

# EXECUTIVE SUMMARY

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## A. Introduction

Every two years, the San Francisco County Transportation Authority (SFCTA) prepares the San Francisco Congestion Management Program (CMP). This program is conducted in accordance with state law to monitor congestion and adopt plans for mitigating traffic congestion that falls below certain thresholds. By statute, the CMP legislation originally focused its requirements on measuring traffic congestion, specifically through Level-of-Service (LOS), which grades roadway facilities by vehicle delay. The SFCTA has since evolved its CMP to include more multimodal and system performance monitoring, in recognition that automobile-focused metrics such as LOS result in a limited view of transportation issues, which can result in inefficient, modally biased, and often, unintentionally, counter-productive solutions.<sup>1</sup>

The CMP legislation aims to increase the productivity of existing transportation infrastructure and encourage more efficient use of scarce new dollars for transportation investments, in order to effectively manage congestion, improve air quality, and facilitate sustainable development. The purpose of the 2017 San Francisco Congestion Management Program is to:

- Define San Francisco's performance measures for congestion management;
- Report congestion monitoring data for San Francisco county to the public and the Metropolitan Transportation Commission (MTC);
- Describe San Francisco's congestion management strategies and efforts; and
- Outline the congestion management work program for fiscal years 2017/18 and 2018/19.

This year's congestion monitoring reveals that auto speeds have continued to worsen since 2015, although this degradation is not as significant as observed between 2013 and 2015. In contrast, transit speeds and transit reliability have remained steady, meaning that transit is more competitive with auto than in past years, an outcome consistent with San Francisco's "transit-first" policies. Overall levels of bicycling have also remained steady, though bicycle and pedestrian injuries and fatalities appear to show an upward trend in recent years, counter to the City's Vision Zero goal of eliminating traffic fatalities. Vehicle miles traveled and total transit volumes were little changed from prior monitoring.

## B. State of Transportation

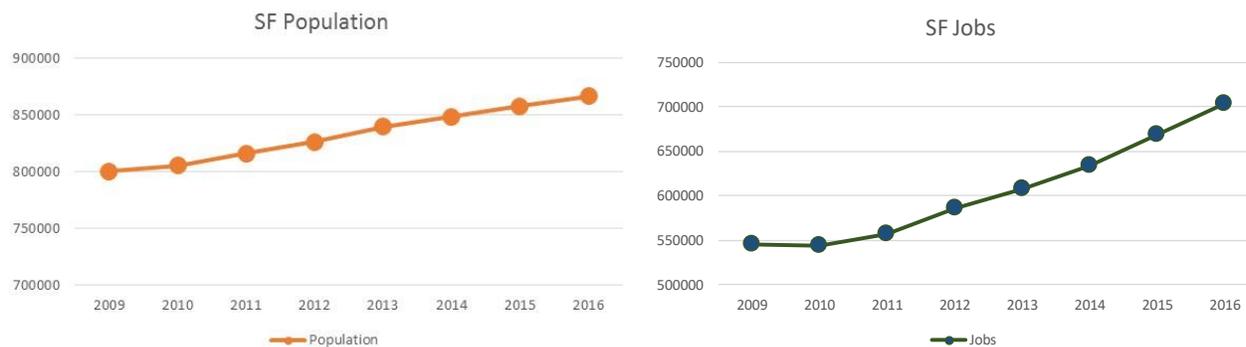
San Francisco is an employment and population hub in a region that has continued to experience tremendous growth, outpacing all projections. Since 2009, San Francisco has added over 65,000 residents and over 100k jobs (see Figure 0-1). Between 2014 and 2016 alone, San Francisco added 20,000 residents, bringing the total population to 870,000, and the daytime population (which includes non-residents who

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<sup>1</sup> 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).

work in the city) is well over one million. Employment growth during this same two-year period has also been tremendous. According to the Bureau of Labor Statistics, total employment in San Francisco during these two years increased by almost 10%, from 640,000 to 703,000 jobs. This continues the trend of job growth exceeding population growth in the county by a factor of about three to one. Housing production, on the other hand, is lagging. This means that people are coming to San Francisco for work but live elsewhere and commute into the city. Strategies to managing congestion are key to maintaining our accessibility as the city grows. These include: improving public transportation, bicycling and walking routes and facilities; coordinating new development to support walkable and transit-oriented neighborhoods; and managing vehicle use, parking, and traffic signals to ensure safety and efficiency.

