

Appendix G

SFTP POLICY RECOMMENDATIONS

1 Introduction

Development of the SFTP included policy analysis on several topics described in Figure 4 of the SFTP. The analysis resulted in policy recommendations grouped according to five themes:

- Stability in transit operations and maintenance
- Coordinated street delivery
- Community partnerships for trip reduction
- System efficiency projects for all modes
- New project delivery and revenue strategies.

The following sections list all SFTP policy recommendations and associated supporting plan investments. These recommendations include activities that the Transportation Authority could lead in partnership with other agencies, as well as activities in which the Transportation Authority could play a supporting role. Select recommendations are explained in greater detail within the SFTP itself.

2 Stability in Transit Operations and Maintenance

Transit operating costs are unsustainable, yet there is a need for more service. The SFTP prioritizes maintenance funds for Muni vehicle mid-life maintenance, which will increase the number of vehicles available for service and reduce service turnbacks affecting outlying neighborhoods.



2.1 Draft Policy Recommendations

2.1.1 | MUNI & REGIONAL TRANSIT | OPERATIONS

- Pilot improved access to regional transit for the city's west side.
- Work with SFMTA to enable regional operator inbound pickups.
- Help shape the next generation of improvements to Clipper, including improved access to Clipper/Muni discounted fares.
- Seek to identify a regional funding solution to stabilize Caltrain operating and capital funding.

- Pursue Muni cost management strategies, in concert with regional efforts.

2.1.2 | MUNI & REGIONAL TRANSIT | CAPITAL ASSETS

- Prioritize replacement of the Muni vehicle fleet and maintenance funds for Muni vehicle mid-life overhauls to improve reliability and reduce service turn-backs.
- Incorporate information from Muni Capital Asset Management Systems into funding requests to inform prioritization and decision-making.
- Support BART’s efforts to secure funding to replace and expand its vehicle fleet.

2.2 Investment recommendations

2.2.1 | SFTP INVESTMENT PLAN

- **MUNI AND REGIONAL TRANSIT. EXISTING AND NEW OPERATIONS AND NEW VEHICLES.** Invest \$10M/year toward continued or new transit services.
- **MUNI AND REGIONAL TRANSIT. Capital Asset Maintenance.** Increase investment by \$30M/year to fully fund vehicle replacement for all operators, Muni vehicle mid-life overhauls, and 70% of the most critical capital asset needs of all operators.
- **TRANSIT PERFORMANCE INITIATIVE (TPI).** Fund a Long Range Transit Network Development study to identify solutions to Muni Metro system bottlenecks; prioritize solutions that would improve travel time and reliability of the Market Street tunnel operations.

2.2.2 | SFTP INVESTMENT VISION

- **MUNI AND REGIONAL TRANSIT. EXISTING AND NEW OPERATIONS AND NEW VEHICLES.** In addition to the above, provide \$40M/year to close the shortfall to provide all today’s scheduled Muni service. Additionally, provide over \$10M/year for new regional transit operations and vehicles.
- **MUNI AND REGIONAL TRANSIT. CAPITAL ASSET MAINTENANCE.** In addition to fully funding vehicle replacement for all operators and Muni vehicle mid-life overhauls, fund 100% of the most critical capital asset needs of all operators.
- **TRANSIT PERFORMANCE INITIATIVE (TPI).** In addition to the Long Range Transit Network Development Study (above), fund up to \$1.5 Billion worth of projects over the Plan period.

3 Coordinated Street Delivery for Better Safety Citywide

The SFTP’s equity analysis identified pedestrian and bicycle safety projects as important ways to address socio-economic and geographic disparities in San Francisco’s transportation system. The SFTP would support the City’s Pedestrian and Bicycle Strategies, as well as better coordination of street maintenance, safety projects, and enhancements in neighborhoods citywide.



3.1 Draft Policy Recommendations

3.1.1 | LOCAL STREETS MAINTENANCE AND DEVELOPMENT / COMPLETE STREETS

- Work with partner agencies to identify and implement near-term (5 year) recommendations based on SFTP Small Project Delivery research.
- Apply a complete streets checklist to street resurfacing funding allocations and require coordination of curb ramp design and construction requests with bulbouts, subject to funding availability.
- Dedicate Prop K funds and revenues to the design and implementation of complete streets enhancements that “Follow the Paving.”
- Dedicate Prop K funds to address geographic and socioeconomic equity by helping to strengthen the pipeline of plans and projects, particularly in Communities of Concern.
- Increase transparency and promote public involvement by sharing agency prioritization and development processes (e.g. Citizen’s Guide to Transportation Improvements in multiple languages).
- Support development of an Implementation Plan for the Bicycle Strategy, including completion of a bicycle network comfort index to inform prioritization.

