

# San Francisco TDM Plan

2016 - 2020



**SFMTA**  
Municipal  
Transportation  
Agency



**SF Environment**  
Our home. Our city. Our planet.  
A Department of the City and County of San Francisco

**SAN FRANCISCO  
PLANNING  
DEPARTMENT**

## Acknowledgments

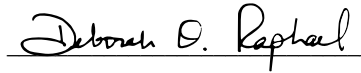
The development of this document involved the work of multiple agency staff especially John Knox White, Sarah Jones, Arielle Fleisher, and Charles Rivasplata of the San Francisco Municipal Transportation Agency; Krute Singa from the San Francisco Department of the Environment; Wade Wietgreffe and Amnon Ben-Pazi of the San Francisco Planning Department; and Ryan Greene-Roesel and Jeff Hobson of the San Francisco County Transportation Authority.

Many of the City and County of San Francisco's guiding documents recognize that infrastructure investments alone cannot create the transportation conditions that provide for a vibrant and environmentally sustainable city. This plan is San Francisco's commitment to holistically providing and pursuing Transportation Demand Management measures, including transportation system pricing, incentives, marketing and regulatory policy to ensure that all transportation choices and trade-offs are clear to San Francisco's residents, employees, and visitors.



Edward D. Reiskin, Director of Transportation  
San Francisco Municipal Transportation Agency

San Francisco Municipal Transportation Agency  
1 South Van Ness Avenue, 7th Floor  
San Francisco, CA 94103  
Tel: 415.701.4500  
Web: [www.sfmta.com](http://www.sfmta.com)



Deborah Raphael, Director  
San Francisco Department of the Environment

San Francisco Department of the Environment  
1455 Market Street, Suite 1200  
San Francisco, CA 94103  
Tel: 415.355.3700  
Web: [www.sfenvironment.org](http://www.sfenvironment.org)



Tilly Chang, Executive Director  
San Francisco County Transportation Authority

San Francisco County Transportation Authority  
1455 Market Street, 22nd Floor  
San Francisco, CA 94103  
Tel: 415.522.4800 Fax: 415.522.4829  
Web: [www.sfcta.org](http://www.sfcta.org)



John Rahaim, Planning Director  
San Francisco Planning Department

San Francisco Planning Department  
1650 Mission Street, Suite 400  
San Francisco, CA 94103  
Tel: 415.558.6378 Fax: 415.558.6409  
Web: [sf-planning.org](http://sf-planning.org)

# TABLE OF CONTENTS

---

|  |           |
|--|-----------|
| <b>EXECUTIVE SUMMARY</b>                             | <b>1</b>  |
| <b>INTRODUCTION</b>                                  | <b>3</b>  |
| Background   |           |
| TDM Explained  |           |
| About San Francisco                                  |           |
| About the Plan                                       |           |
| <b>MISSION, PARTNERSHIPS, GOALS &amp; OBJECTIVES</b> | <b>11</b> |
| Partners   |           |
| Goals & Objectives                                   |           |
| Financing  |           |
| Equity   |           |
| Audiences  |           |
| Geographies  |           |
| <b>MONITORING &amp; EVALUATION</b>                   | <b>19</b> |
| Partners Working Group                               |           |
| Measuring Effectiveness                              |           |
| Defining Success                                     |           |
| <b>IMPLEMENTATION STRATEGIES</b>                     | <b>25</b> |
| <b>APPENDIX A: DEMOGRAPHIC DATA</b>                  | <b>43</b> |
| <b>APPENDIX B: MEASURING SUCCESS</b>                 | <b>44</b> |
| <b>APPENDIX C: PERFORMANCE MEASURES</b>              | <b>45</b> |
| <b>APPENDIX D: PARTNERS ROLES</b>                    | <b>49</b> |



1915



1915

F MARKET CASTRO

1057

ANTS

## EXECUTIVE SUMMARY

---

***GOAL: A SUCCESSFUL TDM PROGRAM WILL SERVE AS A KEY COMPONENT IN CREATING AND FOSTERING AN ENVIRONMENT WHERE PUBLIC TRANSPORTATION, WALKING, BIKING, AND SHARED RIDES ARE THE PREFERRED MEANS OF TRAVEL FOR MOST TRIPS IN SAN FRANCISCO.***

San Francisco is an attractive place to live, work, and play because it offers so much to such a wide variety of people. As a vibrant, busy city, San Francisco faces challenges with how to accommodate expected growth within the constraints of a world-class location that has already developed most of its available land. As the city increases in density, transportation, and land-use planners are looking to make the city work better for the people who are here, as well as those who will be here in the future. Due to the costs of building major infrastructure, San Francisco is looking to do more with our existing system, while focusing on key important projects like the Central Subway and Van Ness Bus Rapid Transit. In order to succeed, an ambitious transportation demand management program is needed to meet the challenge of maintaining mobility and access within the city.

This Transportation Demand Management (TDM) Plan, based on the 2014 Interagency Transportation Demand Management Strategy, outlines the policies, projects, and programs the City and County of San Francisco will employ as part of a comprehensive effort to ensure access and mobility for all. This work would mainly engage the efforts of four key partner agencies: San Francisco Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), San Francisco Planning Department (SF Planning), and the San Francisco Department of the Environment (SF Environment).



# INTRODUCTION

***PROGRAM VISION: IT IS EASY FOR EVERYONE TO GET AROUND BY TRANSIT, WALKING, BIKING, AND SHARED RIDES AS THE PREFERRED MEANS OF TRAVEL AND THAT THEY ARE ACCESSIBLE TO ALL USERS.***

## Background

In 1973, San Francisco passed a “Transit First” policy, and the city has continued to prioritize public transportation, walking, and bicycling when determining how to best use limited street space and public thoroughfares. Voters have repeatedly supported an integrated approach that emphasizes sustainable modes. In 2014, San Francisco voters passed two funding measures that improve public transit and build safer streets in neighborhoods citywide. More recently, in 2016, San Francisco voters reasserted their trust in transportation officials by voting down another ballot measure, depoliticizing the work of the SFMTA. Time and time again, San Francisco voters have reaffirmed the city’s transportation planning direction and supported environmentally-superior transportation options.

Consistent with the Interagency TDM Strategy<sup>1</sup>, the TDM Plan’s effectiveness will be evaluated by tracking changes in solo driving, measured by single occupancy vehicle (SOV) trips. We will also report on changes in transportation behavior demonstrated by other key metrics such as total driving or Vehicle Miles Traveled (VMT) and greenhouse gas emissions (GHGs). The full report includes a discussion of how we define program success and measure effectiveness, including a detailed methodology (Appendix B).

## DEFINITIONS

**Carshare** – individual vehicles that are used by multiple people. They can be a single occupancy vehicle or a shared ride depending on their use.

**Shared Vehicle** (Shared-Use Vehicle) – vehicles with multiple passengers, includes carpool and private transit that has a minimum occupancy of 4 or more passengers 85% of the time.

**Ride Hail Services** – (Ride Sourcing) services that are hailed either on-street or via phone or phone/computer application.

**Shared Rides** (Rideshare) – trips in vehicles with multiple passengers, includes carpool and private transit that has a minimum occupancy of 4 or more passengers 85% of the time.

<sup>1</sup> The Interagency TDM Strategy was created by the SFMTA, SFCTA, SF Environment, and SF Planning in 2014. Available upon request.

# INTRODUCTION

## TDM Explained

Transportation Demand Management encompasses a set of low-cost, tools and near-term strategies that encourage the use of sustainable transportation options while improving the efficiency of the transportation system and reducing crowding on transit. TDM constitutes a layer of information, programs, and policies that make the available options for sustainable transportation choices more appealing and easy to use. Done well, TDM elevates residents', workers', and visitors' knowledge of and experience with the variety of transportation options available, builds a constituency in support of making the transportation system more sustainable and reinforces wider transportation goals in the city and region.

## TDM includes the following key functions:

- **Provides easily accessible information** about sustainable travel choices through effective user interfaces;
- **Encourages and incentivizes** desired mode shift away from single occupant vehicle trips;
- **Improves the efficiency** of the transportation system by managing the demand for transportation facilities and services;
- **Affects and complements** mixed-use compact land use; and
- **Employs market pricing** to remove the hidden costs of the use of single occupant vehicles and barriers to active and collective transportation modes (e.g., through parking management, vehicle circulation, off-board fare programs, user amenities, etc.)

***TDM GOAL 1: MAKE IT EASY FOR RESIDENTS, EMPLOYEES, AND VISITORS TO TRAVEL BY TRANSIT, FOOT, BIKE, RIDESHARE OR CARSHARE WHEN TRAVELING TO, FROM, AND WITHIN SAN FRANCISCO.***

***TDM GOAL 2: INSTITUTIONALIZE A CULTURE THAT EMBRACES WALKING, BICYCLING, TAKING TRANSIT AND RIDESHARING.***

***TDM GOAL 3: COLLABORATE ON A WIDE VARIETY OF INITIATIVES TO LEVERAGE THE IMPACT OF TDM.***

***TDM GOAL 4: ENSURE AND PRIORITIZE EFFECTIVE PROGRAMS THROUGH MONITORING AND EVALUATION.***



# INTRODUCTION

---

## About San Francisco

Transportation has a significant impact on individual quality of life. The time spent commuting is often time that could be spent with family and friends or on important but discretionary activities. Most people care most about how quickly they can travel from point A to point B and/or the experience of the travel. Convenience, cost, experience, and travel time are major factors determining how people choose to get around.