Figure 0-1: San Francisco Population and Job Growth since 2009



Source: MTC Vital Signs / American Community Survey / Bureau of Labor Statistics

### Roadway Level of Service

The CMP legislation defines roadway performance primarily by using the LOS traffic engineering concept to evaluate the operating conditions on a roadway. LOS describes operating conditions on a scale of A to F, with “A” describing free flow, and “F” describing bumper-to-bumper conditions. For the current monitoring period, average travel speeds on the CMP network have decreased since 2015 for most measured time periods and road types, as shown in Figure 0-2. Average arterial travel speeds have decreased 7% from 14.6 mph to 13.6 mph in the AM peak and decreased 4% from 12.7 mph to 12.2 mph in the PM peak. The average travel speed on freeways decreased 8% from 38.8 mph to 35.8 mph in the AM peak. In the PM peak, the average travel speed for freeways has remained generally flat increasing slightly from 26.2 mph to 26.4 mph, although most of these facilities continued to operate at the lowest levels of service. While the overall declines in speeds between 2015 and 2017 indicate a continuing degradation of roadway performance, these declines were less significant than the declines between 2013 and 2015. Overall roadway performance has been declining since 2009.

Figure 0-2: CMP Network Average Travel Speed Change

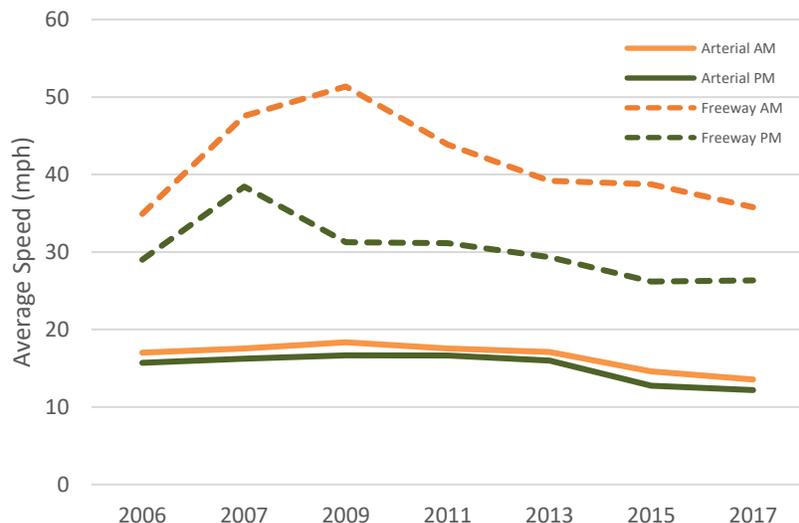
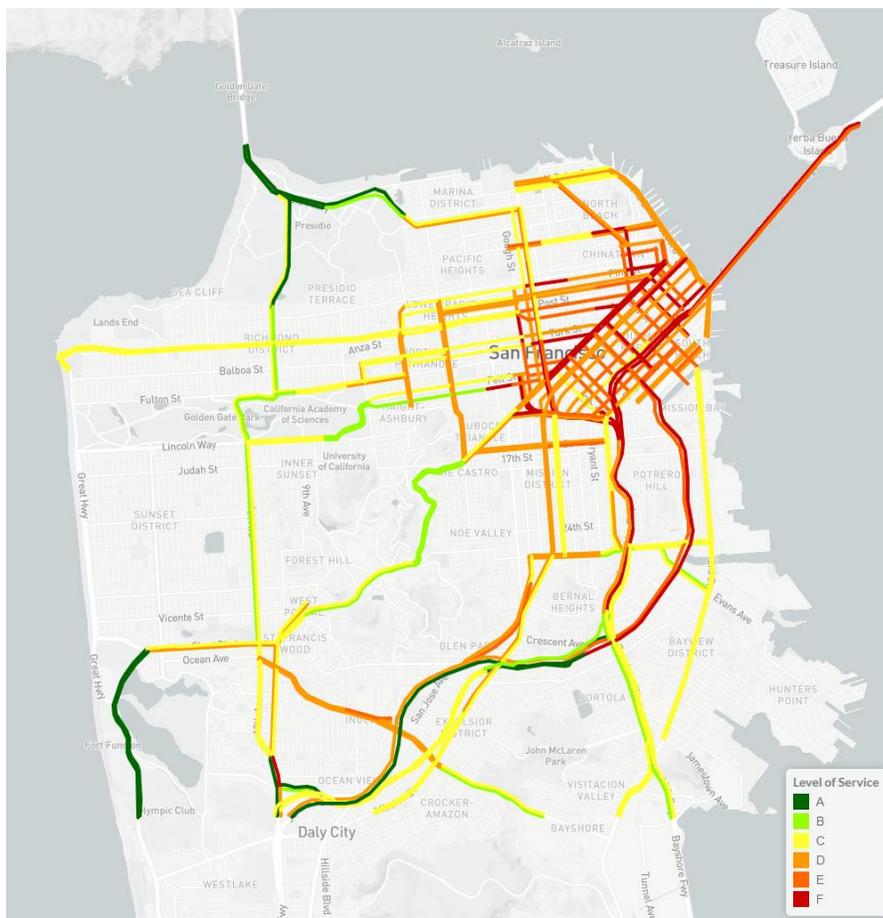


