strategy presented in Plan Bay Area. ABAG and MTC approved an update to Plan Bay Area 2050 in October 2021.

Prior to 2019, San Francisco had identified twelve PDAs, generally in the eastern part of San Francisco, and generally in locations that have been comprehensively planned as part of an Area Plan process. San Francisco's PDAs were first identified and approved by the San Francisco Board of Supervisors in 2007 and have been updated since then to reflect slight changes to boundaries. In August 2015, ABAG approved three additional regional PCAs that

cross San Francisco: California Coast Trail (along the Pacific coast), San Francisco Bay Water Trail (including access points in San Francisco's Marina District), and San Francisco Bay Trail (along the Embarcadero, through the Marina and over the Golden Gate Bridge). Five Priority Conservation Areas (PCAs) were adopted by San Francisco at this early stage: Palou Phelps Natural Area, Bayview Hill Natural Area, Green Connections-McLaren Park Pivot, Crosstown Trail-Connecting Twin Peaks Bio-Region/Glen Canyon, and the San Francisco Bay Area Water Trail.

In May 2019, the MTC Commission and Executive Board adopted an update to the Regional Growth Framework, including updated criteria for PDAs and PCAs, and a new Priority Production Area (PPA) pilot program, which promotes middle-wage jobs and support the region's industrial economy. San Francisco worked with MTC to expand the coverage of existing PDAs and identify four new PDAs, eight new PCAs, and one PPA designation as part of the ongoing update to Plan Bay Area. These additional PDAs ensure their eligibility for regional OBAG and other funding, and that more of the region's areas well-served by transit and with high access to opportunity are included in the PDA framework and considered for investment as they grow. In total, fifteen Priority Development Areas (PDAs) have been adopted by the City (a map of the PDAs can be found in Chapter 6).

In September 2022, MTC adopted the TOC designation as part of its Transit Oriented Communities Policy, which is intended to inform the prioritization of future transportation investments to support housing and business development near public transit. The TOC Policy establishes planning, zoning, and policy requirements in areas within a half-mile of rail, ferry, or grade-separated bus stations. It includes: minimum residential and commercial office densities for new development; policies to promote affordable housing, business stabilization, and minimize displacement; parking management; and improvements to transit access in the TOC area. Given its robust, high-quality public transit network, MTC has identified that San Francisco has 163 of the region's 265 TOCs (a map of San Francisco's TOCs can be found in Chapter 6). The deadline for jurisdictions to comply with the TOC Policy is in 2026.

As a part of Plan Bay Area, the region committed to identify funding incentives for PDAs and PCAs, most significantly through the One Bay Area Grant (OBAG) Program. This commitment was affirmed through the subsequent Plan Bay Area 2050, and the forthcoming Plan Bay Area 2050+, which MTC expects to approve in early 2026. OBAG provides a four or five year framework for the federal Surface Transportation Program and the Congestion Mitigation and Air Quality Improvement Program funds programmed by MTC. OBAG Cycle 1 covered Fiscal Years 2012/13 through 2016/17; OBAG Cycle 2 covered Fiscal Years 2017/18 through 2021/22, OBAG Cycle 3 covers Fiscal Years 2022/23 through 2025/26, and OBAG 4 will cover Fiscal Years 2025/27 through 2029/30. OBAG Cycle 2 built upon OBAG Cycle 1 with an added focus on affordable housing and anti-displacement policies in light of the region's current housing crisis. OBAG Cycle 3 built further upon OBAG Cycle 2, requiring compliance with state housing laws related to accessory dwelling units, density bonuses, and the Housing Accountability Act. Approximately 50% of OBAG Cycle 3 funds are passed to county Congestion Management Agencies (CMAs), including the Transportation Authority for San Francisco, to nominate projects that help advance the

transportation and land use vision expressed in Plan Bay Area 2050. For the OBAG Cycle 3 county grant program:

