BALBOA RESERVOIR COMMUNITY ADVISORY COMMITTEE
CITY & COUNTY OF SAN FRANCISCO

DOCUMENTS RECEIVED FROM PUBLIC DURING 3/13/17 REGULAR MEETING

AND

EMAILS RECEIVED FROM PUBLIC VIA BRCAC@SFGOV.ORG

Period: 2/14/17 – 3/13/17

BALBOA RESERVOIR COMMUNITY ADVISORY COMMITTEE
CITY & COUNTY OF SAN FRANCISCO

DOCUMENTS RECEIVED FROM PUBLIC DURING 3/13/17 REGULAR MEETING

Home Students Courses Student Services Outcomes Faculty & Staff

You are here : Data Mart > Students > Student Count

Annual/Term Student Count Report - Parameter Selection Area

Select State-District-College	Select District-College	Select Term-Annual Option	Select Term
Collegewide Search	Santa Monica	Annual Search	Annual 2015-2016

View Report

Export To -> Excel CSV Text Records Per Page: 10 Simple Layout Advanced Layout

Annual/Term Student Count Report - Data & Format Area

Report Area

	Annual/Term Student Count	
	Annual 2015-2016	
	Student Count	Student Count (%)
Santa Monica Total	45,474	100.00 %
19 or Less	12,870	28.30 %
20 to 24	16,642	36.60 %
25 to 29	5,684	12.50 %
30 to 34	2,535	5.57 %
35 to 39	1,467	3.23 %
40 to 49	1,691	3.72 %
50 +	4,585	10.08 %

64.9 *

Report Format Selection Area - Check field to include in the report

☐ District Name ☑ College Name ☐ Gender ☑ Age Group ☐ Ethnicity Update Report

Notes & Links

* Students who meet the full-term reporting criteria in at least one of the terms during an academic year are included in this query.
* The full-term reporting criteria is defined as student headcount status STD7 of A,B,C or F.
* For Annual search - If a college hasn't submitted its spring data for a year then data for other terms in that year for that college is not included in the result.

* Notation: Christine Hanson

Home Students Courses Student Services Outcomes Faculty & Staff

You are here : Data Mart > Students > Student Count

Annual/Term Student Count Report - Parameter Selection Area

Select State-District-College	Select District-College	Select Term-Annual Option	Select Term
Collegewide Search	San Francisco	Annual Search	Annual 2015-2016

View Report

Export To -> Excel CSV Text Records Per Page: 10 Simple Layout Advanced Layout

Annual/Term Student Count Report - Data & Format Area

Report Area

Annual/Term Student Count

	Annual 2015-2016	
	Student Count	Student Count (%)
San Francisco Total	35,081	100.00 %
19 or Less	5,165	14.72 %
20 to 24	9,839	28.05 %
25 to 29	6,881	19.61 %
30 to 34	3,969	11.31 %
35 to 39	2,454	7.00 %
40 to 49	3,148	8.97 %
50 +	3,624	10.33 %
Unknown	1	0.00 %

42.7% *

Report Format Selection Area - Check field to include in the report

☐ District Name College Name ☐ Gender ☑ Age Group ☐ Ethnicity Update Report

Notes & Links

* Students who meet the full-term reporting criteria in at least one of the terms during an academic year are included in this query.
* The full-term reporting criteria is defined as student headcount status STD7 of A,B,C or F.
* For Annual search - If a college hasn't submitted its spring data for a year then data for other terms in that year for that college is not included in the result.

* Notation: Christine Hanson

Annual/Term Student Count Report - Parameter Selection Area

Select State-District-College: Collegewide Search | Select District-College: Santa Monica | Select Term-Annual Option: Annual Search | Select Term: Annual 2009-2010;Annual 2(

View Report

Export To -> Excel CSV Text Records Per Page: 10 Simple Layout Advanced Layout

Annual/Term Student Count Report - Data & Format Area

Report Area

	Annual/Term Student Count											
	Annual 2004-2005		Annual 2005-2006		Annual 2006-2007		Annual 2007-2008		Annual 2008-2009		Annual 2009-2010	
	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)
Santa Monica	47,834	100.00 %	49,528	100.00 %	49,942	100.00 %	51,347	100.00 %	54,877	100.00 %	53,514	100.00 %

Report Format Selection Area - Check field to include in the report

☐ District Name ✓ College Name ☐ Gender ☐ Age Group ☐ Ethnicity

Update Report

Notes & Links

* Students who meet the full-term reporting criteria in at least one of the terms during an academic year are included in this query.
* The full-term reporting criteria is defined as student headcount status STD7 of A,B,C or F.
* For Annual search - If a college hasn't submitted its spring data for a year then data for other terms in that year for that college is not included in the result.

Annual/Term Student Count Report - Parameter Selection Area

Select State-District-College: Collegewide Search | Select District-College: Santa Monica | Select Term-Annual Option: Annual Search | Select Term: Annual 2015-2016;Annual 2(

View Report

Export To -> Excel CSV Text Records Per Page: 10 Simple Layout Advanced Layout

Annual/Term Student Count Report - Data & Format Area

Report Area

Annual/Term Student Count												
	Annual 2010-2011		Annual 2011-2012		Annual 2012-2013		Annual 2013-2014		Annual 2014-2015		Annual 2015-2016	
	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)
Santa Monica	50,475	100.00 %	45,931	100.00 %	45,024	100.00 %	44,190	100.00 %	45,215	100.00 %	45,474	100.00 %

Report Format Selection Area - Check field to include in the report

☐ District Name ☑ College Name ☐ Gender ☐ Age Group ☐ Ethnicity

Update Report

Notes & Links

* Students who meet the full-term reporting criteria in at least one of the terms during an academic year are included in this query.
* The full-term reporting criteria is defined as student headcount status STD7 of A,B,C or F.
* For Annual search - If a college hasn't submitted its spring data for a year then data for other terms in that year for that college is not included in the result.

Annual/Term Student Count Report - Parameter Selection Area

Select State-District-College: Collegewide Search | Select District-College: San Francisco | Select Term-Annual Option: Annual Search | Select Term: Annual 2015-2016;Annual 2(

View Report

Export To -> Excel CSV Text Records Per Page: 10 Simple Layout Advanced Layout

Annual/Term Student Count Report - Data & Format Area

Report Area

	Annual/Term Student Count											
	Annual 2010-2011		Annual 2011-2012		Annual 2012-2013		Annual 2013-2014		Annual 2014-2015		Annual 2015-2016	
	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)	Student Count	Student Count (%)
San Francisco	45,710	100.00 %	47,870	100.00 %	41,621	100.00 %	38,041	100.00 %	34,831	100.00 %	35,081	100.00 %

Report Format Selection Area - Check field to include in the report

☐ District Name ☑ College Name ☐ Gender ☐ Age Group ☐ Ethnicity

Update Report

Notes & Links

* Students who meet the full-term reporting criteria in at least one of the terms during an academic year are included in this query.
* The full-term reporting criteria is defined as student headcount status STD7 of A,B,C or F.
* For Annual search - If a college hasn't submitted its spring data for a year then data for other terms in that year for that college is not included in the result.

Which additional groups or communities should we make sure to engage?

People who are interested in the potential residents of the project.

How can we ensure that they are informed and able to participate?

Engage with the YIMBY Party.

Some sort of well-worded mailer to families and businesses all across the city. Grown children living with parents, businesses hiring for jobs in the city, two groups potentially interested in new housing at this location.

Which additional groups or communities should we make sure to engage?