People who travel in San Francisco know that the city's roads, bridges, and transit lines can be congested and sometimes struggle to operate effectively when they are over capacity. The city is in the midst of another era of high population growth and development. The city's population is expected to grow by 280,000 people and add 100,000 new households by 2040. Additionally, San Francisco is the dominant employment center in the Bay Area and is projected to add as many as 190,000 jobs by 2040.

As one of the nation's top travel destinations, tourists bring many economic and cultural benefits. However, tourism also creates additional demand on the city's transportation network. In 2013, San Francisco hosted 16.9 million visitors, including Bay Area visitors driving in for the day and those staying outside the city, but whose primary destination was San Francisco. A 2010 survey found that most visitors—nearly half—used a personal or rental car to travel around the city. These millions

of annual car trips can have major impacts on the operation of the city's streets and neighborhoods, as well as air quality, quality of life, economic viability, public health, and other significant impacts.

San Francisco is an attractive place to live, work and visit because it offers so much to such a wide variety of people. As such, maintaining mobility—the ability for people to get where they are going in a reasonable amount of time—continues to be a challenge that must be faced head-on. With growth and development, this challenge will become even greater in future years. To ensure that people can safely and efficiently reach their destinations, the city develops and implements an ongoing comprehensive, cohesive TDM program. The program aims to support travel by transit, bicycling, walking, and shared rides and reduce the need for SOV travel to, from, and within the city while also creating a culture that embraces sustainable transportation alternatives. Developing a TDM program also complements the city's longer-term capital investment strategy by providing more affordable, near-term, 'non-infrastructure' strategies to help meet our safety, equity, and environmental goals.

## About the Plan

The TDM Plan builds upon existing efforts to develop, implement and manage a coordinated Transportation Demand Management program that will make it easy for residents, employees, and visitors to use all available transportation

## INTRODUCTION

---

options, other than driving alone, to meet their travel needs. This effort will include a suite of programs, services, and communications, based on best practices, linked through an identifiable, well-known brand, and will be reinforced by strong policies that support the reduction of SOV trips into and within San Francisco.

The full report includes specific objectives for each goal. The full report also describes the key overall responsibilities of the four main agencies (SFMTA, SFCTA, SF Planning, and SF Environment), other agencies, and the role of private entities.

Although the TDM Plan focuses on describing work led by City and County of San Francisco agencies, many other organizations play an important role in TDM, including employers, developers, Transportation Management Associations (TMAs), the hospitality industry, transportation advocacy organizations, community-based organizations, regional transportation and air quality agencies and many others.

In support of these, the resulting program will focus in on three specific areas:

Land-use development programs and policies: Developing and implementing policies that shape future trips associated with new development and major changes in use; includes monitoring and evaluation of compliance with approved TDM measures.

Street management programs and policies: Developing and implementing policies and programs that maximize efficient use of street space and support the benefits of, and minimize, the negative impacts of high occupancy vehicles (e.g. private shuttles, tour buses, and ride hail services).

Customer-focused campaigns and programs: Providing information and services to visitors, residents, and employees/employers that promote and encourage walking, biking, public transit use, and shared vehicles and rides.

The full report outlines strategies and actions that reinforce desired travel behavior changes through multiple channels, including policies and outreach aimed at employers, employees, residents, visitors, schools, and other audiences. The strategies are designed to be both aspirational and attainable, and call for action in both the short- and long-term. They build toward our goals, capitalize on our strengths, and consider opportunities for citywide and intra-agency collaboration.

## INTRODUCTION

---

The full report outlines a framework for how the city will ensure that the messages and programs developed to employ a unified voice and are based on the same vision, objectives, and data, and are supported by a long-term commitment from the city.

Implemented together, TDM strategies can be a powerful tool to shift travel behavior. As San Francisco endeavors to develop a world-class TDM program that will efficiently and effectively reduce SOV use in San Francisco, the strategies outlined in this document put San Francisco on the path to achieving this aim.



# INTRODUCTION

**STRATEGY 1:** DEVELOP PROGRAM INFRASTRUCTURE FOR PUBLIC ENGAGEMENT.

**STRATEGY 2:** PROPOSE AND ADVOCATE FOR STRONG POLICIES THAT REDUCE SOV TRIPS INTO, THROUGH AND WITHIN SAN FRANCISCO.

**STRATEGY 3:** ADVOCATE FOR AND SUPPORT PROGRAMS, TOOLS, AND SERVICES THAT ENHANCE AND IMPROVE COORDINATION OF REGIONAL TRANSPORTATION.

**STRATEGY 4:** MONITOR, EVALUATE AND ENFORCE CONDITIONS OF DEVELOPMENT PROJECT APPROVAL.

**STRATEGY 5:** DEVELOP MATERIALS THAT PROVIDE INFORMATION ABOUT SERVICES, PRODUCTS, AND PROGRAMS.

**STRATEGY 6:** DEVELOP VISITOR-ORIENTED AND EVENT-RELATED TDM SERVICES TO FACILITATE AND ENCOURAGE VISITORS' UNDERSTANDING AND USE OF SUSTAINABLE OPTIONS WHEN IN SAN FRANCISCO.

**STRATEGY 7:** DEVELOP PROGRAMS FOR EMPLOYER AND RESIDENTIAL COMMUNITIES TO ENSURE RESIDENTS/EMPLOYEES ARE FULLY AWARE OF THEIR TRANSPORTATION OPTIONS.

**STRATEGY 8:** STRENGTHEN PARTNERSHIP WITH SCHOOLS TO ENHANCE SCHOOL AND FAMILY-FOCUSED PROGRAMMING.

**STRATEGY 9:** INCUBATE INNOVATIVE POLICIES AND PROGRAMS AND EXPLORE THEIR FEASIBILITY TO FURTHER TDM GOALS.

**STRATEGY 10:** FACILITATE TRANSPORTATION EQUITY THROUGH TARGETED PROVISION OF EDUCATION AND ENCOURAGEMENT FOR MINORITY, LOW-INCOME, DISABLED, AND SENIOR POPULATIONS TO TAKE TRANSIT, WALK, BIKE, USE RIDESHARE OR CARSHARE.

**STRATEGY 11:** CREATE/FORMALIZE ACTIVE TRANSPORTATION (WALKING AND BICYCLING) ENCOURAGEMENT PROGRAMS.

**STRATEGY 12:** RESEARCH AND EVALUATE TDM STRATEGIES TO DEVELOP A STRONGER, MORE EFFECTIVE PROGRAM.



The full report includes significant additional detail on each strategy, including a list of key actions and which agencies will play lead and supporting roles to pursue them. The report distinguishes between near-term and longer-term actions and sets out a protocol by which agencies collaborate to move actions forward.

This page was intentionally left blank.



## MISSION, PARTNERSHIPS, GOALS & OBJECTIVES

***PROGRAM MISSION: REDUCE DEPENDENCY ON SINGLE OCCUPANCY VEHICLES USE IN SUPPORT OF A VIBRANT AND LIVABLE CITY THROUGH THE PROVISION OF TDM PROGRAMS, SERVICES AND POLICIES TO SAN FRANCISCO RESIDENTS, EMPLOYEES AND VISITORS.***

### Partners

In 2014, the city committed to developing a new structure for the city's mobility management offerings. This new structure emphasizes highly coordinated, comprehensive activities to support the city's TDM goals of reducing single occupant vehicle trips. There are four organizations that have a responsibility/accountability for transportation planning and operations. They are: San Francisco Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), San Francisco Planning Department (SF Planning), and the San Francisco Department of the Environment (SF Environment).

The SFMTA is responsible for overall management of San Francisco's transportation systems, including such roles as ensuring that San Francisco's streets work for all users, managing access to curb space, managing public vehicle and bicycle parking, operating Muni and overseeing taxi services, among others. The SFMTA is held accountable by the public and decision-makers for the smooth functioning of the transportation system and therefore has a special responsibility to ensure that TDM programs are implemented effectively.

The SFCTA is the county congestion management agency, a statutory role that requires bi-annual performance monitoring and strategic planning and policy development, consistent with the agency's long-range county-wide transportation plan. The SFCTA also funds a wide range of TDM programs and leads San Francisco's regional managed lanes and variable pricing/incentives work on Treasure Island and with BART.

SF Environment has a unique set of official duties as the county coordinator of 511 Rideshare and oversight of the San Francisco Commuter Benefits Ordinance, Tenant Bicycle Access in Existing Commercial Building Ordinance and the Emergency Ride Home program.

SF Planning shapes the future of San Francisco and the region by: generating an extraordinary vision for the General Plan and in neighborhood plans; fostering exemplary design through

## MISSION, PARTNERSHIPS, GOALS & OBJECTIVES



planning controls; improving our surroundings through environmental analysis; preserving our unique heritage; encouraging a broad range of housing and a diverse job base; and enforcing the Planning Code. The department is responsible for the city's development-review and approval related TDM policies, such as the Transportation Sustainability Fee (TSF) and the related TDM Ordinance.