- Funds were distributed to the region's nine CMAs using a funding formula that was based 50 percent on population, 20 percent on future housing growth assigned through the Regional Housing Needs Allocation, and 30 percent on housing production between 2007 and 2019. The formula placed additional emphasis on affordable housing, defined as including very low-, low-, and moderate-income households.
- Scoring methodologies were required to provide a reward for jurisdictions with the most effective affordable housing and anti-displacement policies.
- San Francisco and the other larger CMAs were required to program 70 percent of funds to support PDAs (smaller CMAs were required to program 50 percent of funds to support PDAs).
- To be eligible to receive funds, all jurisdictions were required to have a certified Housing Element, have adopted a Complete Streets policy, and have complied with state housing laws related to surplus lands, accessory dwelling units, density bonuses, and the Housing Accountability Act.
- Jurisdictions were required to adopt Local Road Safety Plans (e.g. Vision Zero in San Francisco), and priority was given to funding projects that align with and support these plans.
- Fund levels were increased for Healthy, Safe, and Sustainable Streets projects and implementation of projects in Equity Priority Communities that have been prioritized through Community-Based Transportation Plans or Participatory Budgeting processes.

The OBAG 4 investment framework is currently under development but we anticipate it will be structured similarly to OBAG 3 and include new and modified initiatives to reflect the Plan Bay Area 2050+ Implementation Plan. Refer to the Transportation Authority's OBAG page (see the Bibliography) for the list of funded projects.

A10.2.4 Multi-Agency Land Use and Transportation Studies

In addition to projects identified to receive PDA Planning Funds, San Francisco is leading or plans to lead several studies in which transportation is closely tied to land use development. All planned development areas are located within PDAs and involve a multi-agency approach in which the Transportation Authority has a supporting role.

For example, the SFCTA-led Geary-Fillmore Underpass Community Planning Study will develop transportation and land use concept designs that rethink the urban renewal-era Geary Expressway and advance a high quality, mixed-use, transit-oriented area to connect the Japantown and Fillmore/Western Addition neighborhoods. SFMTA and SF Planning are partners in the effort which has also formed a Community Council to guide each step of the study.

[Link21 — New Transbay Rail Crossing](#)

Following from the long-range recommendations of the Core Capacity Transit study (CCTS), BART is conducting a multi-jurisdictional planning process to identify one or more new potential transbay rail crossings. This study is being conducted jointly with Capitol Corridor and will evaluate both BART and standard gauge rail crossings of the San Francisco Bay. The Transportation Authority, along with other city agencies, will be coordinating closely with BART, Capitol Corridor, and other agencies, stakeholders, and the public on this study as it unfolds. This study will identify a preferred alternative for a transbay rail crossing.

[ConnectSF](#)

The San Francisco Department of Planning, SFMTA, and the Transportation Authority are jointly leading the development of a long-range plan for San Francisco known as ConnectSF. This process includes the development of an updated San Francisco Transportation Plan (SFTP 2050) by the Transportation Authority and an updated General Plan Transportation Element by the Planning Department. The process began by developing a comprehensive vision for the future of transportation that considers how a combination of transportation and land use policy and investments can provide an effective, sustainable, and equitable future for San Francisco. The effort produced a 50-year roadmap to arrive at that future, including policies, planning, project development, and funding strategies. The key outputs for the program include a vision document 2018, the Transit Strategy, the Streets and Freeways Strategy, and the SFTP 2050. The effort did not include an update to the Transportation Element of the San Francisco General Plan.

The ConnectSF team engaged a diverse set of stakeholders to understand priorities and shape study recommendations.

[A10.3 List of Neighborhood Transportation Plans and Projects](#)

A list of plans developed with the support of the Community Based Transportation Planning program and the Neighborhood Transportation Improvement Program is provided below.

The Community Based Transportation Planning program supported development of the following plans:

- Visitacion Valley and Portola Community Based Transportation Plan (2023)
- Lake Merced Pedestrian Safety Project Community Based Transportation Plan (2021)
- Portsmouth Square Community Based Transportation Plan (2021)
- Bayview Community Based Transportation Plan (2020)
- Western Addition Community Based Neighborhood Transportation Plan (also funded with NTIP funds) (2017)
- Chinatown Neighborhood Transportation Plan and Pilot Study (2015)
- Potrero Hill Neighborhood Transportation Plan (2015)
- Western SOMA Neighborhood Transportation Plan (2012)

- Bayview Hunters Point Neighborhood Transportation Plan (2010)
- Columbus Avenue Neighborhood Transportation Plan (2010)
- 19th Avenue Park Presidio Neighborhood Transportation Plan (2008)
- Mission-Geneva Neighborhood Transportation Plan (2007)
- Mission South of Chavez Neighborhood Transportation Plan (2007)
- Tenderloin-Little Saigon Neighborhood Transportation Plan (2007)