Why didn't you ask these questions when these meetings began & for the original questionaires?

How can we ensure that they are informed and able to participate?

information should be placed in libraries place fliers on windshields around City College, Westwood Park, Sunnyside, & Ingleside —

Which additional groups or communities should we make sure to engage?

1. Save CCSF Coalition
2. The people who use the parking lot every day
3. Academic Senate (CCSF) ~~sustainability committee~~
4. Participatory Governance (CCSF)

How can we ensure that they are informed and able to participate?

1. Save CCSF contact: Wendy Kaufman
   email: info@saveccsf.org
2. Put leaflets on the cars on multiple days at multiple times. Allow them to participate by email if necessary and print their responses on CAC website.

Which additional groups or communities should we make sure to engage?

Door to door notices mailed to all of the Neighbors within at least 10 blocks from the development. 10 blocks suggested because the blocks are very short - 10 blocks would get you to the top of Westwood Highlands and to the top of Englesida.

How can we ensure that they are informed and able to participate?

Mail the notices to neighbors in english, Chinese, Spanish etc.

Which additional groups or communities should we make sure to engage?

EVERY STUDENT / BART RIDER WHO PARKS ON CAMPUS (IN RESERVOIR) ANNOUNCEMENTS CAN BE PUT ON WINDSHIELDS MULTIPLE TIMES.

How can we ensure that they are informed and able to participate?

SEE ABOVE

THE COMMUNITY WHO ATTENDS A COMMUNITY COLLEGE IS AS MUCH A "COMMUNITY" AS IMMEDIATE RESIDENTS.

SEE EMAILS ON REVERSE →

ACADEMIC SENATE PRESIDENT - MLIANG@CCSF.EDU

Department Chair Council President - DALIOTO@CCSF.EDU

AFT PRESIDENT - TKILLIKELLY@CCSF.EDU

Which additional groups or communities should we make sure to engage?

WEST OF TWIN PEAKS NEIGHBORHOODS &

MIRALOMA PARK
ST. FRANCIS WOOD
WEST PORTAL
TWIN PEAKS - MIDTOWN TERRACE
FOREST HILL
LAKES HORE
LAKESIDE
SHERWOOD FOREST

How can we ensure that they are informed and able to participate?

NEIGHBORHOOD NEWSPAPERS -
CONTACTING NEIGHBORHOOD ASSOCIATIONS

WEST OF TWIN PEAKS COUNCIL (@CNOTRAZ)
INFO@WESTOFTWINPEAKS.ORG

Which additional groups or communities should we make sure to engage?

Next Door

Churches

Stores on Ocean. (Yoga, Chinese Grocery)

How can we ensure that they are informed and able to participate?

flyers or posters at coffee shops, UPS, 24hr fitness, Stores, restaurants, bakery

PSA in Chinese language newspapers
Spanish language newspapers

Facebook page

Which additional groups or communities should we make sure to engage?

① Ocean Ave Associates
② Chinese Americans

How can we ensure that they are informed and able to participate?

Place Chinese/English ad in
Chinese newspapers.

Offer Food @ meeting.

Which additional groups or communities should we make sure to engage?

- Every Resident / business owner on Ocean Ave b/w San Jose Ave and Junipero Serra Blvd
- Ingleside, Ingleside Terrace, Balboa Terrace, Monterey Heights, West of Twin Peaks Council

How can we ensure that they are informed and able to participate?

- Post fliers in businesses
- Make appearances at neighborhood associations
- Radio advertisements, newspaper ads

Which additional groups or communities should we make sure to engage?

People without Internet (Telephone Tree)

How can we ensure that they are informed and able to participate?

Also better interaction at the meetings
Participants must be permitted to ask questions
and get answers on them!

Which additional groups or communities should we make sure to engage?

- WOTPCC · DT
- EDIA / EAG D11
- SF Tomorrow.org (umbrella grp)
- CSFN – (umbrella grp)
- Geneva · Carbarn · group.
- vis. valley (D10)
- students H.S. soon @ college or returning from to neighborhood.

How can we ensure that they are informed and able to participate?

- Look to extend along transit routes / follow routes that connect
  - 49 – 14/14X
  - 52/23 BIS lines.
  - BART + Muni J/K/M/T Muni
- Language –
- DAU City // Brisbane city outreach

I can provide a list for Lisa

Which additional groups or communities should we make sure to engage?

Pre-schools and their parents (at least 9 in Sunnyside alone)
Sunnyside Park – post a notice
Day care providers (many in Sunnyside)
Elementary Schools in Sunnyside and elsewhere
- St. Finn Barr
- Sunnyside Elementary

Post at businesses on Ocean Ave + Monterey Blvd

How can we ensure that they are informed and able to participate?

Engage Administrators to talk w/ parents of children
Ask when they are most likely to be available

also their newsletter

Which additional groups or communities should we make sure to engage?

- OMI . NIA (Neighbors in Action)
- Dorado Terrace Neighborhood group
- Balboa Terrace "
-

How can we ensure that they are informed and able to participate?

Notices posted in multiple languages on Store front windows

✓ Notice in Ingleside/Excelsior Light

✓ Translators on hand at public community meeting

✓ Nextdoor.com

postcards in coffee shops + stores, + restaurants

Which additional groups or communities should we make sure to engage?

neighbors uphill from CCSF above Monterey Blvd (esp. between Ridgewood and Genessee, where commuters, students and restaurant patrons park: Joost + Mangels

How can we ensure that they are informed and able to participate?

make clear on direct mailing how one neighborhood's parking + transit to/from BART (esp. Glen Park, 23 + 36 lines)
will be impacted

Balboa Park: 43 only

N&E: 43 buses (Monterey) stopping at Monterey/Ridgewood. ?
Monterey/Genessee are overflowing during peak AM commute hrs (to CCSF + BART)

→

Also:

Does TDM address forecasted transit + parking demand based on FREE classes for SF residents?

Does TDM address forecasted impact of CCSF Performing Arts Center?

* How are parking + transit demand being forecasted??

Jon Boyle/Sunnyside

Which additional groups or communities should we make sure to engage?

people who work in San Francisco

How can we ensure that they are informed and able to participate?

get contact info from city license authority and contact employers

BALBOA RESERVOIR COMMUNITY ADVISORY COMMITTEE
CITY & COUNTY OF SAN FRANCISCO

EMAILS RECEIVED FROM PUBLIC VIA BRCAC@SFGOV.ORG

Period: 2/14/17 – 3/13/17

Wong, Phillip (ECN)

From: Aaron Goodman [redacted]
Sent: Sunday, February 12, 2017 9:58 AM
To: BRCAC (ECN); Keith Tanner
Subject: TDM Transit Demand Management Topic - @ Monday meeting at Balboa Reservoir CAC
Attachments: Academic Senate - In Support of Alternative and Sustainable Transportation - 2017-01-17.pdf; SFSU_TDM_program.pdf

Some items of note related to the TDM planning for the BRCAC. (Due to File Size Sending individually for the BPR CAC)

Here attached are the SFSU-CSU examples, key to note that few serious infrastructural projects have commenced post increase in population at SFSU-CSU.
There have been limited funding or changes in relation to improved parking and transportation systems to Daly City BART.

Similar to CCSF's need to bridge to BPS... more hardlined projects that directly connect are a critical component of TDM and should be implemented simultaneously with ride-share, shuttle and other "secondary" improvements.