Additionally, there are agencies/departments that have an important policy or programmatic connections to transportation including the San Francisco Department of Public Health (public health, equity, sustainability, and Safe Routes to School program) and the San Francisco Unified School District (school transportation issues/education). Several regional agencies have a role in TDM including regional transit agencies (BART, Caltrain, AC transit, among others), Metropolitan Transportation Commission (MTC), Bay Area Air Quality Management District (BAAQMD), and many others.

Finally, there are numerous private entities and nonprofits who contribute to TDM or deliver transportation services and programs, including large employers, private transportation providers, TMAs, advocates, developers, and others.

The Inter-Agency Strategy for Transportation Demand Management can be referenced for more details on the guiding strategy for program development and some of the programmatic focus points. The TDM Plan commits each partner agency to ensuring that other partners have the opportunity to provide meaningful and impactful input into TDM planning in order to meet the Plan's goals, requirements, and needs of each agency's charge.



# MISSION, PARTNERSHIPS, GOALS & OBJECTIVES

## Guiding Principles

The partner agencies endeavor to create a world-class TDM program that will efficiently and effectively reduce SOV use in San Francisco. To ensure this outcome, we identified 10 guiding principles to help inform the policies and programs that make up the city's comprehensive TDM program. These principles demonstrate the city's commitment to San Francisco residents, visitors and commuters to develop a TDM program that makes walking, biking, transit, and shared rides more convenient and cost-effective.

### GUIDING PRINCIPLES

1. All users should have access to information that makes choices clear (including costs).
2. People of all ages, income levels, ethnic backgrounds, and abilities should be able to conveniently travel by transit, walking, biking, and/or shared vehicle.
3. Use of multiple modes for trips should be easy/clear.
4. New developments should ensure that sustainable modes are prioritized as transportation options.
5. The city should partner with private sector and community groups to help reduce SOV use.
6. All travelers should be treated equally and provided with clear and easy choices.
7. Programs should be comprehensive and reinforce desired travel behavior changes through multiple channels and be made available in multiple languages.
8. Supportive policies should be a strong component of the program as they are needed to ensure measurable change.
9. TDM requirements of existing and new developments should be monitored and enforced.
10. Comprehensive, systematic evaluation and reporting on the effectiveness of city TDM programs should be standard, transparent, and inform future work.

## Goals & Objectives

The SFMTA Strategic Plan identifies goals and objectives that guide decision-making and provide the overarching direction of the citywide plan. The SFCTA also discusses TDM as a core policy initiative in its county-wide long-range plan known as the San Francisco Transportation Plan and other initiatives. San Francisco's TDM strategy goals are described in the 2014 Interagency TDM Strategy. Additionally, the TDM Plan supports the goals identified in numerous city policy documents and strategies, including the General Plan, Climate Action Strategy, Vision Zero and the San Francisco Planning Code, among others.



## MISSION, PARTNERSHIPS, GOALS & OBJECTIVES

**GOAL 1:** Make it easy for residents, employees, and visitors to travel by transit, foot, bike, rideshare or carshare when traveling to, from, and within San Francisco.

**Objective 1a:** Provide high-quality TDM programs and services to San Francisco residents, employees, businesses, schools, and visitors.

**Objective 1b:** Ensure that TDM information and services are presented in a culturally sensitive manner and are accessible to and can be obtained by people of all incomes, abilities, and ages.

**Objective 1c:** Develop innovative TDM policies, programs and services.

**GOAL 2:** Institutionalize a culture that embraces walking, bicycling, taking transit and ridesharing.

**Objective 2a:** Increase awareness and support of, and comfort with, the use of non-SOV transportation options by residents, employees, employers, and visitors.

**Objective 2b:** Remove policy and cultural barriers to the use of transportation options.

**Objective 2c:** Increase awareness of the power of TDM efforts and support of a strong TDM program by government agencies, elected officials, and community leaders.

**GOAL 3:** Collaborate on a wide variety of initiatives to leverage the impact of TDM.

**Objective 3a:** Work with city and private partners to incorporate TDM into programs and projects across San Francisco as appropriate.

**Objective 3b:** Promote and educate to develop an understanding of the economic, environmental, social and health benefits of TDM and use TDM support city goals in these areas when not in conflict with transportation goals.

**Objective 3c:** Maximize the use of sustainable transportation options for trips generated by new development.

**Objective 3d:** Collaborate with regional partners.

**GOAL 4:** Ensure and prioritize effective programs through monitoring and evaluation.

**Objective 4a:** Increase the use of research and evaluation to improve and focus San Francisco's TDM services and to promote the benefits of the services to key stakeholders.

**Objective 4b:** Improve monitoring and begin enforcement of TDM commitments in new development and institutional plans.



## MISSION, PARTNERSHIPS, GOALS & OBJECTIVES

---

### Financing

The City's current expenditures on TDM-related activities are about \$2.5 million a year; and while there has been some success, in order to meet the transportation goals for San Francisco, we will need to do a lot more. Many of the actions listed in this plan are unfunded and cannot be implemented without additional resources. However, the hope is by reinstating the TDM Partners Working Group and identifying future actions, individual agencies can set aside funding in their future work plans for these actions.

### Equity

Evidence continues to accrue that affordability is a function of not only housing costs but also transportation costs. One way to support the city's affordability goals is to support low-cost and no-cost transportation options and ensure that people who live in San Francisco are positioned to be able to use them. In supporting walking, bicycling, and public transit, as well as shared-use vehicles, when needed, the TDM Plan supports lowering transportation costs. This plan recognizes that many low-income communities are in need of better information regarding transportation options. The strategy works to ensure that a lack of internet access or technology, non-English fluency and other factors do not limit residents' decisions on how to travel around the city.

### Audiences

#### **San Francisco's population and demographics are changing.**

San Francisco is expected to continue experiencing population growth over the coming years, including a dynamic demographic shift. While the city's population is expected to grow by 5% by 2020 (Table 1), this population growth will be concentrated in the city's youngest residents—those under 14—and older residents—those 60 years and older (Table 2). Younger and older populations are transitioning away from a car-based lifestyle and seeking transportation (and housing) choices that cater to all ages and abilities. These demographic patterns suggest a need to focus TDM programs on children and families and aging adults, and to ensure that new residents can be supported by sustainable transportation options. It will also continue to be important to consider how the TDM program can help address economic inequality and engage San Francisco's diverse population with culturally sensitive communication.

#### **San Francisco is a dominant employment center.**

The number of employed residents in San Francisco is also expected to grow between 2015 and 2020. The 7.9% projected increase in employed residents in San Francisco (Table 3) will produce a demand

## MISSION, PARTNERSHIPS, GOALS & OBJECTIVES

on the transportation system that will need to be considered moving forward. The Association of Bay Area Governments projects that the city will add as many as 190,000 jobs and 100,000 households by 2040<sup>2</sup>. It is not only employed San Franciscans who have an impact on San Francisco's transportation system, but also those employed in San Francisco who live in the surrounding region: according to a mode share survey conducted by the SFMTA<sup>3</sup>, work is the most likely reason for residents of adjacent counties to come into San Francisco. The city should use TDM to help employees make full use of all transportation options including local and regional transit, when designing employee and employer targeted TDM programs, policies, and services.

### **San Francisco is a popular tourist destination.**

San Francisco's scenic beauty, outdoor activities, vibrant retail and dining cultures and exceptional museums have made the city a favorite of visitors from around the globe. In 2013, San Francisco hosted 16.9 million visitors, including hotel guests, those staying with friends and relatives, those staying in accommodations outside the city but whose primary destination was San Francisco, and regional visitors driving in for the day<sup>4</sup>. A 2010 survey from the San Francisco Travel Association found that visitors tend to take taxis while in the city (38%), followed by other automobile options, with 35.1% using a personal car and 15% using a rental car<sup>5</sup>. Just over one-quarter (28%) of tourists rode the cable cars, while under a quarter rode Muni trains and/or buses (23%) and rode the F-Line streetcars (18%). An opportunity exists for TDM to play an important role in helping visitors use sustainable modes of transportation more often.

The TDM program has identified a two-tier set of audiences for its efforts, these are prioritized in terms of importance for outreach:

Audience Tier 1: Primary traveler audiences: residents, employees, and visitors.

Audience Tier 2: Wholesaler audiences, communications aimed at those charged with passing along information to advance and promote transportation options to their constituents, noted in parenthesis: Employers (employees), property building managers (residents), and business owners (customers/visitors).

---

2 [Plan Bay Area: Jobs-Housing Connection Strategy \(May 2012\)](#)

3 SFMTA Travel Decision Survey (2014)

4 [SF Travel Visitor Industry Statistics](#)

5 SF Travel Visitor Transportation Survey (2010) \*Percentages do not add to 100% because people could indicate multiple modes of travel in their response.

## MISSION, PARTNERSHIPS, GOALS & OBJECTIVES

The audience is the end user of the effort. In many cases, organizations listed in Tier 2, such as business, may be a conduit to communicating to the Tier 1 audience. In this instance, the business is not an audience, they are a distribution channel. The audience is the employee of the business. Outreach, programs, and communications aimed at Tier 2 audiences will tend to be more supportive building interest in collaborations to leverage program outreach, support for policies, and other higher-level goals



### Geographies

TDM efforts are predicated on the idea that those traveling have access to infrastructure that provides them the opportunity to reach their destination by transit, bike, foot or shared rides. This TDM Plan only encourages shared rides that either support transit trips through last-mile connections or provide rides to multiple travelers in a single vehicle. Improvements and/or modifications to infrastructure are outside the scope of TDM. Nonetheless, it would not be possible to expect shifts in behavior in those areas of the city where there is not robust transit or the capacity of transit to absorb more riders, or a bike network or car sharing facilities. As such, the TDM program will continue to analyze the city's transit, bus, pedestrian, and car sharing network and focus efforts on the audiences in accordance with the following geographic priority tiers:

**Geographic Tier 1:** Locations with high rates of driving, adequate transit service with available capacity, but lower than expected transit usage; situated near the bike network; and in proximity to vehicle sharing sites.