3.2 Investment Recommendations

3.2.1 | SFTP INVESTMENT PLAN

- **LOCAL STREET STRUCTURES.** Maintenance. Invest \$10M over the Plan period to address unmet needs.
- **LOCAL STREETS AND ROADS MAINTENANCE, SAFETY, AND ENHANCEMENT.** Invest in multimodal (pedestrian, bicycling, traffic calming, signal) projects citywide.
 - Increase investment by \$30M/year to maintain today’s pavement condition: "fair" (PCI 68).

- Invest \$10M/year in pedestrian safety and enhancements, including Safe Routes to Schools and Transit, traffic calming, education, outreach, and enforcement.
- Bicycle network development and implementation.
- Maintain historic levels of investment in transit enhancements and customer-first treatments.
- **NEIGHBORHOOD PLANNING AND PROJECT DEVELOPMENT CITYWIDE.** Invest \$5M/year towards increased planning and project development to build neighborhood capacity and a strong pipeline of projects.

3.2.2 | SFTP INVESTMENT VISION

- **LOCAL STREET STRUCTURES.** Maintenance. Invest a total of \$20M over the Plan period to address unmet needs.
- **LOCAL STREETS AND ROADS MAINTENANCE, SAFETY, AND ENHANCEMENT.** Invest in multimodal (pedestrian, bicycling, traffic calming, signal) projects citywide.
 - Increase investment to reach and maintain a "good" pavement condition (PCI 70).
 - Fully fund the City's Bicycle and Pedestrian Strategies.
 - Bicycle network development and implementation.
 - Increase funding for local and regional transit enhancements to over \$10 Million and \$12 Million per year, respectively.
- **NEIGHBORHOOD PLANNING AND PROJECT DEVELOPMENT CITYWIDE.** Invest \$10M/year towards increased planning and project development to build neighborhood capacity and a strong pipeline of projects.

4 Community Partnerships for Trip Reduction

The public sector alone can't meet San Francisco's transportation needs. Some needs may be better met by empowering and collaborating with the private sector and communities. The SFTP increases support for cost-effective employer, school and community trip reduction partnerships. These multimodal investments and demand management, including congestion pricing downtown and on Treasure Island, account for half the performance benefits of the SFTP.



4.1 Draft Policy Recommendations

4.1.1 | TRANSPORTATION DEMAND MANAGEMENT (TDM)

- Implement the recommendations of the TDM Partnership Program including the SFMTA Shuttle Partners Program.
- Explore an area-wide parking cap or employer trip reduction programs for SoMa/Mission Bay.
- As Congestion Management Agency, coordinate with Planning Department to review and monitor employer trip reduction/management plans for new developments with significant peak period vehicle trips.
- Support SFMTA’s regulatory programs to allow safe integration of 3rd party providers.
- Support development and implementation of the Transportation Sustainability Program.
- Further evaluate potential congestion pricing program for the Northeast Cordon.

4.2 Investment Recommendations

4.2.1 | SFTP INVESTMENT PLAN

- **TRANSPORTATION DEMAND MANAGEMENT.** Increase investment to \$2M/year for expanded employer, school, and community trip reduction programs.
 - Mobility management support for Community Based Organizations (CBOs) (e.g. Bayview vehicle-sharing)
 - Bikeshare/carshare initiatives (addresses affordability)
 - Parking management
 - Employer policies
 - Partnerships with Employers /CBOs/ Schools
 - Regulate and coordinate with third party transportation service providers
- **CONGESTION PRICING.** Northeast Cordon and Treasure Island. Seek federal financing for capital start-up costs.

4.2.2 | SFTP INVESTMENT VISION

- **TRANSPORTATION SYSTEM AND DEMAND MANAGEMENT.** Increase investment to over \$3.5M/year for expanded employer, school, and community trip reduction programs.