The Neighborhood Transportation Program has recently supported the following planning projects (* indicates projects that are underway):

- District 1: Multimodal Transportation Plan (2024)
- District 1: Golden Gate Park Stakeholder Working Group and Action Framework (2021)
- District 1: Fulton Street Safety Project (2020)
- District 2: Safety Study* (anticipated 2026)
- District 3: Walter U Lum Place Public Space Study (2025)
- District 4: District 4 Mobility Improvements Study (2021)
- District 4: Great Highway Gateway Study*
- District 4: Microtransit Business Plan* (anticipated 2025)
- District 5: Octavia Boulevard Circulation and Accessibility Study Update (2023)
- District 6: Treasure Island Supplemental Transportation Study (2023)
- District 6: Mission Bay School Access Plan* (anticipated 2026)
- District 7: Ocean Avenue Action Plan (2023)
- District 7: Inner Sunset Multimodal Safety and Access Study*
- District 7: Laguna Honda Gondola Study*
- District 9: Alemany Realignment Study (2017)
- District 10: District 10 15 Third Street Bus Study (2020)
- District 11: Alemany Safety Project (2020)

A10.4 Transportation Impact Analysis Studies

A10.4.3 CEQA Transportation Impact Analysis Reform

The California Environmental Quality Act (CEQA) requires California's public agencies to determine the potential for proposed projects to have significant impacts on the environment, including transportation impacts. CEQA also encourages agencies to develop thresholds of significance — the quantitative point at which an environmental effect may be considered significant — to facilitate these determinations. Beginning on September 15, 2020, new projects were required to include a VMT-based transportation impact significance determination, the culmination of a multi-year effort led by the California Office of Planning and Research (OPR) to implement Senate Bill 743 (SB 743). CEQA gives local jurisdictions discretion to adopt impact measures and significance thresholds, and while many agencies in California measure a project's effects on transportation using the Highway Capacity Manual's intersection Level of Service (LOS) measure, which measures

delay to automobiles, LOS may no longer be used as a sole measure of transportation impact. These changes better align environmental review with environmental policies, like reducing greenhouse gas emissions.

Prior to statewide implementation of SB 743, the Transportation Authority had a long history of supporting CEQA reform. In October 2008, the Transportation Authority adopted the Final Report on the Automobile Trip Generation Impact Measure as an alternative to automobile LOS. The Report recommends that the City measure the transportation impacts of projects under CEQA based on the net new automobile trips generated (ATG) by a project. In 2009 the Transportation Authority worked with the State Office of Policy and Research to revise the CEQA Guidelines section on transportation impact analysis, which removed the exclusive reference to automobile LOS and replaced it with an option for local jurisdictions to select an alternative measure of transportation impact. The revisions also deleted references to parking as a transportation impact area.

On September 27, 2013, the governor signed into law SB 743, which revised the criteria for determining the significance of transportation impacts within transit priority areas. In the fall of 2014, the State of California Office of Planning and Research released draft guidelines for implementation of SB 743, indicating that vehicle miles traveled (VMT) would be the primary metric for evaluating transportation impacts. In March 2016, San Francisco became the first county to adopt the proposed SB 743, preceding statewide adoption by more than 2 years. The San Francisco Planning Commission adopted a resolution, based on state-proposed guidelines that remove automobile delay as a significant impact on the environment and replaced it with a vehicle miles traveled threshold for all CEQA environmental determinations, including active projects, going forward. In 2018, California adopted CEQA guidelines for implementing SB 743, and on September 15, 2020, all new projects were required to include a VMT-based transportation impact significance determination.

Appendix 11

Capital Improvement Program

KEY TOPICS

- Relationship to Regional Transportation Plan and Countywide Transportation Plan
- List of Funding Sources
- Capital Improvement Program Amendments

A11.1 Relationship to Regional Transportation Plan and Countywide Transportation Plan

The CMP statute requires that each CMP be consistent with the long-range Regional Transportation Plan (RTP), developed by the regional transportation planning agency (the Metropolitan Transportation Commission, or MTC, for the Bay Area), and each county's component of the RTP must be supported by a long-range countywide transportation plan (San Francisco Transportation Plan, or SFTP), developed by the CMA. The Capital Improvement Program (CIP) is intended to serve as a short or medium-range implementation vehicle for investment priorities as prioritized in the long-range plans.