**Geographic Tier 2:** Locations well serviced by transit but lacking the capacity to absorb increases in ridership; located near or moderately near the bike network and in proximity to carshare sites.

**Geographic Tier 3:** Locations moderately serviced by transit that have the capacity to absorb increases in ridership; situated relatively close to the bike network; and that have access to carshare sites.

DO NOT TALK TO  
MOTORMAN

TAKE NE  
CAR



## MONITORING & EVALUATION



### Partners Working Group

A key way to build on the momentum of this report is to convene a new TDM Partners Working Group, consisting of the four identified partner agencies, on a quarterly basis. At this meeting, participants will provide updates on program and policy development activities that are ongoing, under consideration, or of interest to start. When successful, this meeting would provide a structure for TDM partner agencies to raise new ideas, and propose supportive projects.

### Measuring Effectiveness

Consistent with the Interagency TDM Strategy, the effectiveness of the TDM Plan will be determined by tracking changes in single occupancy vehicle (SOV) trips. In order to reduce or maintain travel times within San Francisco's current rights-of-way, people may need to shift when they travel, where they travel, and most importantly, how they travel, and move away from single occupancy vehicles to more sustainable modes of travel such as carpooling, walking, bicycling, and mass transit.

## MONITORING & EVALUATION

Additionally, program evaluation should report on changes in transportation behavior as it relates to other transportation-related metrics, including vehicle miles traveled (VMT) and greenhouse gas emissions.

The TDM program's focus on SOV to evaluate its success is based on the following:

1. Successful TDM efforts result in reduced SOV trips and also increases in walking, bicycling, transit use and shared rides. As there are many factors that could explain an increase in these modes (for example, enhanced Muni service, a new bike lane, walking challenge, etc.) it would be challenging to determine the TDM program's proportional contribution to the change.
2. A TDM program's success is the sum of its efforts and should be evaluated as a whole. While individual programs should be evaluated, success in reducing SOV use will come as a result of the impacts of many different programs and policies combined.

Reporting on the resulting reductions in VMT and GHGs will be calculated from the trip reduction calculations. A detailed explanation of the methodology on how TDM's impact on SOV trips is available in Appendix B.

Individual TDM offerings (e.g. business outreach, bicycle education classes, etc.) will also be evaluated regularly to assess how they

are meeting their goals, which may include additional project-level goals. This will ensure that each tool is supporting the TDM Program as a whole in reaching its goals. This will also enable modifications to the program mix that will ensure that the program is capitalizing on changes to the transportation, land-use or demographic landscape.





## MONITORING & EVALUATION



### Defining Success

Our current infrastructure and operations simply can't sustain more growth in use without increasing the time it takes to travel through the city unless people opt to change how they get around in San Francisco. A successful TDM program will advocate for a reduction in the average travel time for people in San Francisco, helping the city in jump-starting these savings as it works on longer-term capital projects and supporting their success.

A successful TDM program will serve as a key component in creating and fostering an environment where public transportation, walking, biking and shared rides are the preferred means of travel for most trips in San Francisco. As the city continues to grow, our constrained rights of way will put limits on our ability to entirely build our way into reduced travel time. TDM, and the resulting community-wide transportation behavior change will play an important role in achieving this goal.

## MONITORING & EVALUATION



San Francisco chose to prioritize public transportation and walking and bicycling through the passage of the city's Transit First policy in 1973, and continues to make decisions in support of public transit, walking, and biking when determining how to best use limited street space and public thoroughfares. San Franciscans have continued to support an integrated approach that emphasizes sustainable modes; most recently at the ballot box in 2014 and 2016, San Francisco voters reaffirmed their support for sustainable transportation modes the city's transportation planning officials.

A successful TDM program will make San Francisco a better place to live. If people can access the city without having to drive for as many of their trips, air pollution would decrease, leading to improved health and safer streets for

San Francisco residents, as well as the people who work in and visit the city. Further, TDM is a key component of the City's Climate Action Strategy in addressing carbon emissions and climate change.

A successful TDM program will make San Francisco a more affordable place. For most families, transportation is the second largest household expense, trailing only behind housing. Whether or not a household owns one or more cars is the biggest factor in transportation costs. By supporting walking, bicycling, and public transit, as well as shared-use vehicles when needed, the TDM Plan can support the significant decrease of transportation costs. The Plan recognizes that many low-income communities need better information about their transportation options. The Plan includes strategies meant to ensure that a lack of internet access or technology, non-English fluency, and other factors, such as lack of access to credit/banking, do not limit residents' ability to travel around the city.

A successful TDM program will foster an environment where public transportation, walking, biking, and shared rides are the preferred means of travel for most trips in San Francisco. As the city continues to grow and evolve, we know we will not be able to build our way out of congestion. A successful TDM program and the resulting change in how we use the transportation system would play a key role in making our transportation system work.

This page was intentionally left blank.

HOTWELL STREET  
ELEMENTARY SCHOOL



Language of the  
Mundo del  
Alma  
Alicia, Susan

## IMPLEMENTATION STRATEGIES



The strategies and actions below provide guidance for funding and implementation of the San Francisco TDM program. As identified in the Interagency TDM Plan, TDM measures have the most impact when they are applied in a comprehensive approach. The strategies outlined in this document are designed such that they reinforce desired travel behavior changes through multiple channels, including policies and outreach aimed at employers, employees, residents, visitors, schools, and other audiences. The strategies are designed to be both aspirational and attainable, and call for action in both the short- and long-term. They build toward our goals; capitalize on our strengths, and; consider opportunities for citywide and intra-agency collaboration. Actions in bold are funded and are expected to be in development or completed by the end of 2016. It is expected that this list will be updated annually to reflect completed actions and identify new ones that are being undertaken in subsequent years.

The TDM program in San Francisco involves both overlapping jurisdictions and numerous partnerships and collaborations. This multijurisdictional work occurs within a system that does not have the funding to carry out all of the concepts that are identified as providing a TDM benefit. In order to address funding tradeoffs and clarify the roles and responsibilities for TDM strategic actions, the work plan identifies a lead agency and supporting agencies.

## IMPLEMENTATION STRATEGIES

In the context of this document, a lead agency is an agency that is accountable for delivering the action. This is typically identified through regulatory language, the city’s general plan or legislated ordinances. The lead agency will typically initiate and guide the development and implementation of a given specific action. Supporting agencies are those that have direct responsibility or overlapping jurisdiction for the action or who should be considered for inclusion in program development discussions (e.g., at quarterly meetings) and/or implementation tasks. At times, an agency may choose to propose an implementation activity for a task for which the agency is not listed as “lead.” In doing so, the agency would work with the lead and support agencies to develop a program that is supported by the lead agency staff. In cases where this consensus is not achieved, final decisions would be made at the director level between the lead agency and the proposing partner. When multiple agencies are identified as co-leads for an action, all initiation, development, and guidance of program implementation tasks will be established by consensus among the co-lead agencies. Where this consensus is not achieved, final decisions would be made at the director level between the co-lead agencies.



Partnerships and collaborations are the norms in TDM in San Francisco, and the work plan assumes that many of the following actions will be developed collaboratively with agencies not identified as lead or support, as has been the case during the development of this document. Neither of these designations should be seen to preclude partnerships with additional city or private partners as appropriate. The designation is meant to ensure that accountability is identified early. This designation does not assign specific work programs to specific agencies.

# IMPLEMENTATION STRATEGIES

## Strategy 1: Develop program infrastructure for public engagement.

In order to be successful, it is imperative that the TDM program have the infrastructure that will allow it to develop effective programs, services, and policies. The following elements are integral to the creation of this infrastructure and the long-term success of the TDM program.

### Key Actions:

Establish an identifiable brand for the city's TDM program.

*Lead: SFMTA*

*Support: SF Planning, SFE, SFCTA*

Develop an integrated, customer-friendly website for the TDM program.

*Lead: SFMTA*

*Support: SF Planning, SFE, SFCTA*

Develop and implement standard operating marketing and outreach procedures that ensure customers have a seamless experience regardless of the agency primarily responsible for the effort.

*Lead: SFMTA*

*Support: SFE, SFCTA*

Ensure adequate staffing for TDM Program priorities.

*Lead: All Agencies*

*Support: --*

Identify funding and develop an internal budget in operating and capital programs to fund the annual work program identified by the TDM Partners Working Group.