Figure 0-3 shows where the congestion is greatest in the county, primarily concentrated in the downtown and South of Market neighborhoods, and on the freeways and the arterials serving these freeways. An interactive version of this map that allows users to view historical trends can be found at [cmp.sfcta.org](http://cmp.sfcta.org).

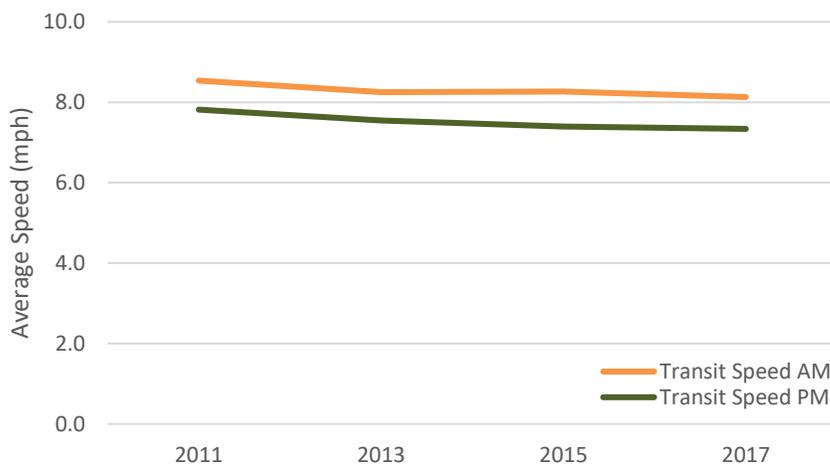
Figure 0-3: 2017 PM Peak Roadway Level-of-Service



## Transit Speeds

In addition to monitoring roadway speeds, the Transportation Authority also tracks surface transit speeds. Transit speeds on the CMP network declined slightly since 2015, although this decline was less than the decline in roadway speeds on the CMP network. Compared to 2015, the average transit speed (collected for buses only) in 2017 on the CMP network in the AM peak declined 2% from 8.26 to 8.13 mph. In the PM peak period transit speeds also declined 1% from 7.40 to 7.34 mph. This relatively better performance for transit as compared with vehicles may be attributable to the city's expanded efforts to provide on-street transit priority during this period.