Through the RTP, the MTC establishes the Bay Area's vision for transportation with supporting policies and investment strategies, including a list of specific projects and programs. Inclusion of projects and programs in the RTP is a prerequisite for receiving state and federal transportation grants for certain state or federal approvals and a requirement for capacity expanding projects that may have air quality impacts. 2013's Plan Bay Area was the region's first RTP/Sustainable Communities Strategy (SCS) that explicitly integrated transportation projects and policies with land-use strategies to meet the SB 375 requirements to accommodate future population growth and reduce greenhouse gas emissions. MTC and the Association of Bay Area Governments adopted an update to Plan Bay Area, named Plan Bay Area 2050 in fall 2021, which was amended in November 2024. An update, Plan Bay Area 2050+, is scheduled to be adopted in late 2025 that will incorporate lessons learned from the pandemic.

The Transportation Authority develops the SFTP (countywide transportation plan) for San Francisco, consistent with MTC guidelines, to guide transportation investment and to serve as a basis for RTP/SCS assumptions. The Transportation Authority updated the SFTP in December 2013, which identified four goals (economic competitiveness, safe and livable neighborhoods, environmental health, and well maintained infrastructure) and proposed scenarios that invest strategically in a diverse set of projects to make progress toward each of the goals. A focused update approved in October 2017 reaffirmed these goals, updated project costs, and reassessed projects previously identified for funding. A major update of the SFTP, named SFTP 2050, was adopted by the Transportation Authority in December 2022. The Transportation Authority ensures the CIP projects, as well as their selection processes, are consistent with the SFTP. The SFTP is discussed in further detail in Chapter 6.

A11.2 List of Funding Sources

As a result of the Transportation Authority's role as the Prop L and Prop AA administrator and the CMA, the capital priorities programming process not only involves state and federal funds that are required by state law to be programmed through the CMP but also incorporates the Prop L and Prop AA programming strategy. Listed below are major CIP funding sources administered by the Transportation Authority. Importantly, as described in Chapter 7, the Transportation Authority ensures that all CIP projects, as well as the programming and project selection processes, are consistent with the RTP, SFTP, and other requirements attached to the funding.

Evaluation of potential impacts of CIP projects on multimodal system performance is embedded throughout the project selection and monitoring processes. The results of the CMP multimodal system performance analysis and any deficiency findings will also be incorporated into the future CIP development as appropriate. Please refer to Chapter 4 for a detailed discussion of multimodal system performance.

A11.2.1 Surface Transportation Program / Congestion Mitigation Air Quality Program

Conformance with the CMP is required for a local jurisdiction to receive federal Surface Transportation Program (STP) funds or Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds. STP funds are among the most flexible and are used to support a wide range of transportation improvement projects across all modes. CMAQ funds are intended for projects that reduce transportation related emissions. Both funds are distributed mainly by the regional transportation planning agency, i.e. the MTC for the Bay Area. The MTC has divided the Bay Area's share of STP and CMAQ funds into multiple programs under the umbrella of the One Bay Area Grant (OBAG) program. Each of the OBAG programs typically has its own associated policies and guidelines in pursuant of RTP goals. The MTC approved a third cycle of OBAG programming (OBAG 3) for Fiscal Years 22/23 through 25/26. One of the centerpieces of OBAG 3 is the county share program, which is intended to better integrate the region's transportation program with land use and housing policies and to promote transportation investments that support Priority Development Areas (PDAs). PDAs refer to locally-identified, regionally designated infill development opportunity areas within existing communities. A map of PDAs is included in Chapter 6 of the main report. The Transportation Authority recommended and MTC approved \$50,577,000 in county share OBAG 3 funds for projects. The Transportation Authority has also provided monitoring and support for sponsor agencies as San Francisco's OBAG projects advance through the design and construction phases under the federal aid guidelines. OBAG 4 policies and framework, which will include funding in Fiscal Years 26/27 through 29/30, is nearing the final stages of development, as of November 2025, and will implement Transit Oriented Communities (TOC) policies, accommodate Senate Bill (SB) 125 which addresses the region's transit fiscal cliff, and apply any updates from Plan Bay Area 2050+ (anticipated for adoption in 2025). The OBAG 4 framework will be adopted in early 2026, followed by the release of the county call for projects..

The bibliography includes a link to the OBAG funded projects list.