*Lead: SF Planning, SFCTA, SFMTA*

*Support: SFE*

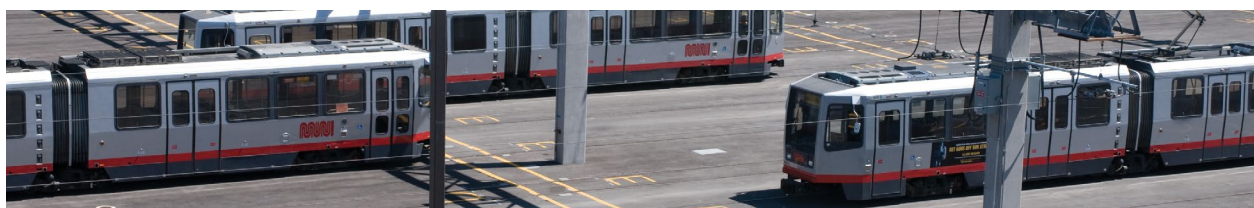
Coordinate TDM offerings with each other to deliver a comprehensive program and capitalize on areas of potential mutual impact or effort.

*Lead: SFMTA*

*Support: SF Planning, SFE, SFCTA, others*

## Strategy 2: Propose and advocate for strong policies that reduce SOV trips into, through and within San Francisco.

Best-practices suggest that San Francisco's TDM program should rely on a solid policy framework that sets the boundaries for how city transportation supply should be used. The following are policies that have been shown to be effective and should be pursued for development and adoption, as appropriate.



# IMPLEMENTATION STRATEGIES



**Key Actions:**

Use pricing to facilitate and support the use of sustainable modes of transportation.

Continue to implement and update parking management and pricing policy.

*Lead: SFMTA*

*Support: --*

Pursue a comprehensive mobility management program (congestion pricing, parking management, and transit affordability pass development) on Treasure Island.

*Lead: SFCTA*

*Support: SFMTA*

Investigate and pilot pricing or incentive-based approaches to managing congestion in the downtown core and on regional transportation infrastructure.

*Lead: SFCTA (regional), SFMTA (local)*

*Support: SFCTA (local)/SFMTA*

*(Regional)*

Investigate voluntary and mandatory vehicle trip-caps for high vehicle trip generation areas.

*Lead: TBD*

*Support: --*

Ensure that new developments limit their impacts on San Francisco’s transportation system through VMT reduction targets and TDM measures.

*Lead: SF Planning*

*Support: SFMTA, SFCTA*

Develop policy positions to support regional and state legislative advocacy for better-managed highway capacity focused on further encouraging carpooling.

*Lead: SFMTA, SFCTA*

*Support: SFE*

Develop and refine car-share supportive policies.

*Lead: SFMTA*

*Support: SF Planning, SFCTA*

Develop and refine curb-use and parking policies to manage commuter shuttle, tour bus, and other non-SOV private vehicle systems.

*Lead: SFMTA*

*Support: SFCTA*



## IMPLEMENTATION STRATEGIES

Integrate TDM strategies into relevant city planning and policy processes, such as complete streets policy and local zoning ordinances.

*Lead: Agency responsible for policy*

*Support: SF Planning, SFCTA, SFMTA, SFE*

Develop policies that support HOV use and integrate and support regional and local HOV networks on San Francisco's streets.

*Lead: SFMTA*

*Support: SFCTA*

Identify effective ways to encourage transit riders to travel outside the peak period when passenger capacity is less of an issue.

*Lead: SFCTA (regional)/SFMTA (Local);*

*Support: SFE*

Develop a citywide policy to mandate TDM as primary transportation offering to city employees for getting to and from work.

*Lead: SFE, SFMTA*

*Support: --*

### **Strategy 3: Advocate for and support programs, tools, and services that enhance and improve coordination of regional transportation.**

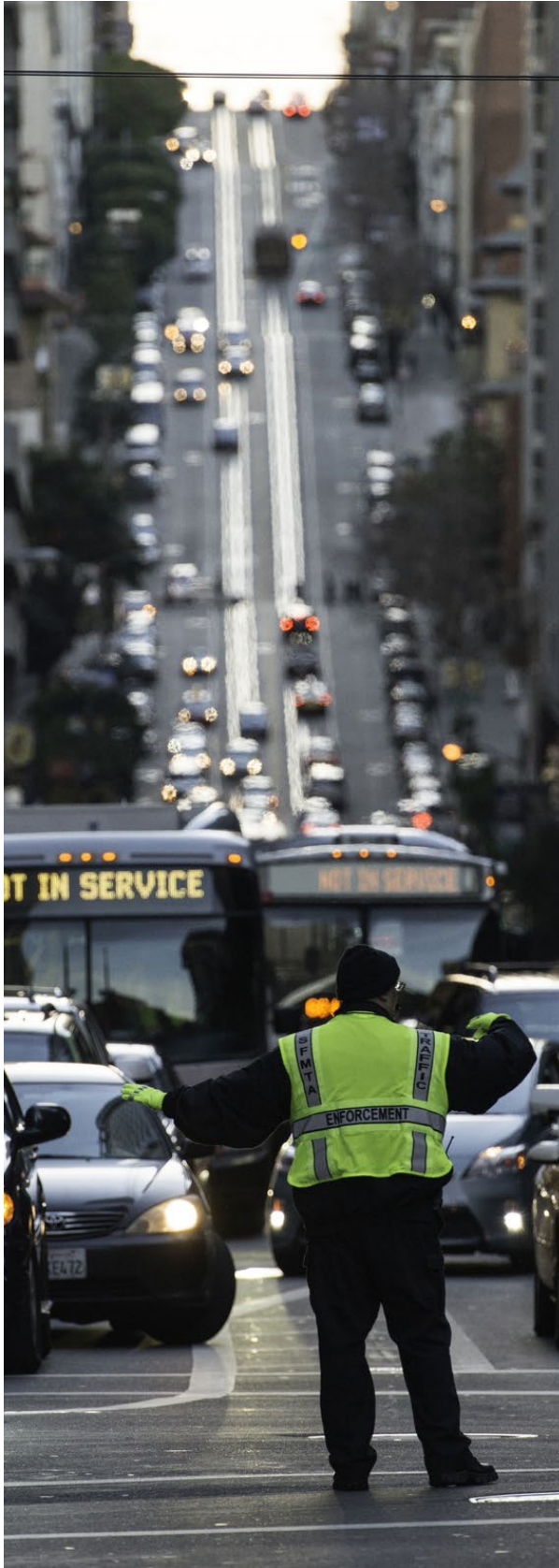
San Francisco's transit system is inextricably linked to those of the other transportation providers throughout the region of which there are more than two dozen. For the San Francisco TDM program to be successful, this regional context must be considered. Currently, there are 4 million daily trips to, from and within San Francisco. This is expected to increase to 4.2 million by 2018<sup>6</sup>. Significant regional growth from the east and south puts increasing pressure on downtown station areas and local and regional connecting services.

By thoughtfully locating opportunities for regional transit integration and eschewing the current system of divergent maps, schedules, and fares, the TDM program could help make transit trips throughout the region a more efficient and usable experience—an end that is directly in line the San Francisco's TDM program goals.

<sup>6</sup> SF CHAMP (2010); US Census Population Estimates



## IMPLEMENTATION STRATEGIES



### **Key Actions:**

Support efforts for integrated and regional fare/pass development to maximize region-wide transit ridership and promote equity (e.g., MTC means-based fare policy, Gatorpass, lifeline program, etc.).

*Lead: SFCTA, SFMTA*

*Support: --*

Coordinate the development of an implementation plan for the recommendations of the Late Night Transportation Study (e.g., service proposals, Lifeline pass program changes, security, and marketing strategies, etc.).

*Lead: SFCTA*

*Support: SFMTA, OEWD, SFE, Regional partners*

Incorporate regional transit providers in marketing and promotion materials.

*Lead: SFMTA*

*Support: SFE*

Coordinate with regional agencies involved in provision regional rideshare, local and regional commuter benefits ordinance implementation and emergency ride home.

*Lead: SFE, SFCTA*

*Support: --*

# IMPLEMENTATION STRATEGIES

## Strategy 4: Monitor, evaluate and enforce conditions of development project approval.

Monitoring and enforcing existing conditions of development project approval is an important TDM activity. Historically, the city has not proactively monitored or enforced these conditions on an ongoing basis with regard to TDM commitments, due to limited staff resources. Monitoring and enforcing existing developer TDM conditions is critical to limiting the transportation impact of developments and to ensure that residents, tenants, and employees have access to the TDM measures that were outlined in project conditions. Future work will focus on agencies partnering together to standardized efforts to monitor for compliance.



### Key Actions:

Establish standardized monitoring and reporting practices and tools for existing and future development projects, including database tracking.

*Lead: SF Planning*

*Support: SFCTA, SFMTA*

Monitor and Enforce TDM-related developer conditions.

*Lead: SF Planning*

*Support: SFMTA*

Establish and implement evaluation programs to identify the efficacy of TDM measures associated with land use development.

*Lead: SF Planning/SFCTA*

*Support: SFMTA*

Continue and enhance the TDM team’s role in advising new development to ensure that developers are made aware of and consider best practices in TDM.

*Lead: SF Planning*

*Support: SFCTA, SFMTA, SFE*

## IMPLEMENTATION STRATEGIES

### **Strategy 5: Develop materials that provide information about services, products, and programs.**

Outreach and education materials are an effective way to deliver information about TDM programs and services. User-oriented outreach approaches, including community-based social marketing and human-centered design – a community outreach and communication methodology that works with communities to develop campaign messages that target the interests and needs of intended audience, and can successfully address barriers to transportation – ensure that outreach and materials effective in changing behavior.