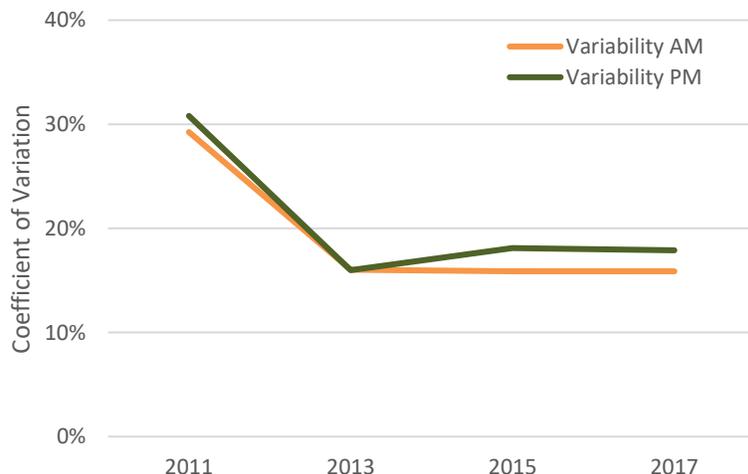
**Figure 0-4: Overall Average Transit Speeds Trend for CMP Network**



## Transit Travel Time Reliability

Transit speed information is also used to calculate measures of transit travel time reliability. Figure 0-5 shows that transit travel time reliability is relatively good, despite increasing roadway congestion, and that this travel time reliability has remained steady between 2015 and 2017, preserving the transit reliability gains observed between 2013 and 2015. Again, this result is an indicator of the effectiveness of the city's on-street transit priority efforts.

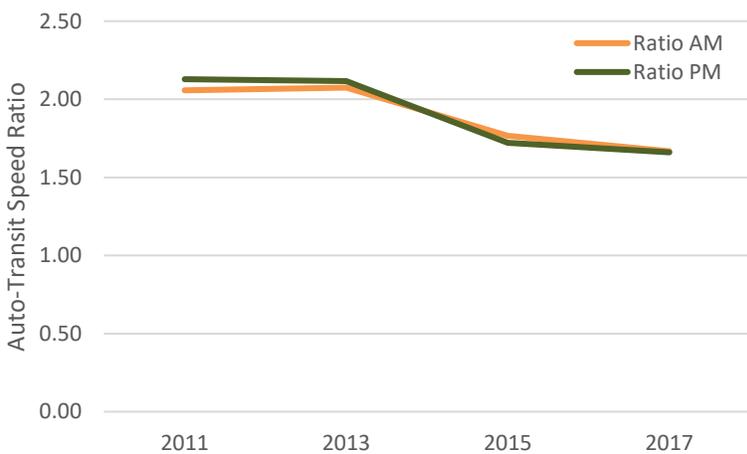
**Figure 0-5: Transit Travel Time Reliability**



### Auto-Transit Travel Time Ratio

In order to assess the competitiveness of transit with driving, the ratio of auto to transit speeds is calculated by comparing auto to transit speeds on the portions of the CMP network for which Muni data is available. A ratio of 2 would indicate that, for a particular segment, on-board transit travel time is twice that of auto travel time. As shown in Figure 0-6, transit speeds continued the trend of improving, relative to auto speeds between 2015 and 2017. Overall, between 2015 and 2017 the average auto-to-transit speed ratio improved from 1.77 to 1.67 in the AM peak and 1.72 to 1.66 in the PM peak.

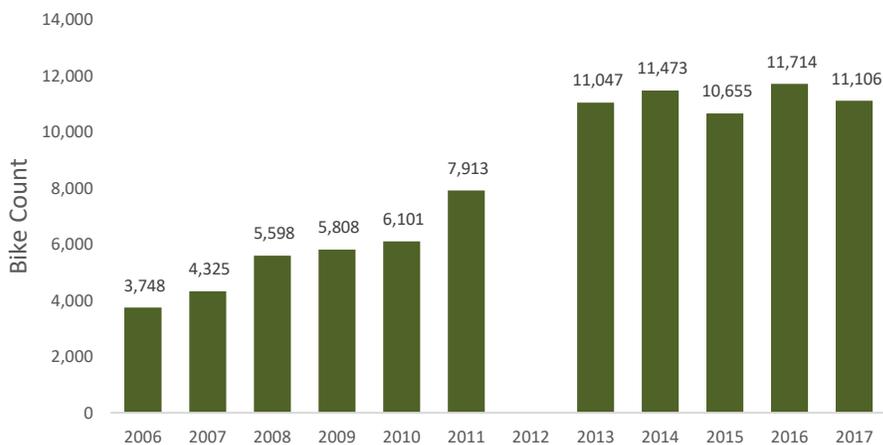
**Figure 0-6: Auto-Transit Speed Ratio**



### Multimodal Volumes

The City and County of San Francisco has placed a high priority on shifting travelers’ modes to increase the number of trips made by walking and bicycling. Figure 0-7 shows bicycle counts collected by SFMTA from 2006 through 2017. It must be noted that, while count locations have been increasing, the figure reflects counts from a subset of the same 19 counters for all years. The most recent data suggests that bicycle ridership has remained steady over the past five years.