Aaron Goodman D11

Resolution Number: RS11-287
January, 2011

ACADEMIC SENATE RESOLUTION

(#RS11 - 287)

RESOLUTION IN SUPPORT OF

ALTERNATIVE AND SUSTAINABLE TRANSPORTATION

WHEREAS, as part of its strategic vision to become the nation?s preeminent public urban university, SF State has prepared a campus master plan that establishes a long term vision for the physical environment and identifies improvements to occur through 2020; and

WHEREAS, these improvements focus on accommodating increased enrollment from 20,000 to 25,000 full-time equivalent students, 711 additional faculty and staff, expanded academic initiatives and ways to best serve its many constituents?from students, faculty and staff to alumni, friends and neighbors?who contribute to the University?s success; and

WHEREAS, the University has acquired University Park North and University Park South with 697 and 262 units respectfully to provide students, faculty, and staff affordable on-campus housing to reduce commuter transit needs; and

WHEREAS, the University seeks to use alternative, sustainable transportation to support its growth ; and

WHEREAS, the University has undertaken a comprehensive and recurring analysis of the transportation patterns of our community, which has informed the University?s transportation planning initiatives; and

WHEREAS, in fall 2009, the University adopted a Transportation Demand Management (TDM) plan including strategies, timeline, and monitoring plan in order to minimize the transportationimpacts of enrollment growth, specifically AM and PM peak-period vehicle trips to the campus; and

WHEREAS, the University established a Transportation Committee composed of representative from campus departments involved with transportation and reporting to the Executive Vice President of Administration and Finance and the Vice President of Student Affairs and charged with serving as the coordinating body for all transportation matters, including implementation of the TDM plan; and

WHEREAS, the University has implemented several TDM programs including ?Zipcar,? pre-tax commuter cost payroll deductions and the installation of hundreds of new bicycle racks on campus since fall 2008; and

WHEREAS, the University has participated in several initiatives, including ?Bike to School Day,? ?Bike to Work Day,? and ?PARK(ing) Day? in an effort to raise awareness about the benefits of alternative transportation; and

WHEREAS, the University has constructed a Class I bicycle and pedestrian pathway that connects Buckingham Way to the Bike Barn, and points south, thereby creating an important connection for cyclists and pedestrians; and

WHEREAS, the University as adopted a Climate Action Plan with the goal of reducing the University?s greenhouse gas emissions 25 per cent by 2020 and 40 percent by 2030, with particular attention to reducing transportation-related emissions; and

WHEREAS, the University operates a shuttle between the campus and the Daly City BART Station, which provides a key transit connection and approximately 5,000 rides each day to commuters who might otherwise drive to campus; and

WHEREAS, the Academic Senate supports the University?s efforts working with Bay Area Rapid Transit (BART) to co-locate the University?s shuttle stop at the Daly City BART Station with the 28/28L SFMUNI line bus stop; and therefore be it

RESOLVED, that the Academic Senate applauds the work of the University in seeking to minimize its carbon footprint by implementing TDM strategies that encourage the use of public transportation to and from campus and make cycling and walking more viable and safer options; and be it further

RESOLVED, that the Academic Senate urges the University to continue to expand its efforts to further improve access to public transportation to and from the University; and be it further

RESOLVED, that the Academic Senate encourages faculty, staff and student use of public transportation, bicycle and pedestrian commuting, and ride sharing.

*****Approved by the Academic Senate at its meeting on April 26, 2011*****

SAN FRANCISCO STATE UNIVERSITY

Transportation Demand Management Plan

FALL 2009

Nelson|Nygaard
consulting associates

Executive Summary

Introduction

In October 2007, the City and County of San Francisco and San Francisco State University entered into a Memorandum of Understanding (MOU). The purpose of the MOU is to address the impact on the City and County of San Francisco from the implementation of the Campus Master Plan and subsequent increase in enrollment on the campus. The creation and implementation of a TDM plan are identified in the MOU as key steps that the University must take to address and minimize the transportation impacts the expanded enrollment will have.

Purpose and Goal

The primary goal of the TDM plan is to ensure that adequate measures are undertaken and maintained to minimize the transportation impacts of the increase in enrolled students and number of employees as set forth in the Final Campus Master Plan Environmental Impact Report (EIR). More specifically, the plan must outline a program that will minimize the daily AM and PM peak period vehicle trips to the campus.

The plan includes two key elements: a TDM implementation plan and a Monitoring Plan. The TDM implementation plan provides a timeline, broken into one to two years, three to five years and six or more years, within which a number of programs and policies will be implemented to improve access to alternative transportation and to address the anticipated transportation impacts of the increase in enrolled students and number of employees planned for the long term.

The Monitoring Plan will be utilized by the University to ensure that the TDM plan continues to address these issues over time and will be adjusted as needed to best meet evolving transportation needs.

TDM Program

The University will utilize a wide variety of TDM measures to reduce trip generation by students, staff, faculty and other university affiliates. The proposed measures expand and strengthen the existing programs offered by the University and introduce new programs that are not currently offered. While these measures can stand alone, they make a more significant impact when used together to create a package of options for those travelling to and from San Francisco State University. The University will work to implement the following measures with available funding and make every effort to identify external funding to address anticipated need.

TDM

- **Transportation Committee** – The University will create a Transportation Committee to serve as the central coordinating body for all transportation matters, including implementation of the University's TDM program. The committee will be composed of representatives from various campus departments concerned with

transportation and will report to the Vice President for Administration and Finance and the Vice President for Student Affairs.

- **Ride Match Program** – The University will strengthen the existing Ride Match program by increasing participation rates and provide staff and students with direct marketing about the Ride Match program.
- **Marketing and Information** – The University will update and revamp its website and print materials to provide more comprehensive information on alternative transportation options to and from the University.
- **Commuter Check Program** – The University will promote and expand participation in its current commuter check program, which offers faculty, staff and administrators the opportunity to purchase transit passes and van pool transit with their pre-tax salary.
- **Car-share** – The University will promote and expand campus use of the existing Zipcar program, which provides self-service access to vehicles by the hour or day.
- **Guaranteed Ride Home Program** – The University will seek funding to implement a Guaranteed Ride Home Program for those faculty, staff, and administrators who enroll in an alternative mode program.

Shuttle

- Work with BART, SFMTA, and SamTrans to relocate the San Francisco State University Shuttle stop at Daly City BART.
- Improve existing shuttle service.
- Seek to replace current van conversion vehicles with low-floor transit buses.
- Seek to install GPS for real-time tracking.

Transit

- **Universal Transit Pass** – The University will work with SFMTA, BART, and other public transportation agencies to evaluate the feasibility and funding options for a student universal transit pass program.
- **NextBus Arrival Signage** – The University will install NextBus displays at two campus locations and work with SFMTA to assist with the installation of arrival signage at transit stops serving campus.
- **Offer transit ticket purchase options** – The University will allow the City to install and maintain automated ticket vending machines and will continue to provide ticket sales services for FastPasses and BART tickets.
- **Work to improve transit stop amenities** (lighting, signage, shelter)

Pedestrian/Bicyclists

- **Bike Barn** – The University will evaluate Bike Barn hours and expand them as needed; install additional bike racks as needed; and explore the feasibility of relocating the Bike Barn and providing a full range of services at the Bike Barn facility.

- **Bike/Pedestrian Paths** – The University will complete the initial phase of the north-south bicycle and pedestrian path, plan for an expanded bicycle network, including the final leg of the north-south path and an east-west path; and study the feasibility of the Valley bridge.