#### **Key Actions:**

Create outreach and marketing materials that will ensure that target audiences are fully informed of their transportation options beyond driving alone.

*Lead: SFMTA*

*Support: SFE*

Design, update and provide information to promote new transit and bicycling routes and support service changes.

*Lead: SFMTA*

*Support: SFE*

Ensure message compatibility and consistency with marketing and communications efforts by providing ongoing input.

*Lead: SFMTA*

*Support: SF Planning, SFCTA, SFE*

Design pedestrian wayfinding standards and implementation plan.

*Lead: SFMTA*

*Support: --*

Implement the bicycle wayfinding pilot and expand based on the results.

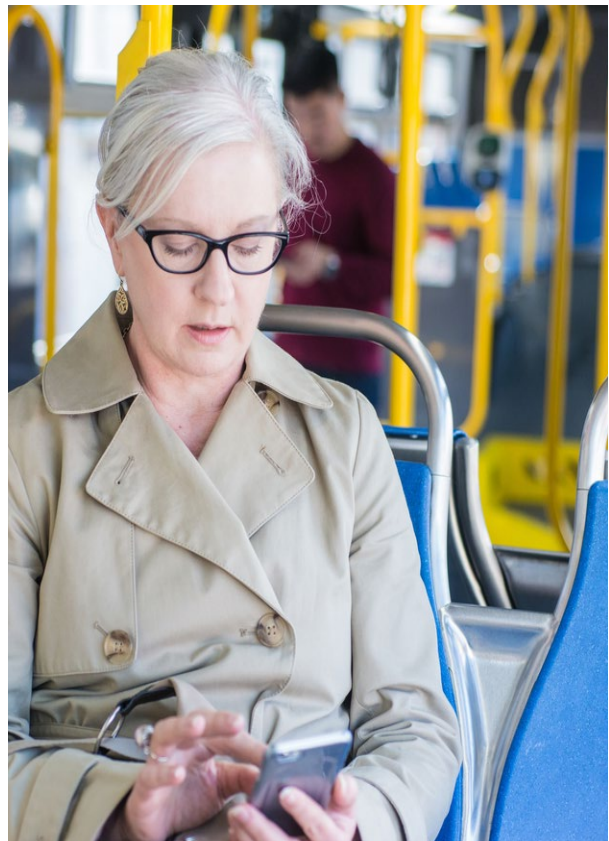
*Lead: SFMTA*

*Support: --*

Develop an outreach team that will engage with workplaces, multifamily residential buildings, hotels, schools, hospitals and other entities to implement programs that provide in-person transportation assistance.

*Lead: SFE, SFMTA*

*Support: --*



## IMPLEMENTATION STRATEGIES



### **Strategy 6: Develop visitor-oriented and event-related TDM services to facilitate and encourage visitors' understanding and use of sustainable options when in San Francisco.**

San Francisco is a major visitor destination. A series of programs and services tailored to the needs of visitors can help ensure that tourists utilize sustainable modes of transportation when traveling to, from, and within San Francisco.

#### **Key Actions:**

Coordinate with SFTravel, Hotel Council, Concierge Council, Cruise Operators and major conferences to ensure that visitors to San Francisco are aware of all non-SOV options.

*Lead: SFMTA*

*Support: SFE*

Market Muni's special fare to encourage tourists to ride transit when in San Francisco.

*Lead: SFMTA*

*Support: SFE*

Provide hotels with the information and materials that staff members need to inform and assist guests about local transportation options.

*Lead: SFMTA*

*Support: SFE*

Continue existing efforts to manage demand associated with major events or venues/tourist sites.

*Lead: SFMTA*

*Support: --*

Complete study of tourist-related congestion on the Lombard crooked street and recommend next steps.

*Lead: SFCTA*

*Support: SFMTA*

## IMPLEMENTATION STRATEGIES

### **Strategy 7: Develop programs for employer and residential communities to ensure residents/employees are fully aware of their transportation options.**

A comprehensive TDM program for employees should provide information on local and regional transportation options along with incentives to try/use them. A successful program will be unified and provide low-cost programs such as rideshare matching, emergency ride home, and education about pre-tax benefits; the program should also connect employees with bicycling, car sharing, bike sharing, and transit options. Residential programs should focus on neighborhoods with high rates of driving and adequate transit service with available capacity, but lower than expected transit usage. Many of these efforts will be carried out in partnership with SF Environment and the SFCTA.

#### **Key Actions:**

Implement neighborhood-specific TDM programs that help residents know and understand how to navigate the travel options available in their community.

*Lead: SFMTA*

*Support: SFE*

Develop and implement an employer outreach program that connects employers with programs and services that enable them to support their employees in reducing SOV trips: Provide a standardized and focused survey for employers to administer to help understand their employees' commuting patterns and needs.

*Lead: SFMTA*

*Support: SFE*

Exclusively for participating companies and office locations, create customized programs, including marketing materials including commute planners, brochures, posters, and resource guides.

*Lead: SFE/SFMTA*

*Support: --*



## IMPLEMENTATION STRATEGIES

---

Provide outreach and information to companies and their employees about commuting options and benefit information.

*Lead: SFMTA*

*Support: SFE, SFCTA*

Help companies evaluate options for bikeshare corporate membership and station sponsorship.

*Lead: SFMTA*

*Support: --*

Help companies gain national recognition as Bike Friendly Businesses.

*Lead: SFMTA*

*Support: SFE*

Better integrate existing TMA's in San Francisco into supporting the city's TDM efforts.

*Lead: SFMTA*

*Support: SFCTA, SFE*

Develop and implement a pilot program to provide outreach to new and relocating businesses.

*Lead: SFMTA*

*Support: SFE*

Develop a fuller understanding of how TMAs might be created in existing neighborhoods and developing areas, and look for opportunities to support and encourage the creation of new TMAs within San Francisco.

*Lead: TBD*

*Support: --*

Promote the Emergency Ride Home program.

*Lead: SFE*

*Support: SFMTA*

Review the Commuter Benefits Ordinance and consider amendments.

*Lead: SFE*

*Support: SFCTA, SFMTA*

Annually convene TDM practitioners from the San Francisco public and private sector, including universities and educational institutions, as well as regional partners to share best practices, TDM updates, recognize organizations demonstrating Excellence in TDM, and build stronger partnerships.

*Lead: SFCTA*

*Support: SFMTA, SFE, SF Planning*

### **Strategy 8: Strengthen partnership with schools to enhance school and family-focused programming.**

Travel to school, including colleges and universities, is a large source of trips in San Francisco. Although many of these trips are made by car there are increases in traveling to school by biking, foot, and public transit. Efforts to extend education and encouragement for walking, biking, taking transit, and sharing rides to San Francisco's school populations is an effective way to increase trips made by these modes and to ensure that these trips are positive experiences for students.

# IMPLEMENTATION STRATEGIES

---

**Key Actions:**

Develop a TDM guidebook/toolkit to help universities and other institutions coordinate transportation, housing, and land use.

*Lead: SFMTA*

*Support: SFCTA, SFE, Planning*

Work with K-12 schools to promote and to coordinate TDM requirements and transportation options for schools.

*Lead: SFMTA*

*Support: SFDPH, SFE, SFUSD*

Support crossing guards in areas where trips could be made on foot in addition to those areas where walking to school are already more established.

*Lead: SFMTA*

*Support: SFDPH, SFUSD*

Provide survey tool for universities to administer to better understand travel behaviors of faculty, staff, and students.

*Lead: SFMTA*

*Support: SFCTA*

Call for robust TDM plans as part of Institutional Master Plans.

*Lead: SF Planning*

*Support: SFMTA, SFCTA*

Convene TDM leads from across educational institutions to share best practices.

*Lead: SFMTA*

*Support: SFCTA*

Identify family transportation needs and potential programs to address them.

*Lead: SFMTA*

*Support: SFCTA*

Finalize school transportation survey and identify next steps.

*Lead: SFCTA*

*Support: SFCTA, SFDPH, SFMTA, SFE*

Implement a Safe Routes to School program for San Francisco public schools.

*Lead: SFDPH*

*Support: SFMTA, SFE*

**Strategy 9: Incubate innovative policies and programs and explore their feasibility to further TDM goals.**

The TDM program should be approached as a place to incubate new and unique ideas that could contribute to a reduction in SOV use and that could help build positive habits around sustainable transportation.

**Key Actions:**

Develop a policy framework for incubation to assess new programs to pilot.

*Lead: SFMTA, SFCTA*

*Support: SFE*

Pursue bulk pass programs and other fare offerings that will encourage transit use.

*Lead: SFMTA*

*Support: --*



## IMPLEMENTATION STRATEGIES

Identify and integrate technology that provides useful information about transit and other modes into TDM efforts.

*Lead: SFMTA*

*Support: SFCTA, SFE*

Develop a permanent on-street permit program for shared vehicles and provide off-street parking to carshare vehicles in SFMTA garages.

*Lead: SFMTA*

*Support: --*

Make data about bicycle routes, transit routes and operations, and parking and taxis publicly available, so third parties can use the data to produce useful tools and applications.

*Lead: SFMTA*

*Support: SFCTA*

Work to reduce the number of delivery vehicles that use the city during peak hours and impact congestion.

*Lead: SFMTA*

*Support: SFCTA*

Study the use of HOV lanes on local streets and roads and regional tolling<sup>7</sup>.