A11.2.2 State Transportation Improvement Program

Inclusion in the CIP is a prerequisite for inclusion in the State Transportation Improvement Program (STIP), a five-year program of projects adopted by the California Transportation Commission (CTC) every two years. Priorities for approximately 75% of the STIP programming capacity are set by regional transportation planning agencies, and the remaining 25% is established by the state. The Regional Transportation Improvement Program (RTIP) is the MTC's submission to the state, which is merged with other regions' RTIPs and additional CTC priorities to become the STIP. In the Bay Area, the practice has been for the CMAs to establish priorities for their county share, subject to the MTC's concurrence and the CTC approval of the region's RTIP. In the 2026 RTIP, the Transportation Authority Board continues to fulfill its long-standing commitments to RTIP priorities. RTIP funds cannot be programmed directly to the Central Subway or Presidio Parkway projects because all the contracts have been awarded, so we are honoring the commitment by programming RTIP funds to the other eligible projects of SFMTA's and MTC's choice.

The STIP used to be a significant, although highly variable source of state funds for highways, local streets and roads, transit rehabilitation and expansion projects, and pedestrian and bicycle projects. With reduced revenues from fuel taxes and lack of an adequately funded multi-year federal transportation bill, the STIP experienced a drastic reduction in available funding. However, the passage of Senate Bill 1 in 2017 has helped to stabilize the program. The Transportation Authority Board approved the 2026 RTIP and its list of priorities through the CTC's STIP adoption in March 2026.

A11.2.3 Prop L Transportation Sales Tax

Since 1990, San Francisco has had a half-cent local sales tax for transportation improvements. San Francisco voters approved the first such sales tax and expenditure plan in November 1989 as Proposition B and the second in November 2003 as Proposition K. In November 2022, voters approved Proposition L and adopted a new 30-year Expenditure Plan, superseding the prior one. At the time of the Expenditure Plan adoption, Prop L was expected to generate \$2.6 billion (in 2020 \$'s) over 30 years and to leverage close to \$23.7 billion in federal, state, and other local funds for transportation projects in San Francisco.

The Expenditure Plan established five overall categories of investment and attached mandatory percentage shares of total Prop L revenues: Transit Maintenance and Enhancements (41.2%), Major Transit Projects (22.6%), Streets and Freeways (18.9%), Paratransit (11.4%), and Transportation System Development and Management (5.9%). The Expenditure Plan details eligible sponsors and project types for 28 programs, ranging from the The Portal/Caltrain Downtown Rail Extension, to street resurfacing, to pedestrian and bicycle improvements to transit vehicle replacements to transportation demand management. The bibliography provides a link to a summary of the Expenditure Plan, which lists the eligible projects and programs along with their shares of Prop L funds and expected leveraging goals.

As required by the Expenditure Plan, the Transportation Authority Board adopts a Prop L Strategic Plan to guide the day-to-day implementation of the Prop L program, and for each

of the programmatic categories, a 5-Year Prioritization Program (5YPP). The Prop L Strategic Plan is the financial tool that guides the timing and allocation of Prop L revenues over the 30-year Expenditure Plan period, and it considers many factors, such as the presence of matching funds and the likelihood of projects to move forward in the year proposed. The 5YPP includes prioritization criteria, a five-year list of projects (with scope, schedule, cost, and funding information), and performance measures. The Strategic Plan and 5YPPs are updated quinquennially and may, between quinquennial updates, be amended as needed. Between July 2023 and July 2024, the Board approved the 5YPPs identifying the projects to be funded in Fiscal Years (FYs) 2023/24 - FY2027/28. The Transportation Authority Board adopted the Prop L Strategic Plan in March 2025 .