Parking

- **Parking Fees** – The University will explore the feasibility of implementing gradual parking rate increases for daily and hourly rates.
- **New Parking Facilities** – The University will seek to finance new perimeter parking structures, as feasible.

Targets

The University will work to achieve the following targets and will use these targets as benchmarks throughout the monitoring process.

1. If average peak period, peak direction passenger loading exceeds 85 percent of combined seated and standing load capacity for shuttle service between the campus and the Daly City BART station, the campus will improve services during the peak period(s) until this standard is met.
2. If the number of auto trips in the PM peak hour of 4:00 PM to 5:00 PM are greater than 5 percent over the baseline of 1,173 vehicle trips,* the University will conduct cordon counts annually until such trips fall below the 5 percent above the baseline for two years in a row.
3. If the number of peak period, 5:00 PM to 6:00 PM, transit trips on the M-line between the campus and West Portal Station are greater than 5 percent above the baseline of 134 inbound trips and 273 outbound trips*, the University will extend campus shuttle service between the campus and West Portal Station during the peak period(s).

Monitoring Plan

San Francisco State University is committed to a comprehensive Monitoring Plan as part of the TDM Plan and the MOU with the City and County of San Francisco.

The Monitoring Plan requires regular periodic evaluation to determine how the TDM Program is achieving the goal of reducing the number of drive alone trips to the campus and minimizing new peak hour trips.

The following measures are recommended to ensure compliance with the Monitoring Plan:

1. Cordon Surveys – Every three years but no later than the addition of each 1,000 students in enrollment by headcount, the University will conduct a statistically significant cordon survey of campus commuters during the PM peak hour. This

* Baseline established in comprehensive transportation survey conducted April 2008.

survey will abide by the guidelines set forth in the MOU between the University and City and County of San Francisco.

   a. If the cordon surveys show that the PM peak period auto trips to and from campus are greater than 5 percent above the baseline, the cordon surveys will be conducted annually until such trips fall below the 5 percent above the baseline for two years in a row.

2. TDM Report to SFMTA – The University transportation committee will report annually to SFMTA regarding the status of the implementation of the TDM programs described in the TDM Plan.
3. Shuttle Capacity – The University will monitor peak hour utilization of Campus Shuttle buses.
4. The University will monitor peak period transit use on the M Line

Table of Contents

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Background photo by Oren Zebest

Chapter 1. Introduction

1.1 Background

In November 2005, San Francisco State University began the planning process to develop a campus master plan. The creation of the campus master plan evolved over two years, with participation by both the on-campus community and neighbors. On November 14, 2007, the Board of Trustees of the California State University approved the final campus master plan and an increase in San Francisco State University's enrollment target from 20,000 full-time equivalent students (FTE) to 25,000 FTE, and certified the Final Environmental Impact Report (EIR).

The plan establishes a long-term vision for the physical environment and identifies improvements to occur through the year 2020 that will help the university achieve its strategic vision to become "the nation's preeminent public urban university." The planning process involved the City and County of San Francisco, and various City agencies provided feedback on the Draft EIR regarding the identification and mitigation of off-campus impacts. Under the "Marina decision" (*City of Marina v. Board of Trustees of the California State University*, 2006 California Supreme Court), the University is required to negotiate with the City and seek funding for its "fair share" of mitigation costs to offset the public capital costs of providing City infrastructure. In order to address the environmental impacts resulting from the Campus master plan and determine the fair share contribution, the City and University began discussing the creation of a Memorandum of Understanding (MOU) in June 2007.

1.2 Purpose and Need for Plan

In October 2007, the City and County of San Francisco and the San Francisco State University entered into a MOU. The purpose of the MOU is to address the impact on the City and County of San Francisco from the implementation of the campus master plan and anticipated increase in enrollment on the campus.

The MOU identifies a number of measures that the University must take. The creation of this Transportation Demand Management plan addresses requirement 1 in Section B of the MOU. Requirement 1, Section B, states that the University must implement a TDM program to minimize the daily AM and PM peak period vehicle trips to the campus. The objective of the program is to ensure that adequate measures are undertaken and maintained to minimize the transportation impacts of the increase in enrolled students and number of employees as set forth in the campus master plan.

This plan serves to meet the MOU requirement of a TDM Plan and related monitoring plan.

Chapter 2. Existing Conditions

This chapter provides a discussion of the various travel modes used to access the San Francisco State University campus, including mode split, transit services, pedestrian and bike facilities, transportation demand management programs, and parking. In addition, the results of the April 2008 cordon count, intercept survey and online survey undertaken by the University are also discussed.

2.1 Travel Modes

Commuters travel to campus from locations throughout the Bay Area using a wide variety of transportation modes. The following section reviews existing transportation options and services.

Mode Split

In April 2008, San Francisco State University conducted an online survey that asked University affiliates how they travelled to and from campus on Wednesday, April 30th. A total of 4,386 University affiliates responded to the survey and out of the 4,386 total respondents, approximately 3,300 persons stated that they were on campus on Wednesday, April 30th. For the purposes of survey analysis only those persons who stated they were on campus were included. To eliminate the possibility of bias, the online survey was supplemented with a complete hand cordon count of all persons entering and exiting the campus, and the cordon survey was supplemented by an intercept survey asking people a few questions about their mode choice that day. Using these data the mode spilt for persons travelling to San Francisco State University was determined.

Muni was the most common mode used to arrive on campus, 31 percent, followed by driving, 26 percent. Seventeen percent of commuters arrive via the San Francisco State University shuttle. In comparison, only four percent of commuters arrive at campus via bicycle and 12 percent arrive on campus by foot. Figure 1 shows the last mode people used to arrive at campus.

Figure 1: Mode of Arrival to Campus (N=3292)

How Online Survey Respondents Get to San Francisco State University	Percentage
Muni	30.6%
Drive alone	26.0%
San Francisco State University Shuttle	16.9%
Walk	12.3%
Carpool	4.9%
Bike	3.5%
Dropped off	2.4%
Other bus provider (AC Transit/Golden Gate Transit/SamTrans)	1.5%
Other	1.1%
Motorcycle/Moped	0.7%
Total	**100%**

Approximately 40 percent of commuters rely on more than one mode to get to campus (Figure 2).

Figure 2: Number of Legs in Journey to Campus (N=3292)

Number of Legs	Percentage of Respondents
1	58.6%
2	24.7%
3	14.7%
4	2.0%

The majority of university affiliates, 59 percent, use only one mode to get to campus while a quarter use two modes. Only 2 percent have four legs in their journey to campus.

Thirty six percent of respondents used Muni for a portion of the journey to campus. The second most common mode used was driving with 34 percent of respondents stating that they drove for a portion of their trip to San Francisco State University. Approximately 21 percent of respondents took BART and the San Francisco State University shuttle for one leg of their trip and 19 percent walked.

Figure 3: All Modes Used to Get to Campus (N=3292)

How Online Survey Respondents Get to San Francisco State University	Percentage
Muni	36.3%
Drive alone	33.6%
BART	21.3%
San Francisco State University Shuttle	20.7%
Walk	18.6%
Carpool	6.8%
Bike	5.5%
Dropped off	4.2%
Other bus provider (AC Transit/Golden Gate Transit/SamTrans)	3.2%
Other	1.6%
Caltrain	1.1%
Motorcycle/Moped	1.0%

Baseline Auto Trips

The data collected in the April 2008 online survey was used to establish a baseline number of auto trips for the entire campus population.[1]

Figure 4: Peak Hour Auto Trips (N=total campus population)

Time	Peak Hour Auto Trips	% of Total Daily Auto Trips	Total Daily Auto Trips
4:00 PM – 5:00 PM	1,173	8.0%	14,723

Pedestrian

Approximately 12 percent of university affiliates arrive on campus by foot and almost all internal trips are also on foot.