*Lead: SFCTA (regional)/SFMTA (local)*

*Support: SFCTA (Local)/SFMTA*

*(regional)*

Work with the Faith community to develop supportive TDM programs to support better multimodal access to worship.

*Lead: SFMTA*

*Support: SFE*

<sup>7</sup> This work will be completed as part of the “Freeway and Street Traffic Management Strategy” of the LRTPP and through the Freeway Corridor Management Study



## IMPLEMENTATION STRATEGIES

**Strategy 10: Facilitate transportation equity through targeted provision of education and encouragement for minority, low-income, disabled, and senior populations to take transit, walk, bike, use rideshare or carshare.**

A goal of the TDM program is for everyone in the city to be able to find it easy to access a range of high-quality transportation choices. A lack of reliable and efficient transportation is often a huge barrier for many low-income people trying to access fundamental needs; furthermore, transportation has emerged as crucial to escaping poverty and overcoming many of its associated health impacts.

Programs that promote walking and biking can have significant health benefits. To ensure that San Francisco residents, employees, and visitors who have limited English proficiency, are minorities, low-income, and/or seniors are aware of and educated about San Francisco’s transit options, extra and concerted efforts need to be put forth to reach these populations and culturally inclusive techniques must be used.

**Key Actions:**

Promote pass-based programs that provide discounted Muni fares to low- and moderate-income residents, seniors, people with disability, and youth under 18.

*Lead: SFMTA*

*Support: SFE*

Create a plan for gaining an understanding of the unique transportation needs and ways to serve a variety of socioeconomic and demographic groups in San Francisco, including those traveling to/from the city.

*Lead: SFMTA (local), SFCTA (regional)*

*Support: SFCTA/SFE/SF Planning (local)*

Investigate the feasibility of providing free bikeshare memberships to qualifying clients of San Francisco social service agencies.

*Lead: SFMTA*

*Support: --*

Provide ongoing outreach, education, and encouragement for all forms of transit, to target populations to reduce the cost of and facilitate the use of transit and bikeshare.

*Lead: SFMTA*

*Support: SFE*

Support the creation of transit etiquette materials that focus on providing safe transit experience for passenger overall with an emphasis on seniors and people with disabilities.

*Lead: SFMTA*

*Support: --*

Support data collection and analysis on paratransit trips to ensure that services provided are optimal for San Francisco’s senior and disabled populations.

*Lead: SFMTA*

*Support: --*

## IMPLEMENTATION STRATEGIES

Integrate the provision of information about the transportation choices available to residents of low-income developments into their site management practices.

*Lead: SFMTA*

*Support: SF Planning*

Investigate ways to ensure that vehicle sharing programs are financially accessible to people in all income brackets and regardless of primary language spoken.

*Lead: SFE, SFMTA*

*Support: --*

Support implementation of a pilot shuttle program to provide transportation services to Bayview Residents.

*Lead: SFCTA*

*Support: SFE, SFDPH*



### **Strategy 11: Create/Formalize active transportation (walking and bicycling) encouragement programs.**

San Francisco residents, employees, and visitors are eager to include biking and walking as part of their transportation options. Safety has been identified as a key barrier to the expansion of non-motorized mode share. Bicycling and walking can be most directly encouraged through coordinated safety infrastructure investment, education, and enforcement. Promoting and facilitating safe biking and walking is key to ensuring a growth in these modes and is critical to helping San Francisco meet its TDM goals. Additionally, many Muni lines have exceeded their capacity at certain times of the day. The TDM program should, in concert with the SFMTA's transit division, consider ways to shift riders to bicycling and walking in order to free up space on Muni and provide space for additional commuters to shift from driving to transit.

#### **Key Actions:**

Support and promote Vision Zero pedestrian and bicycle safety promotion efforts.

*Lead: SFMTA*

*Support: SFCTA, SFE*

Develop comprehensive, long-term programs that encourage people to bicycle and walk more.

*Lead: SFMTA*

*Support: SFE*

## IMPLEMENTATION STRATEGIES



Support the expansion of bicycle sharing and bike parking; provide recommendations and input on outreach materials and the strategic direction of the programs.

*Lead: SFMTA (public right-of-way)/SF Planning (new development)*  
*Support: SFE*

Provide and measure the impact of bike amenities, such as Bike Fixit Stations and permanent air pumps, throughout the city, concentrating on transit hubs, secondary schools, and retail business.

*Lead: SFMTA*  
*Support: SF Planning*

Coordinate outreach and education around bicycle and pedestrian network upgrades.

*Lead: SFMTA*  
*Support: SFE*

Strategically market transit service and the bicycle network to provide riders with multiple options on the overall system.

*Lead: SFMTA*  
*Support: SFE*

## IMPLEMENTATION STRATEGIES

### Strategy 12: Research and evaluate TDM strategies to develop a stronger, more effective program.

If the TDM program is to develop services, programs, and policies that meet the needs of residents, visitors, and employees, it must continually be aware of the landscape in which it operates. To do so the program should conduct regular research that will provide insight into the transportation needs and habits of these groups and also clarifies the impact of TDM policies on travel behaviors.

#### Key Actions:

Regularly evaluate the TDM program's effectiveness and recommend adjustments to the program based on the results in order to ensure increased effectiveness over time.

*Lead: SFMTA, SFCTA*

*Support: SF Planning, SFE*

Evaluate the effectiveness of individual TDM programs.

*Lead: SFCTA, SFMTA*

*Support: SFE*

Conduct research on how people use the transportation system in San Francisco, their satisfaction with local and regional transportation options, and best practices in the development and implementation of TDM programs.

*Lead: SFCTA (regional), SFMTA (local)*

*Support: SFCTA (local), SFMTA (regional), SFE*

Create survey and data tools to identify baseline information about the needs and attitudes of San Francisco's transportation users.

*Lead: SFMTA*

*Support: SFCTA, SFE*

Quantify the return on investment of transit and TDM programs in terms of public health.

*Lead: SFMTA*

*Support: SFDPH*

Develop bi-annual congestion management program to report on of TDM and other measures in reducing congestion and vehicle miles of travel.

*Lead: SFCTA*

*Support: --*





FARE \$6.00 ONE WAY  
BOARD ON  
KEEP YELLOW FLOOR  
AREAS CLEAR  
NO TRANSFERS

**POWELL  
AND  
MARKET**  
**HYDE & BEACH**  
**FISHERMANS  
WHARF**

26

meet me at the bvt!



home of the world-famous  
Irish coffee  
cafe & gift shop  
corner of Hyde and Beach  
[www.thebuenvista.com](http://www.thebuenvista.com)

## APPENDIX A: DEMOGRAPHIC DATA

**Table 1: Population Projections, San Francisco, 2015-2020**

|                       | 2015 (projected) | 2020 (projected) |
|-----------------------|------------------|------------------|
| Total Population      | 848,564          | 891,493          |
| Population Change     | -                | 42,929           |
| Population Change (%) | -                | 5%               |

Source: State of California, Department of Finance, "Report P-1 (Age): State and County Population Projections by Major Age Group, 2010-2060 Sacramento, California, December 2014."

**Table 2: Projections by Age Group, San Francisco, 2015-2020**

| Age Group | 2015 (projected) | 2020 (projected) | Change (%) |
|-----------|------------------|------------------|------------|
| 0 - 14    | 105,539          | 120,349          | 14%        |
| 15 - 24   | 72,518           | 69,788           | -4%        |
| 25 - 44   | 318,205          | 312,676          | -2%        |
| 45 - 59   | 170,743          | 183,975          | 8%         |
| 60 +      | 181,559          | 204,705          | 13%        |

Source: State of California, Department of Finance, "Report P-1 (Age): State and County Population Projections by Major Age Group, 2010-2060 Sacramento, California, December 2014."

**Table 3: Employed Resident Projections, San Francisco, 2015-2020**

|                    | 2015 (projected) | 2020 (projected) |
|--------------------|------------------|------------------|
| Employed Residents | 426,770          | 460,322          |
| Change             | 12,904           | 35,552           |
| Change (%)         | 3.1%             | 7.9%             |

Source: Association of Bay Area Governments (ABAG), Projections 2009

## APPENDIX B: MEASURING SUCCESS

---

**TDM PROGRAM METRIC:** Average weekday SOV vehicle trips and miles reduced in San Francisco by TDM programs.

### TO IDENTIFY TDM PROGRAM IMPACT ON REDUCING SOV TRIPS:

**STEP 1:** Identify the population base for each program (number of people included in the coverage)

(Total #)

- Commute by Bike Classes
- Neighborhood TDM
- Employer TDM program

**STEP 2:** Identify the number of new placements (commuters or other travelers who were influenced or assisted by a TDM program to start or increase use of non-SOV modes) (%)

- This data is based on program effectiveness surveys, or national research if necessary

**STEP 3:** Calculate the total number of vehicle trips reduced using a Vehicle Trip Reduction (VTR) factor ( $\#1 * \#2 * VTR$ )

- This data is based on program effectiveness surveys, or national research if necessary



## APPENDIX C: PERFORMANCE MEASURES

**GOAL 1: Make it easy for residents, employees, and visitors to travel by transit, foot, bike, rideshare or carshare when traveling to, from, and within San Francisco.**

### OBJECTIVES

- Provide high-quality TDM programs and services to San Francisco residents, employees, businesses, and visitors.
- Ensure that TDM information and services are presented in a culturally sensitive manner and are accessible to and can be obtained by people of all incomes, abilities, and ages.
- Develop innovative TDM policies, programs and services.