A11.2.4 Prop AA Vehicle Registration Fee

Prop AA is a \$10 countywide annual vehicle registration fee that was passed by San Francisco voters in 2010. Total revenues are estimated over the 30-year period at approximately \$150 million, or approximately \$5 million annually, to fund smaller, high-impact projects throughout the city on a pay-as-you-go basis. The Prop AA Expenditure Plan established three categories of investment and prescribed percentage shares over 30 years: Street Repair & Reconstruction (50%), Pedestrian Safety (25%), and Transit Reliability & Mobility Improvements (25%). The Expenditure Plan requires that the Transportation Authority adopt a Strategic Plan to guide the timing of expenditures and set policies for day-to-day management of the program and to update it every five years. In 2012, the Transportation Authority Board approved the first Prop AA Strategic Plan with \$25.1 million to projects over the five year period of Fiscal Year 2012/13 through Fiscal Year 2016/17. In 2017, the Board approved the first update to the Strategic Plan, with \$22.8 million programmed to projects over the five year period of Fiscal Year 2017/18 to Fiscal Year 2021/22. The Strategic Plan was updated again in 2022 with \$23.5 million programmed to 15 projects over Fiscal Years 2022/23 through 2026/27. The bibliography provides a link to the 2022 Prop AA Strategic Plan Programming and Allocations.

A11.2.5 Transportation Fund for Clean Air

The Transportation Fund for Clean Air Program (TFCA) was established to fund cost effective transportation projects that achieve a reduction in motor vehicle emissions. Funds are generated from a \$4 surcharge on the vehicle registration fee. Forty percent of the funds are passed through and administered by the designated public agency for each of the nine counties in the Bay Area Air District (BAAD). The Transportation Authority is the designated TFCA administering agency for San Francisco. In that capacity, it programs approximately \$700,000 every year to clean air vehicles, shuttle operations, bicycle and pedestrian improvements, and other eligible transportation projects that help clean up the air by reducing motor vehicle emissions. The Transportation Authority also provides assistance to project sponsors in applying for Regional TFCA funds that are programmed directly by the BAAD. The remaining sixty percent of the revenues, referred to as the Regional Fund, is distributed to applicants from the nine Bay Area counties through a variety of grant programs. The bibliography provides a link to the 2025-26 TFCA funded projects summary.

A11.2.6 STA County Block Grant Program

In February 2018, the MTC established a transit-focused STA County Block Grant program, with funds from the regional paratransit program, the northern counties/small transit operators program, and the regional Lifeline Transportation Program, to be administered by CMAs. The STA County Block Grant program allows each county to determine how to invest in paratransit, transit operating and capital needs, including providing lifeline transit services. Funds were distributed among the nine Bay Area counties based on the amount that each county would have received in Fiscal Year 2018/19 under the former regional programs. For the first two years of the new block grant program, Fiscal Years 2018/19 and 2019/20, San Francisco received approximately \$8.3 million.

In December 2018, the Transportation Authority Board approved the San Francisco STA County Block Grant Framework to distribute 40% of the funds to the SFMTA's paratransit program consistent with what SFMTA would have received under the prior regional paratransit program. The Board approved the remaining 60% for the new SF LTP modelled on the former regional LTP. In April 2019, the Transportation Authority Board approved the SF LTP Cycle 1 program of projects to address gaps or barriers identified through equity assessments and collaborative and inclusive community-based planning processes.

In light of the significant decline in transit fare and other operating revenues due to the COVID-19 pandemic, in April 2020, the Board approved San Francisco's share of Fiscal Year 2020/21 County Block Grant funds to support the San Francisco Municipal Transportation Agency's paratransit operations. In addition, STA County Block Grant funds support the Bay Area Rapid Transit District's Elevator Attendant Program at the downtown stations. The bibliography provides a link to the STA County Block Grant funded projects summary. This funding distribution between paratransit operations and BART's Elevator Attendant Program has continued in Fiscal Year 2021/22 through Fiscal Year 2025/26.

A11.2.7 Senate Bill 1 Local Partnership Program Formulaic Shares

The Local Partnership Program (LPP), created by the Road Repair and Accountability Act of 2017 or Senate Bill 1, is a program created to reward local or regional transportation agencies that have sought and received voter approval of taxes or fees solely dedicated to transportation. Of the \$200 million appropriated annually, the California Transportation Commission (CTC) allocates 50% of the program through a Formulaic Program based on both the share of revenues and population of counties with voter-approved sales taxes, tolls, or fees. As administrator of San Francisco's Prop L transportation sales tax, Prop AA annual vehicle registration fee, and a portion of the Prop D TNC Tax, the Transportation Authority is responsible for programming a majority of San Francisco's share of the LPP Formulaic Program. The bibliography provides a link to the 2018 through 2022 LPP Formulaic Program of Projects, adopted by the CTC in August 2023. For the 2022 Program funding cycle covering Fiscal Years 2023/24 – 2024/25, San Francisco received \$8.875 million based on Prop K, Prop AA, and the TNC tax revenues as well as a one-time \$5 million bump from LPP incentive funds to reward San Francisco for passing Prop L in November 2022. In September 2025, the Board approved \$1.374 million in LPP formulaic funds for the Yerba Buena Island (YBI) Multi-Use Pathway Segment 4, the last of the 2022