On-Campus

On the core campus, the University has established a pedestrian-oriented vehicle-free zone within the central area of the campus. This zone is defined by barrier gates at vehicle boundaries to the pedestrian zone, as well as outstanding landscaping which greatly enhances pedestrian amenity within the central core of the campus.

Surrounding Area

San Francisco State University is situated within walking distance of relatively intensive residential areas as well as active commercial areas such as Stonestown Shopping Mall and Ocean Avenue retail. The close proximity of these land uses provides opportunity for non-motorized access to campus as well as positive pedestrian activity and campus-community interaction. The Campus Master Plan identifies investment strategies to further enhance pedestrian connectivity, particularly to University Park North and along Holloway Avenue.

Bicycling

Bicycle commuting currently constitutes a very small proportion of the transportation at San Francisco State University with only 3.5 percent of university affiliates commuting by bicycle. Relative to other university campuses with a high proportion of pedestrian and transit users, San Francisco State University's bicycle mode split is very low and highlights deficiencies in accommodating bicycle transportation in and around San Francisco State University.

[1] The number of persons arriving by car at campus during the peak was calculated by looking at the last mode respondents took to campus and the mode they used to leave campus and correlating these trips to their arrival and departure time. By adding the to campus and from campus trips together for each hour segment, the vehicle peak hour was determined to be 4:00 p.m. to 5:00 p.m. Carpools were included in the vehicle trip calculation; however the total number of carpool trips for each hour was reduced by a factor of 2.4, the average number of persons in a carpool. Persons who drove and then walked 10 minutes or less to or from campus were also counted as vehicle trips rather than walk trips as required by the MOU.

Bicycle Access

Varied bicycle conditions exist within the 3 to 5 mile biking radius of campus, with discontinuities in the bicycle network highlighting potential improvements for bicycle access to campus. The main bicycle corridor providing bicycle access to San Francisco State University from the north is 20th Avenue including bicycle connections through Golden Gate Park and Stern Grove. Bicycle routes providing access between San Francisco State University and places to the south of campus include a variety of streets through Parkmerced, as well as Bicycle Route 75, which accommodates bicycles in wide curb lanes along sections of Beverly Street, 19th Avenue and St. Charles Avenue to Daly City BART station.

To the east of campus, the main bicycle access route is along Holloway Avenue and portions of Ocean Avenue near Balboa Park station. Along this route a dedicated on-street bike lane provides excellent bicycle access along Holloway Avenue between Font Boulevard and 19th Avenue. The bicycles lanes do not continue east of 19th Avenue along Holloway, but the street is a fairly low-speed residential street. To the west of campus, bicycle access is provided along a dedicated off-street route along the perimeter of Lake Merced. This route provides excellent off-street service and is well used by recreational walkers and cyclists, though it has poor connectivity to surrounding streets and to the San Francisco State University campus. The campus master plan identifies opportunities to improve bicycle routes through and around the edges of campus. The ongoing San Francisco Bike Plan Update proposes new bicycle lanes in the short term on Holloway from 19th Avenue to Junipero Serra with other bikeway improvements continuing east into the Mission District. In fall 2009, San Francisco State University completed construction of a bike path from 20th and Buckingham south down the hillside to South State Drive.

Bicycle Facilities

Currently there are a number of bicycle racks located around the perimeter of the campus core and on-campus housing. Racks are provided at Mary Park Hall, Mary Ward Hall, A.S. Children's Center, The Village, Student Services, Fine Arts, HSS, and the Science building for a total capacity of approximately 60 bikes. The Bike Barn has capacity for 250 bikes.

Transit

The San Francisco Muni provides a number of routes that directly serve the San Francisco State University campus. Routes servicing the campus include the M, 17, 18, 28, 28 Limited (28L) and 29. The Daly City BART station is the closest BART stop to the campus and a campus-sponsored shuttle provides access from the station to the University. In addition to BART and Muni services, SamTrans provides service to the campus via Daly City and Colma via Route 122. The route originates at the South San Francisco BART Station and moves north via Serramonte Shopping Center and Seton Medical Center to the Colma BART Station. From there, it stops at Westlake Shopping Center and heads north on Lake Merced Boulevard past the western edge of San Francisco State University to terminate at Stonestown Shopping Center.

Muni and BART are the most heavily utilized transit systems with 36 percent of San Francisco State University commuters riding Muni and 21 percent riding BART for some portion of their journey to campus.

The figure below shows the percentage of Muni trips that were taken to and from campus via the six Muni routes that directly serve campus. Of those commuters who ride Muni to campus, the most heavily traveled routes are bus route 28 and metro line M, with 32 percent and 45 percent respectively, using these routes for the last portion of their journey to campus.

Figure 5: Daily Muni trips by Muni route (N = total campus population)

Muni Route	Number of trips	% of all Muni Trips
17	159	1.1%
18	598	4.0%
28/28L	4,764	32.0%
29	2,165	14.5%
88	8	0.1%
M	6,738	45.3%

For campus affiliates accessing campus via Muni, the peak hour of Muni trips occurs between 8 AM and 9 AM in the morning. In contrast, the Muni system wide peak occurs between 5 PM and 6 PM in the evening. Figure 6 shows the number of trips to and from campus on the routes serving campus during both the San Francisco State University Muni peak and the system wide Muni peak.

Figure 6: Peak Hour Muni Trips (N = total campus population)

Muni Route	Number of trips 8:00 am – 9:00 am	Number of trips 5:00 pm – 6:00 pm
17	19	10
18	71	36
28	556	285
28L	6	3
29	256	131
88	1	1
M	795	407
Total	**1,751**	**896**

The peak hour trends are parallel to the daily trends in level of usage, as the M metro line and bus route 28 are the most heavily utilized.

During the San Francisco State University Muni peak hour of 8:00 AM to 9:00 AM, the majority of trips on the M line are in the outbound direction while trips taken on routes 28 and 28L are the same in both directions. In the evening peak hour, approximately 140 more people are travelling outbound on the M line. Trips on the 28 and 28L are equal in the northbound and southbound directions.

Figure 7: Peak Hour, Peak Direction Riders for M line and Bus Route 28 (N=total campus population)[2]

	M Line		Bus Routes 28/28L	
Muni Route	Inbound Trips	Outbound Trips	Northbound Trips	Southbound Trips
8:00 am – 9:00 am	318	477	278	278
5:00 pm – 6:00 pm	134	273	142	142

Transit Amenities

San Francisco State University provides a limited number of transit amenities. The most visible are the red canopies located along 19th Avenue at Holloway Avenue in front of the stops for Routes 17, 28, 28L, 29 and the San Francisco State University shuttle. They are easy to access by most users and clearly denote a transit waiting area. Benches are also provided underneath and adjacent to the canopies. Though visually appealing, the canopies offer little protection from rain and wind, and no route maps or schedules are posted in the area to provide information on the bus or shuttle services. For riders with visual impairments, there is no tactile wayfinding and it may be difficult to locate the appropriate bus stop pole when the area is crowded or when multiple bus lines pull into the stop together.

San Francisco State University helped fund and maintains the transit shelter at the M-Line platform in the 19th Avenue median.