### PERFORMANCE INDICATORS

Awareness, recognition of, satisfaction with TDM programs and services by employees, employers, residents, developers, and visitors.

| <b>Use of TDM services and programs by employees, residents, and visitors</b> |         |
|---|---------|
| Emergency Ride Home (registered employers)                                    | 400     |
| 511 rideshare   |         |
| <b>SF pre-tax commuter benefits enrollment (2014)</b>                         |         |
| City employees  | 5,166   |
| Non-city employees  | 90,000  |
| <b>Employers participating in employee commuter benefit programs (2014)</b>   |         |
| City departments  | 52      |
| Businesses  | 1,851   |
| <b>Enrollment in membership and pass-based programs</b>                       |         |
| Bay Area Bikeshare: Rides per bike/ day (2014)                                | 848,564 |
| Carshare (2015)   | -       |
| Membership  | 96,568  |
| On-Street Spots   | 123     |
| Off-Street Spots  | 1,629   |
| Free muni for youth (2015)  | 22,000  |
| Free muni for seniors (2015)  | 40,000  |
| Free muni for people with disabilities (2015)                                 | 10,000  |
| Muni Lifeline (2015)  | -       |
| Identification Cards Issued   | 50,000  |
| Average passes purchased per month  | 19,000  |
| Class Pass  | -       |
| Bulk Transit Pass (program not established)                                   | -       |
| Mode share at businesses and residences offering TDM services                 | -       |

\*where no data is shown, baseline data was unavailable. Staff will continue to work to identify or develop tools to collect and report this data.

## APPENDIX C: PERFORMANCE MEASURES

### GOAL 2: Institutionalize a culture that embraces walking, bicycling, taking transit and ridesharing.

#### OBJECTIVES

- Increase awareness and support of, and comfort with, the use of non-SOV transportation options by residents, employees, employers, and visitors.
- Increase awareness and support of the benefits provided through TDM by government agencies, elected officials and community leaders.
- Remove barriers to the use of sustainable transportation options.

#### PERFORMANCE INDICATORS

|  |                 |
|--|-----------------|
| Automobiles per capita (2013)  | 0.47            |
| Bicycle mode share (2014)  | 4%              |
| Drive alone commute mode share for residents, employees & visitors (2014)  |                 |
| Private auto-trips   | 48% / 1,900,000 |
| Non-city employees   | 1,823,840       |
| Sustainable use mode share for residents, employees & visitors (2014)      |                 |
| Active and shared modes  | 52% / 2,100,000 |
| Carpool (within San Francisco)   | 16%             |
| Muni ridership (average weekday boarding; 2014)                            | 704,000         |
| Paratransit ridership (total annual trips, 2013)                           | 771,175         |
| Permanent TDM funding (millions)   | 1.1             |
| Number of new and continuing transportation options awareness events       |                 |
| Perception of transportation system and services (Muni satisfaction; 2014) | 64%             |
| Walking mode share (2014)  | 23%             |
| Vehicle Miles Traveled (million miles; 2012)                               | 9.4             |

\*where no data is shown, baseline data was unavailable. Staff will continue to work to identify or develop tools to collect and report this data.

### GOAL 3: Collaborate on a wide variety of initiatives to leverage the impact of TDM.

#### OBJECTIVES

- Work with city and private partners to incorporate TDM into all programs and projects across San Francisco as appropriate.
- Promote the understanding of the economic, environmental, social and health benefits of TDM.
- Maximize the use of sustainable transportation options for trips generated by new development.
- Collaborate with regional partners.

## APPENDIX C: PERFORMANCE MEASURES

### PERFORMANCE INDICATORS

|  |     |
|--|-----|
| GHG emissions (% of carbon footprint) (2013 Climate action strategy) | 43% |
| Percent of new development/redevelopment with TDM conditions         |     |
| Mode use at new developments   |     |
| Number of employers working with TDM programs                        |     |

### GOAL 4: Ensure and prioritize effective programs through monitoring and evaluation.

#### OBJECTIVES

- Increase the use of research and evaluation to improve upon San Francisco's TDM services and to promote the benefits of the services to key stakeholders.
- Improve monitoring and begin enforcement of TDM commitments in new developments/institutional plans.

### PERFORMANCE INDICATORS

|  |
|--|
| Completion of monitoring and evaluation program as outlined in each program and policy |
| Rate of compliance for existing and new developments meeting their TDM commitments     |

### TDM Program Performance Measures

Each goal and objective is supported by a series of performance measures and their related indicators. The measures and indicators are the means through which the TDM program will monitor its status in meeting each objective.

Goal 1: Make it easy for residents, employees, and visitors to travel by transit, foot, bike, rideshare or carshare when traveling to, from, and within San Francisco.

- Increase the use of research and evaluation to improve upon San Francisco's TDM services and to promote the benefits of the services to key stakeholders.
- Improve monitoring and begin enforcement of TDM commitments in new developments/institutional plans.

## APPENDIX C: PERFORMANCE MEASURES

---

Goal 2: Institutionalize a culture that embraces walking, bicycling, taking transit and ridesharing.

- Automobiles per capita
- Bicycle and walking mode share
- Drive alone and sustainable commute mode share for San Francisco residents, employees and visitors
- Muni and paratransit ridership
- Number of new and continuing transportation options awareness events
- Permanent TDM funding (citywide)
- Perception of transportation system and services
- Vehicle miles traveled

Goal 3: Collaborate on a wide variety of initiatives to leverage the impact of TDM.

- Greenhouse gas emissions
- Employers offering TDM services
- Mode use at new developments
- Percent of new development/redevelopment with TDM conditions
- Health impacts of TDM programs and services

Goal 4: Ensure and prioritize effective programs through monitoring and evaluation.

- Completion of monitoring and evaluation program as outlined in each program and policy
- Rate of compliance for developments (existing and new) meeting their TDM commitments

## APPENDIX D: PARTNERS ROLES

---

City staff that works on TDM related efforts has developed a framework for working together that identifies the current areas where the agencies that have historically worked on aspects of TDM have responsibility or accountability for the outcomes of TDM efforts.

The TDM program shall leverage strengths of other city and regional agencies and private or non-profit entities. There are already solid partnership projects that exemplify how the city, county, and private-sector work together to provide high-quality TDM offerings.

### **San Francisco Municipal Transportation Agency (SFMTA)**

Many of SFMTA's core services are strongly connected to TDM. The SFMTA oversees San Francisco's roadway network, operates Muni transit services and manages the city's taxi and accessible transportation programs. Additionally, the agency is charged with managing the city's public parking supply. As the SFMTA is the primary agency who is accountable for the management of the city's streets and transit, it is charged with managing a large portion of the city's TDM program, coordinating and working with city partners to ensure that this strategy meets the needs of the various departments and agencies, while meeting the transportation goals of the city as defined in the SFMTA's Strategic Plan.

### **San Francisco County Transportation Authority (SFCTA)**

The SFCTA plays an important role in TDM policy development, planning, and funding for San Francisco and within the Bay Area region. It also is delivering an innovative comprehensive mobility management program to support development plans on Treasure Island. SFCTA is the county Congestion Management Agency and designated Treasure Island Mobility Management Agency. As the County Transportation Authority, the SFCTA plays an important role in coordinating regional transportation and transportation policy, as well as the development of the San Francisco Transportation Plan (SFTP) which identifies San Francisco's priorities for the regional transportation plan (Plan Bay Area). As the Congestion Management Agency, the SFCTA updates the bi-annual Congestion Management Program (CMP) for the county which reports on progress toward TDM goals and ongoing work program priorities. The SFCTA funds many TDM activities led by other local and regional agencies, from the local-voter, approved Prop K and AA programs, as well as the Air District, Lifeline, and Regional "One Bay Area" Transportation Grant Program (OBAG). Finally, the SFCTA maintains a comprehensive travel demand model and database and regularly conducts research and evaluation on TDM policies and projects.

## APPENDIX D: PARTNERS ROLES

---

### **San Francisco Department of the Environment (SF Environment)**

The San Francisco Commuter Benefits Ordinance (CBO) identifies SF Environment as the manager of the CBO program. The department is also the delegated county manager for rideshare activities in San Francisco and operates the Emergency Ride Home program. SF Environment is responsible for the implementation and outcomes of these programs. Additionally, as there are major impacts from transportation on greenhouse gas emissions and pollution, SF Environment's responsibility for the city's climate plan ensures that it is an important voice in reducing global warming impacts from transportation through the TDM program.

### **San Francisco Planning Department (SF Planning)**

SF Planning interacts with TDM primarily through development review and changes to the planning code, which affects new development and changes of use. The planning code includes a variety of TDM requirements. SF Planning also employs TDM measures as mitigations within environmental review process and is the lead agency in the adopted TDM Ordinance, which provides a cohesive approach to reducing VMT through the application of TDM measures to new development in San Francisco.

This page was intentionally left blank.

## **SFMTA Mission:**

We work together to plan, build, operate, regulate and maintain the transportation network, with our partners, to connect communities.



**SFMTA**  
Municipal  
Transportation  
Agency

[www.sfmta.com](http://www.sfmta.com)