Program funding cycle funds. In June 2025, the California Transportation Commission recommended allocating \$14 million in Competitive Program funds for the Howard Streetscape Project, a Complete Streets with road diet project, as a part of the 2024 Local Partnership Competitive Program's Program of Projects. For the 2024 Program funding cycle covering Fiscal Years 2025/26 – 2026/27, San Francisco will receive \$3.894 million based on Prop L, Prop AA, and TNC Tax revenues.

A11.2.8 Traffic Congestion Mitigation Tax

On November 5, 2019, San Francisco voters approved Prop D, enabling the City to impose a 1.5% business tax on shared rides and 3.25% business tax on private rides for fares charged by commercial ride-share and driverless-vehicle companies until November 5, 2045. Through 2024, single occupant trips were taxed at 3.25%, with electric vehicle trips receiving a discount of 1.5%. Since January 2025, a 1.5% tax is maintained on shared rides and 3.25% is charged on all other rides. The Traffic Congestion Mitigation Tax, referred to as the TNC Tax, was expected to generate about \$30 million annually, before the COVID-19 pandemic. Half of the revenue goes to the SFMTA for transit improvements. The Transportation Authority administers the other half of the funds for street safety improvements. Revenue collection began on January 1, 2020.

On October 27, 2020, the Transportation Authority Board adopted the TNC Tax Program Guidelines and in March 2023, the Transportation Authority Board adopted the first update to the Program Guidelines. Since the program's inception the Transportation Authority has programmed and allocated over \$34.7 million in TNC Tax funds primarily to the SFMTA's Vision Zero Quick-Build Program and a smaller amount to the SFMTA's Application-Based Residential Traffic Calming Program. The bibliography provides a link to the TNC Tax funded projects summary.

A11.3 Capital Improvement Program Amendments

The project sponsor is expected to deliver a project or program as approved by the Board. If a project sponsor anticipates that the scope, schedule, budget or funding plan will change, Transportation Authority staff will assess the need for a CIP amendment. There are two types of CIP amendments — administrative and policy level. Administrative amendments are approved by the Transportation Authority's Executive Director or her designee. Policy-level amendments must be approved by the Transportation Authority Board. The type of approval required by an amendment request depends upon the significance of the proposed changes to the project's scope, schedule and budget.

A11.3.1 Administrative-Level CIP Amendments

Administrative-level amendments address minor changes that do not substantively change the nature of the original project and its impact on system performance, and do not increase the amount of funding allocated or programmed by the Transportation Authority to the project. Administrative amendments will only require notification to and approval by the Transportation Authority's Executive Director or their designee. The Executive Director may rule that a requested CIP amendment is administrative if the proposed changes, involving one or more projects and one or more funding sources, requires programming

actions that can be authorized at the staff level at the Transportation Authority, at the MTC and/or the CTC, or at the regional office level for federal agencies, such as administrative TIP amendments.

A11.3.2 Policy-Level CIP Amendments

Policy-level amendments apply to changes that are deemed by the Transportation Authority to be significant enough that they have the potential to affect the performance of the multimodal transportation system and represent a significant departure from the scope, schedule, or budget approved by the Transportation Authority. This may include changes that will affect the year of delivery (completion), the amount or availability of operating funds, the year of programming, the fund source designation, or any other aspect of the project requiring action by the MTC and/or the CTC for funds initially prioritized or programmed by the Transportation Authority. Policy-level amendments require approval by the Transportation Authority Board prior to processing of the change by the project sponsor or other funding agency.