[2] Inbound and outbound trips for the M line during the AM peak hour were determined by applying a 40% inbound - 60% outbound ratio to the total number of M line trips, scaled to represent the campus population, during the AM peak hour. This ratio was determined by using the home zip codes of online survey respondents to determine their direction of travel and the number of trips in each direction. The same methodology was used in the PM peak and a ratio of 33% inbound – 67% outbound was applied. For the 28/28L the same methodology was used and a ratio of 50% northbound – 50% southbound was applied to both AM and PM peak trips.

2.2 Parking

Approximately 26 percent of commuters drive alone to campus. Forty six percent of those who drive park on campus and 45 percent park near campus. The April 2008 online survey asked respondents who stated that they parked on or near campus to identify where they parked. Based on the responses received, and scaled to reflect the entire population of the University, Figure 9 provides a breakdown of parkers by location.

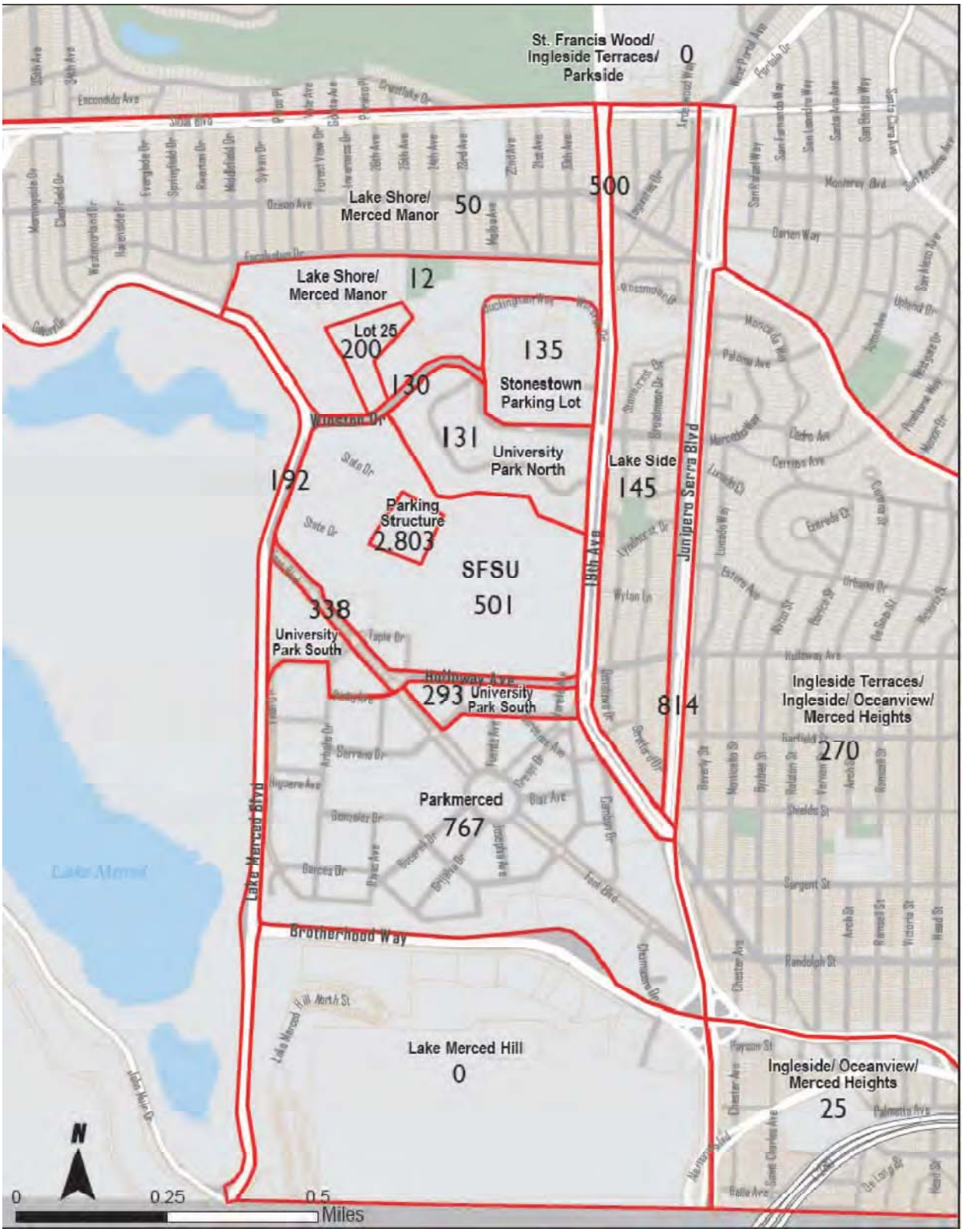
The vast majority of on-campus parkers park in the main parking structure at the center of campus. Near campus, 500 university affiliates parked on 19th Avenue and approximately 800 parked on Junipero Serra Boulevard, both of which are free and unpermitted.

Survey respondents who stated that they drove to campus were also asked how much they paid to park. The majority of those who drove, 54 percent, had free parking. Twenty percent paid between $4 and $7 dollars and 14 percent have a San Francisco State University monthly parking pass. Given the large number of parkers on 19th Avenue, Junipero Serra Boulevard, and the surrounding neighborhoods, it is not surprising that the majority of drivers do not pay for parking.

Figure 8: Parking Costs (n=1,373)

Cost	Percentage of Respondents
Free	53.8%
Less than $1	0.7%
$1-$2	3.9%
$2-$4	6.5%
$4-$7	20.0%
$7-$10	0.5%
More than $10	0.8%
San Francisco State University Monthly Parking Pass	13.8%

Figure 9: Parking On and Near Campus



On-Campus Parking

Currently 2,911 parking spaces—excluding residential parking at the Villages, UPS, and UPN—are supplied on campus including 73 parking spaces reserved for people with disabilities. On-campus parking is divided among 6 separate parking lots. Lots 20 and 25 are available to students and visitors with the exception of Level 4l Orange to 4n Orange, which is restricted to staff and faculty between 7 AM and 5 PM Monday – Friday. Lot 20 is open 24 hours per day while lot 25 is only available from 7 AM to 10 PM. Both lots charge $1 per hour with a $5 maximum per day for parking.

Lots 1, 2, 6, and 19 (roof level of Lot 20) are restricted to use by faculty and staff with valid campus parking permits from 7 AM to 5 PM Monday – Friday. Students with disabilities and visitors are allowed to park in any disabled parking space in any lot.

Demand for on-campus parking is such that, on average, a maximum overall campus parking occupancy of 80 percent is reached between 11 AM and 2 PM. During certain periods of the day, particularly early afternoon, some small parking lots experience 100 percent occupancy.

Off-Campus and Student Housing Parking

Off-campus parking is also available, though much of this parking is subject to two-hour parking restrictions imposed by the City of San Francisco's residential parking permit program. Free, unrestricted on-street parking exists along both sides of 19th Avenue on the east side of campus, along Junipero Serra Boulevard and along sections of Winston Drive and Lake Merced Boulevard. There is also metered on-street parking on Tapia and Holloway Avenue, some of which is reserved for motorcycle parking.

Designated parking is available to on-campus residential students. At University Park North, parking is provided either in carports or on street. In total, there are 631 carport spaces and 106 reserved on-street parking spaces amounting to 737 spaces. Residents pay $50 a month for a parking space in addition to their housing costs. University Park South follows a similar configuration, with a total of 231 carport spaces for an extra $50 a month. The City of San Francisco issues Parking Permit E to those living in Parkmerced to park on street without time restriction for $60 a year. The Village parking lot houses 80 official spaces, with approximately seven additional unofficial spaces where vehicles can park in circulation areas. A space in the garage costs $100 a month. Additional vehicles may be accommodated in tandem spaces if valet service is provided. As the lot is currently operated by an attendant, valet parking may be a possibility. All on-campus residential students may purchase a $225 semester permit to park in Lot 25.