**Figure 0-7: Bicycle Volumes**

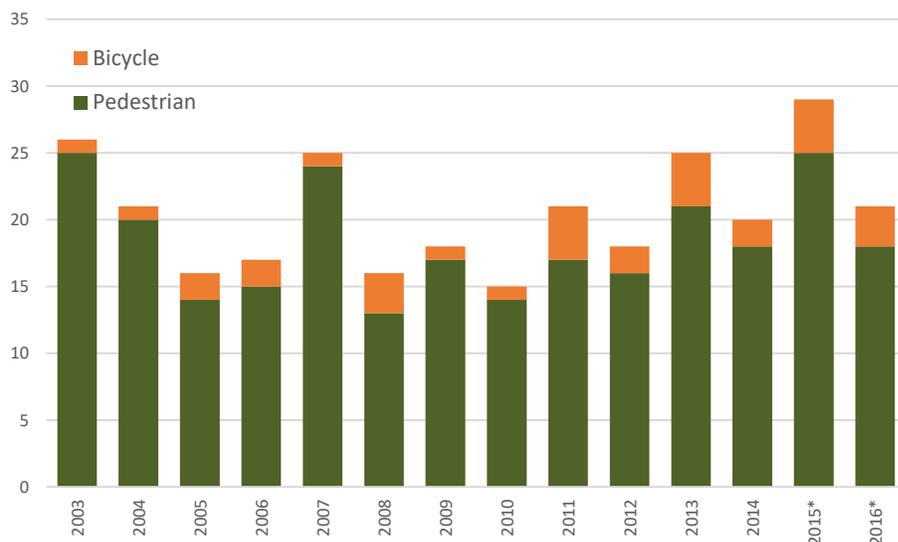


Note: SFMTA did not collect bicycle volumes in 2012

## Pedestrian and Bicycle Safety

Safety for pedestrians and cyclists are key measures of non-motorized transportation performance, and a critical policy priority for the city of San Francisco. The City and County of San Francisco adopted Vision Zero as a policy in 2014, committing to build better and safer streets, educate the public on traffic safety, enforce traffic laws, and adopt policy changes that save lives. Figure 0-8 illustrates the number of pedestrian and bicycle fatalities in San Francisco since 2013. It shows that while non-motorized fatalities were lower in 2016 than in 2015, there appears to be an overall increasing trend in the absolute number fatalities since 2010, a period of rapid city housing and job growth.

**Figure 0-8: Pedestrian and Bicycle Fatalities**



\* provisional data

## Other Measures

### *Vehicle Miles Traveled (VMT)*

There is evidence that these long-term congestion management strategies are working. As shown in Figure 0-9, vehicle miles traveled (VMT), a measure of the amount of total amount of driving, has generally been holding steady, and is noticeably lower than the levels reached in 2002 and 2003. Given the rapid growth of households and jobs in the city during this timeframe, this flat VMT trend suggests that the city’s Transit First policies are working.