A11.3.3 Applicability of CIP Amendments

Applicable funding sources include but are not limited to those programmed directly by the Transportation Authority, such as county share STP/CMAQ, SB 1 Local Partnership Program Formulaic Shares, RIP, LTP, TFCA, Prop L, Prop AA, and TNC Tax. Certain funding sources are programmed through state or regional processes and typically become available to project sponsors through a separate application procedure. Further, many sources have timely use of funds requirements where failure to meet deadlines can result in loss of funds to the project or to San Francisco or prohibition from applying for future cycles until deadlines are met. The MTC has requested that CMAs assist with oversight of certain funding sources (e.g. Highway Safety Improvement Program) even if not directly prioritized by CMAs. The intent is to improve project delivery and specifically to avoid loss of funds to the region. The Transportation Authority encourages sponsors to proactively notify the Transportation Authority of any project delivery issues or other issues that may threaten a project's ability to meet timely use of fund deadlines, whether sources covered by CIP amendments or not. The Transportation Authority can serve as a resource and facilitator to help resolve delivery issues and avoid loss of funds to San Francisco projects.

Appendix 12

Travel Demand Model and Uniform Database

1. 1 In order to reduce vehicle delay and improve LOS, without considering strategies that encourage shifts to other modes, the increased roadway capacity is the implied solution, which, in turn, has been shown to lead to more driving (induced demand).
2. 2 ACS 1-Year Supplemental Estimates, Table K200801
3. 3
https://sf.gov/sites/default/files/2023-10/Status%20of%20the%20San%20Francisco%20Economy%20August-September%202023.final_0.pdf
4. 4 The fatal traffic collisions data in this report is sourced from the California Statewide Integrated Traffic Records System (SWITRS) maintained by the California Highway Patrol. The San Francisco Department of Public Health (SFPDH), San Francisco Police Department (SFPD), and the San Francisco Municipal Transit Agency (SFMTA) also independently reconcile traffic deaths using Office of the Medical Examiner's and SFPD data via the San Francisco Vision Zero Traffic Fatality Protocol. This can be found at:
<https://sfgov.org/scorecards/transportation/traffic-fatalities>.
5. 7 Averages are weighted by the length of each CMP segment.
6. 8 The main transit operators in San Francisco include Muni, BART, Caltrain, AC Transit (Transbay service), SamTrans, and Golden Gate Transit (bus and ferry).
7. 9 Of the 29 mid-block locations, 16 are one-ways and 13 are two-ways.
8. 10 The CMP 2023 corrects and publishes previously unreported mid-block average weekday traffic counts from the CMP 2017 to 2021. These previously unreported counts are included in the sums presented in the figures in the multimodal counts section.
9. 11
The traffic collisions data in this report is sourced from the California Statewide Integrated Traffic Records System (SWITRS) maintained by the California Highway Patrol.

The San Francisco Department of Public Health (SFPDH), San Francisco Police Department (SFPD), and the San Francisco Municipal Transit Agency (SFMTA) also independently reconciles traffic deaths using Office of the Medical Examiner's and SFPD data via the San Francisco Vision Zero Traffic Fatality Protocol. This can be found at: sfgov.org/scorecards/transportation/traffic-fatalities. These numbers do not reflect freeway deaths occurring on grade-separated freeways/roadways under Caltrans jurisdiction in the City and County of San Francisco.
10. 12 SFMTA Strategic Plan
11. 14 California Government Code section 65089.4(a) states "A local jurisdiction shall prepare a Deficiency Plan when highway or roadway level of service standards are

not maintained on segments or intersections of the designated system. The Deficiency Plan shall be adopted by the city or county at a noticed public hearing."

12. [15](#) California Government Code section 65089.4(c)
13. [16](#) The 1989 CMP legislation was part of the AB 471 legislation known as the Katz-Kopp-Baker-Campbell Transportation Blueprint for the 21st Century. Voter approval of Proposition 111 on June 5, 1990 effectively enacted the CMP legislation into law.
14. [17](#) "High density residential development" means a minimum of 24 dwelling units per acre and equal to 120 percent of the maximum density allowed under the local general plan and zoning ordinance, or a minimum density of 75 dwelling units per acre. "Mixed use development" must have more than one half the land area or floor area used for high-density housing.
15. [18](#)
Note that door dwell time was excluded for few bus stop pairs to filter out the layover time corresponding to end of the line operations.
16. [19](#) I.e. the data were averaged over Tuesday to Thursday/Friday only.
17. [20](#) The CMP 2025 corrects mid-block average weekday traffic counts from the CMP 2023.
18. [21](#) Cervero, R., Golub, A., & Nee, B. (2007). City CarShare: Longer-term travel demand and car ownership impacts. Transportation Research Record: Journal of the Transportation Research Board, 1992, 70-80.
19. [22](#)
Superdistrict is a geographic area defined by MTC