2.3 Transportation Demand Management

Current TDM efforts include the San Francisco State University shuttle to Daly City BART, the attended Bike Barn facility, San Francisco State University Ride Match Program, commuter check program, Zipcar program, and information on alternative modes of transport provided by the San Francisco State University transportation website. A description of the programs currently offered is given below:

San Francisco State University Shuttle Buses

For those who commute by BART and the various bus lines serving the station, the Department of Parking and Transportation provides a free shuttle service to and from the Daly City BART station, stopping at 19^{h} and Holloway on campus, with one shuttle making a loop through campus stopping at Creative Arts, the student housing on Font, the Library Annex, University Park North, 19th Avenue, and Daly City BART. The direct shuttle operates 7:00 AM to 10:30 PM, Monday through Thursday and 7:00 AM to 7:15 PM on Friday, and the loop shuttle operates 7:00 AM to 5:30 PM, Monday through Friday. The shuttle is well utilized, with approximately 17 percent of survey respondents taking the shuttle for the last leg of their commute to campus.

On a daily basis, the shuttle service has 2,800 to 3,200 rides with an average of three runs per hour per shuttle, and a total of 45 to 50 runs per shuttle per day. For 3,000 rides per day this translates to 66,000 rides per month or 594,000 rides per year (shuttle operates nine months out of the year).

Currently, during the peak hours of 8:00 AM to 9:30 AM and 3:00 PM to 6:30 PM, San Francisco State University shuttles are over capacity, which is defined as 28 persons seated and 10 persons standing. During these time periods, demand is so high that there is a queue of riders waiting in line for a shuttle. In general, over the whole day, 75 percent of the time the shuttles are at 100 percent capacity.

Information on the shuttle is provided on the San Francisco State University Parking and Transportation website. Under the “Shuttle Buses” link, stop locations and hours of operation are given.

San Francisco State University, the City and BART are currently working to relocate the San Francisco State University shuttle stop at Daly City Station to be adjacent to the Muni 28/28L stop. Since the shuttle, 28 and 28L lines are all free to San Francisco State University affiliates between the station and campus, co-locating the stops will allow passengers to choose whichever line arrives first.

San Francisco State University Ride Match Program

The San Francisco State University Ride Match Program matches faculty, staff and students with others in their area to carpool to campus. If the Transportation Department is unable to create the match, it will work with other Bay Area agencies to find one. Currently, 111 participants are enrolled in the program. A number of marketing methods are used to inform students, staff and faculty about the Ride Match program. Marketing methods used include: Parking and Transportation Department website, campus bulletins, notices on shuttles, flyers in on-campus housing, and a notice in the new hires information packet. At the end of each semester persons who have enrolled in the program are notified by the University and are asked if they would like to remain in the database or be removed.

Commuter Check Program

The University Parking and Transportation Program and Human Resources, Safety & Risk Management have partnered together to administer a commuter check program that enables faculty, staff and administrators to purchase transit passes with their pre-tax salary. Via payroll deduction, up to $230 monthly of pre-tax salary can be used for public transportation or vanpool expenses. Participants enroll online through Commuter Check Direct, a nationwide service, and

may choose to have their transit passes mailed directly to them or receive commuter checks which they can then redeem at the Student Center for transit passes.

Bike Barn and Information

As bike parking is not permitted within the central core of the campus, the Department of Parking and Transportation provides an indoor bike parking area in Lot 6 under the gym. The Bike Barn provides secure bicycle parking and all day attendants at no cost to the bicycle rider. The facility is open Monday through Thursday from 7:30 AM to 10:00 PM and Friday from 7:30 AM to 5:00 PM. The Bike Barn is closed on weekends and when school is not in session. Some additional bicycle parking is available at a number of bicycle racks scattered around the campus. The San Francisco State University Parking and Transportation website provides a text summary of the bike routes in the Bay Area as well as bike laws and safety tips.

Transit Information

The San Francisco State University Parking and Transportation website offers information on how to get to campus by bus and shuttle, providing links to the transit providers and 511.org, the Bay Area transportation website. This information is provided on the “Directions to Campus” page. The San Francisco State University Parking and Transportation website is user-friendly, with icons and text to help the user navigate the links.

Zipcar

The University has partnered with Zipcar to provide the campus community with self-service access to vehicles by the hour or day at discounted rates, 24 hours a day, 7 days a week, 365 days a year. Reserved parking for the Zipcars is provided at the South State Drive entrance to the parking garage.

Chapter 3. TDM Program and Implementation Schedule

The following chapter lays out a comprehensive TDM program that builds on and expands the TDM measures already in use by the University to adequately minimize and mitigate the transportation impacts the University's planned growth will have.

San Francisco State University currently supports a number of TDM programs, including ride matching, bike barn, and shuttle services, as described in Chapter 2. However there is an opportunity to further strengthen and expand these programs to reduce a greater percentage of drive-alone trips. This program encompasses financial incentives such as subsidized transit passes and a Guaranteed Ride Home program to give employees the security to carpool or ride transit; and information and marketing efforts. While these programs can stand alone, they will make a more significant impact when used together to create a package of options for University affiliates.

The mitigation measures and programs are organized by time of implementation: one to two years, three to four years, and five or more years. Figure 10 at the end of this chapter provides a comprehensive look at the timeline for all the measures.

3.1 Years One and Two

The following section describes the measures that will be undertaken during the first two years of the implementation of the TDM plan. The measures described in this section are changes that can be undertaken right away.

Establish a Transportation Committee

Strategy: The University will create a Transportation Committee.

Description: The University will create a Transportation Committee, composed of representatives from campus departments involved with transportation and reporting to the Vice President for Administration and Finance and the Vice President for Student Affairs. The committee, co-chaired by the Associate Director of Community Relations and the Campus Planner, will serve as the central coordinating body for all transportation matters, including developing, implementing, evaluating, and managing the University's TDM programs. The committee will oversee coordination and marketing of mobility programs for university affiliates as well as direct marketing to as many staff and students as possible to increase the potential for each of the programs. The committee will also oversee the Monitoring Plan (Chapter 4). The Associate Director of Community Relations / committee co-chair will serve as the University's liaison with the SFMTA.

Ride Match Program

Strategy: The University will strengthen its existing Ride Match program by, 1) Increasing participation rates and 2) Providing all staff and students with direct marketing about the Ride Match program.

Description: Ridesharing is one of the most common and cost-effective alternative modes of transportation and one which commuters can adopt part-time. There are numerous benefits to ridesharing. Ridesharing can reduce peak-period vehicle trips and increase commuters' travel choices. It reduces congestion, road and parking facility costs and pollution emissions. Ridesharing tends to have the lowest cost per passenger-mile of any motorized mode of transportation, since it makes use of a vehicle seat that would otherwise be empty. Ridesharing also provides consumer financial savings.

Ridesharing tends to experience economies of scale: as more people use the service the chances of finding a suitable carpool or vanpool increase significantly. Typical conditions for ridesharing success include:

- Corridors that offer a time and/or cost savings, such as avoiding bridge tolls or taking advantage of carpool lanes.
- Locations far enough from campus that driving is a hassle, and where transit service is limited.
- Locations with a significant concentration of San Francisco State University commuters within close proximity of each other.
- Commuters with regular schedules, particularly staff.