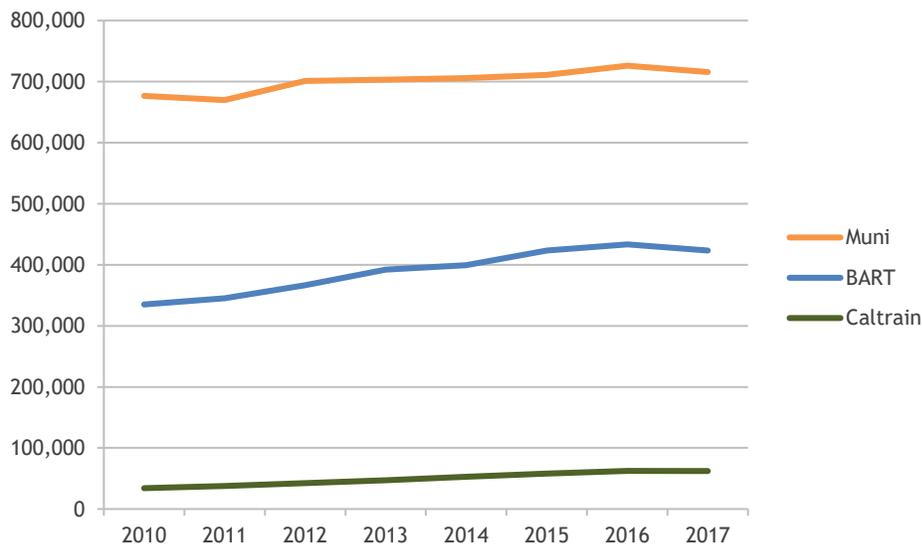
**Figure 0-9: Vehicle Miles Traveled**



*Transit Volumes*

San Francisco’s strong backbone of local and regional transit has been key to our ability to manage congestion. Muni, BART, Caltrain, and commuter bus lines help move people into and around the city efficiently. Privately sponsored and operated services are also adding needed capacity. But as demand grows, our major transit systems are becoming crowded. Between 2010 and 2017, ridership on the three largest transit providers in San Francisco has been growing, however all of them saw slight decreases in ridership in 2017, as shown in Figure 0-10.

**Figure 0-10: Average Daily Passengers by Transit Operator**



*Transportation Network Company (TNC) Volumes*

Transportation network companies (TNCs) such as Uber and Lyft have become an increasingly visible presence on San Francisco streets, but until recently, there has been no comprehensive data source to

help the public and decision-makers understand how many TNC trips occur in San Francisco, how much vehicle travel they generate, and their potential effects on congestion, transit ridership, and other measures of system performance. In 2017, the SFCTA released a report, TNCs Today: A Profile of San Francisco Transportation Network Company Activity, that revealed that there are a significant number of TNC trips occurring within San Francisco – over 170,000 on a typical weekday and over 220,000 on Fridays and Saturdays. In addition, the report showed that these trips primarily occur in the most congested parts of the city, at the most congested time of day. Table 0-1 indicates that it is estimated that TNCs may comprise up to 25% of peak period intra-San Francisco vehicle trips in the supervisorial districts that encompass South of Market and downtown. Recent research from UC Davis also suggests that the TNC trips draw from other sustainable modes such as transit, cycling and walking, as well as result from newly generated trips, rather than replacing driving trips.<sup>2</sup>

**Table 0-1: TNC Share of Intra-SF Vehicle Trips by Supervisor District**

Supervisor District	% AM	% PM
1	8%	7%
2	20%	17%
3	19%	20%
4	4%	3%
5	14%	13%
6	25%	26%
7	5%	4%
8	10%	8%
9	10%	9%
10	7%	7%
11	3%	2%

## C. What are we doing to manage congestion?

### C.1 | Managing Demand for Travel

San Francisco has a robust set of travel demand management (TDM) programs, policies, and requirements designed to enable and encourage people to make trips by transit, walking, and biking and to smooth vehicle circulation. These include a focus on new development as well as on managing congestion in existing neighborhoods and built up areas:

- Coordinating transportation aspects of area plans, development agreements, and other requirements on new development, including:
  - » Central SoMa Land Use Plan
  - » Central Waterfront development projects
  - » Treasure Island, Hunter’s Point /Shipyard, Schlage Lock, Parkmerced

<sup>2</sup> Clewlow and Mishra, “Disruptive Transportation: the Adoption, Utilization and Impacts of Ride-Hailing in the United States”, UC Davis Institute of Transportation Studies, October 2017.