5 System Efficiency Projects for All Modes

Modifications to rail alignment and signals at key Muni Metro intersections can address bottlenecks to improve reliability and travel time. Dedicating a lane on freeways that traverse San Francisco to carpoolers and express buses (HOV lanes) will encourage drivers to make smart transportation choices and will speed up travel.



5.1 Draft Policy Recommendations

5.1.1 | EFFICIENCY AND EXPANSION PROJECTS

- Support coordinated design and delivery of major capital projects, e.g. capacity improvements at the Embarcadero and Montgomery BART stations with the Transbay Transit Center and Better Market Street.
- Coordinate transit investment with SFMTA and with land use development plans with the Planning Department through the Transportation Investment and Growth Strategy.
- Support identification and development of Transit Performance Initiative projects that invest in existing core transit infrastructure to improve reliability, efficiency and travel time.
- Increase partnerships with the region, counties, and Caltrans to identify and promote San Francisco's priorities for the regional freeway network (multimodal corridor management), including FasTrak development and local signals investment strategy.
- Support the Planning Department's update of the General Plan Transportation Element.

5.2 Investment Recommendations

5.2.1 | SFTP INVESTMENT PLAN

EFFICIENCY AND EXPANSION PROJECTS. Invest \$1.44B over the Plan period in new projects and studies to raise the operational efficiency of our system and meet the demands of growth. In addition to the Baseline projects, the Plan includes:

- Continue developing the rapid transit network for improved travel time and reliability (e.g., Transit Effectiveness Project (TEP); Bus Rapid Transit (BRT) on Geary, Geneva and Potrero/Bayshore.
- Set a vision for management of the City's freeway management through the Freeway Performance Initiative (FPI).

- Identify the City’s long range transit network development priorities for BART, Caltrain, and Muni.

5.2.2 | SFTP INVESTMENT VISION

EFFICIENCY PROJECTS. In addition to the projects listed above, the SF Vision Investment Scenario includes:

- \$500M over the Plan period for BART Metro, increasing service capacity and reliability to San Francisco.
- \$130M over the Plan period to implement recommendations of the Freeway Performance Initiative (FPI).
- Fully fund the M-line West Side alignment and grade separation.

6 Project Delivery and Revenue Strategies

We should consider a range of approaches to paying for and delivering projects so that we can provide benefits more quickly and extend the reach of existing and new resources. For example, we can streamline project delivery through public private partnerships and design build contracts so that project schedules and budgets can be managed more effectively. The SFTP also includes strategies for seeking new revenues.



6.1 Draft Policy Recommendations

6.1.1 | REVENUE ADVOCACY

- Work with the Mayor’s 2030 Transportation Task Force to identify near-term, new, locally-controlled revenues.
- Advocate for top SF priorities and for maximizing SF’s share of discretionary federal, state, and regional revenues.
- Advocate for new revenues at the federal, state and regional level that can support transportation capital (especially SOGR) and operating needs.
- Advocate for increased SF share of State Highway Operations (SHOPP)(SOGR) funding.
- Advocate for fair share of state cap-and-trade revenues for transportation; eligible uses should include transit SOGR and operations and cost-effective GHG reduction strategies.
- Support value capture funding strategies in lieu of redevelopment funds.

6.1.2 | PROJECT DELIVERY

- Serve as a resource on project delivery and innovative finance.
- Advocate to maintain and expand project delivery methods including P3 and design-build.

- Seek public private partnerships to help fund construction and maintenance of Better Market Street improvements.
- Work with the City, TJPA, Caltrain, and MTC to solidify the plan for delivering the Caltrain Downtown Extension to the Transbay Transit Center.
- As the Transportation Authority, conduct more performance monitoring (e.g. spatial transit reliability) and evaluation (before/after studies).

6.2 Investment Recommendations

6.2.1 | SFTP INVESTMENT PLAN

Baseline and Expansion Projects. Major capital projects in the Baseline include: Transbay Transit Center/ Caltrain Downtown Extension, Central Subway, Van Ness BRT, Caltrain Electrification, and Presidio Parkway. Discretionary major projects that may be good candidates for innovative funding or delivery include: Better Market Street; the Bi-County Program; the M-Line West Side Alignment and Grade Separation.

6.2.2 | SFTP INVESTMENT VISION

Expansion Projects In addition to the above, implement up to \$1.5 billion of the City's long range transit network development priorities for BART, Caltrain, and Muni.