- » Transportation Sustainability Program
- Policies and programs to manage trips in existing neighborhoods and built-up areas, including:
  - » Commuter Benefits Ordinance and Emergency Ride Home Program
  - » SFMTA Commuter Shuttle Policy
  - » SFMTA Carsharing Policy
  - » BART Smart Travel Rewards Pilot Project
  - » Parking Management and *SFpark*
  - » SF Moves Neighborhood TDM Outreach Pilot Project
  - » Travel Demand Management Ordinance
  - » Bayview Moves Pilot Project

Furthermore, San Francisco is encouraging efficient land use planning by supporting development at higher densities in areas that are mixed-use (closer to jobs and retail) and are well served by transit. Plan Bay Area, the region's Sustainable Communities Strategy, identifies Priority Development Areas (PDAs) where densities and transit levels can more readily support transit-oriented development. The Transportation Authority prepared a Transportation Investment and Growth Strategy, which describes how San Francisco will support PDAs through transportation investment. The city's use of Metropolitan Transportation Commission PDA planning funds is supporting the following planning efforts and studies in line with the Transportation Investment and Growth Strategy:

- PDA Planning Projects
  - » Rail Storage Alternatives Analysis and I-280 Boulevard Feasibility Study
  - » Embarcadero Multimodal Design
  - » Bayshore Multimodal Facility Location Study
  - » M-Oceanview Realignment
  - » Ocean Avenue Streetscape Plan
  - » Market/Noe Streetscape Design
  - » Balboa Reservoir TDM

## C.2 | Planning Projects

Connect SF, a long-range effort to define the desired and achievable transportation future for San Francisco, was launched in 2016 as a partnership between the Transportation Authority, the SFMTA, San Francisco Planning, and the Office of Economic and Workforce Development. The effort will produce a roadmap to arrive at that future, and will include a major update to the San Francisco Transportation Plan (SFTP), which was passed in 2013, with a minor update in 2017. The 2017 update includes a progress report on projects, policies, and planning studies that support and complement the 2013 SFTP's investment priorities; revises transportation funding revenue forecasts, updates project costs, and reassesses projects previously identified for funding; and identifies new planning efforts and policy papers that are underway or anticipated to begin soon. The Transportation Authority is also coordinating with numerous local, regional state and Federal agencies and with the private sector to address congestion. Key initiatives include:

- Vision Zero Program

- MTC Regional Core Capacity Transit Study
- Freeway Corridor Management Study (managed lanes/carpool lane feasibility)
- Transportation Sustainability Program (including the Transportation Sustainability Fee and the Travel Demand Management Ordinance))
- Van Ness, Geary, and Geneva/Harney Bus Rapid Transit
- Better Market Street Project
- Treasure Island Mobility Management Program
- Neighborhood Transportation Improvement Program (planning and capital improvement grants)
- Emerging Mobility, Commuter Shuttle, Late Night Transportation, and School Transportation sector studies
- San Francisco Subway Vision

### C.3 | Funding and Delivering Projects

The Transportation Authority is addressing near- and long-term transportation needs for San Francisco by funding projects and programs – mainly capital infrastructure, through grant programs such as the Proposition K transportation sales tax, Proposition AA vehicle registration fee and regional One Bay Area Grants (OBAG) programs, as well as coordinating with other local and regional agencies to apply for State and Federal funding to match local investments. Below are a few signature projects supported with Transportation Authority programmed funds.

- Muni New and Renovated Vehicles
- BART New and Renovated Vehicles
- Central Subway
- Caltrain Extension to the new Transbay Transit Center
- Caltrain Electrification

In its role as Congestion Management Agency, as part of the OBAG framework for distribution of federal transportation funds, the Transportation Authority prepared the Transportation Investment and Growth Strategy and, through OBAG Cycle 2 has programmed funds to the following projects:

- Better Market Street
- Embarcadero Station: New Northside Platform Elevator and Faregates
- Geary Bus Rapid Transit Phase 1
- John Yehall Chin Elementary Safe Routes to School
- Caltrain Electrification
- San Francisco Safe Routes to School Non-Infrastructure 2019-2021

The Transportation Authority is also overseeing and leading the delivery of key projects, many of which support infill transit-oriented development, including serving as co-sponsor or lead agency for the construction of:

- Presidio Parkway (co-sponsor with Caltrans))
- Folsom Street Off-Ramp Realignment (lead)
- Yerba Buena Island I-80 Interchange Improvement Project (lead)