Taking all of these factors into account, priority locations for marketing ridesharing include:

- Western Alameda County, where 11% of campus commuters live, including significant concentrations of staff. So many commuters live in this area that there may be a strong vanpool market. Additionally, carpoolers receive the benefit of toll free access to the Bay Bridge.
- Portions of San Francisco relatively far from campus, yet without direct transit service. This would include much of southeastern San Francisco and many of the northernmost portions of the city.
- While there are few commuters coming from the North Bay, South Bay and far East Bay, the commute distances are so long that there is a strong incentive to carpool

Measures that can increase participation and should be implemented include providing real-time rideshare matching. This service could be provided on the Parking and Transportation Department website or an existing service such as Ridespring.com could be utilized. An expanded marketing program that will be implemented should include the promotion of the formation of vanpools at specific locations where a concentration of university affiliates reside along with the use of the commuter check program to reimburse vanpool charges with pre-tax dollars. San Francisco State University should seek to use home address information from the

University payroll system to map home address information geographically and do targeted emails or mailings to employees in locations most suitable for carpooling and vanpooling.

Another potential program that will be explored within this 2-year timeframe is provision of preferred parking for carpools and automatic enrollment of participants in the Guaranteed Ride Home program. Free parking may also be provided for vanpools.

Marketing and Information on Alternative Transportation Options

Strategy: The University will 1) update and revamp its website and print materials to provide more comprehensive information on alternative transportation options to the University; and 2) actively promote the commuter check program and Zipcar.

Description: A review of the existing Parking and Transportation Department website as well as feedback provided from students and staff indicates that currently the University is not providing the most comprehensive information on transportation alternatives.

Updates to the website are needed to reflect changes in programs and services. This should include the following:

- A direct and prominent link on the SF State homepage to a comprehensive list of alternative transportation services, including the commuter check program and Zipcar.
- Adding San Francisco or Bay Area bike route maps to the website can promote bicycle commuting.
- Adding shuttle maps, with route and stop locations, and shuttle schedules will reduce the ambiguity of riding the shuttles.
- A direct link to the 511 TakeTransit Trip Planner helps students new to transit identify the best transit route to take from their point of origin to campus.
- Locations where fare media and bus maps can be purchased.

Guaranteed Ride Home Program

Strategy: The University will seek grant funding to implement a Guaranteed Ride Home program for all students, faculty and staff who are registered in the alternative mode program (ridesharing, transit, biking, walking).

Description: The Guaranteed Ride Home (GRH) program is an important component of ridesharing and alternative transportation programs as the fear of needing a ride home in case of an emergency during the work day is one of the most cited obstacles to ridesharing or transit use. Many commuters say they are much more likely to use alternative transportation if they have access to an emergency ride home.

Guaranteed Ride Home programs provide an occasional subsidized ride to commuters who use alternative modes, for example, if a bus rider must return home in an emergency, or a carpooler must stay at work later than expected. GRH programs may use taxis, university vehicles or rental cars. GRH trips may be free or they may require a modest co-payment. Commuters

would be allowed a limited number of times they could use the program each year – perhaps four. The cost of offering this service tends to be low because it is seldom actually used. Persons who are planning on using alternative modes of transportation occasionally, part-time, or full-time would register in the GRH program online or using a paper form.

Universal Transit Pass Program for Students

Strategy: The University will evaluate the feasibility and pursue options for funding a universal student transit pass program.

Description: In recent years, growing numbers of transit agencies have partnered with universities to provide universal transit passes. These passes typically provide unlimited rides on local or regional transit providers for low monthly fees, often absorbed by the school and students. The advantage of implementing a universal pass system, one where all students participate, is that schools can negotiate a bulk rate with the transit providers.

Free transit passes are usually extremely effective means to reduce the number of car trips in an area. By removing any cost barrier to using transit, including the need to search for spare change for each trip, people become much more likely to take transit to school or for non-school trips. Given the high percentage of students who already use public transit, and in particular Muni, the cost of such a program will be significant and will require a student referendum and administrative approval to increase their student fees to fund the program.

As stated in the MOU, the University will work with Muni and BART on establishing a Universal Transit Pass program for students (undergraduate/graduate or both). The price of the passes will be such that the entire program is revenue-neutral for the City and County of San Francisco. Given the concentration of San Francisco State University commuters in San Francisco and northern San Mateo Counties, the program would ideally include Muni, Samtrans and the BART system between Embarcadero and Millbrae stations. If funding is not available for such a program, including Muni only – or BART plus Muni within San Francisco, like the FastPass – would be a valuable start. If additional money is available, and a fare instrument could be found, including BART through northern Alameda County would be highly useful for the 11% of commuters who live there.

The University will also work with student groups to gain support for the program, as a student fee would need to be approved by a vote of students in order for the program to be implemented.

In the April 2008 online travel survey, university affiliates were asked what was the most they would be willing to pay for unlimited Muni access and unlimited BART access within San Francisco.

Figure 11: Willingness to Purchase a Universal Transit Pass

Price per Semester	Percentage of Respondents
$26 - $50	34.7%
$51 - $75	13.5%
$75 - $100	13.7%
$101 - $125	7.4%
$126 - $180	8.0%
I am not interested in a transit pass	22.8%

While 80 percent of respondents would be willing to pay some amount of money to receive a universal transit pass the majority are only willing to pay $75 or less per semester for one. Given that Muni passes currently cost $45 a month or about $180 a semester, some subsidy from the parking fund may be necessary to garner the support of the student population as a whole to implement a universal transit pass program.

Transit

Strategy: The University will offer transit ticket purchase options and amenities.

The University will allow the City and County of San Francisco to locate and maintain automated ticket vending machines and ticket sales services for FastPasses and BART tickets. The appropriate locations for the machines will be determined by the University, but should include one in the immediate vicinity of the M Platform and 28/28L bus stops. The University will continue to provide ticket sales services for FastPasses and BART tickets on campuses.

Shuttle Service

Strategy: The University will: 1) Work with BART, Muni, and SamTrans to shift the San Francisco State University shuttle stop at Daly City BART station, 2) Seek funding to replace current van conversion vehicles with low-floor transit buses, 3) Evaluate extending shuttle service to operate during the summer break, and 4) Improve mapping and schedule information for the shuttle at key shuttle stops, in print materials, and on the Parking and Transportation Department website.

Description: The San Francisco State University shuttle service from Daly City BART is an important component of the University's alternative transportation program and is heavily utilized by persons travelling to and from the campus.

The main area of concern with respect to the San Francisco State University shuttles is that of capacity. Queues and overcrowding are a daily occurrence as shuttles operate at 100 percent capacity three quarters of the time and during the peak hours of 8:00 AM to 9:30 AM and 3:00 PM to 6:30 PM, San Francisco State University shuttles are over capacity. At 19th Avenue, a long queue forms and people often have to wait for more than one shuttle as the first one reaches capacity before they are able to board.

Currently, the University utilizes van conversion vehicles for its shuttle service. The passenger occupancy of these vehicles is 28 persons seated and 10 persons standing. In order to address

capacity constraints the University should identify funding to purchase or lease low-floor buses which can transport approximately 35 seated persons for a 30 ft. bus and 40 persons seated in a 40 ft. bus, or arrange for such vehicles through a turnkey shuttle operations contract. In addition, low-floor vehicles enable a greater ease of access for persons with mobility limitations. New transit vehicles should have multiple doors to ease boarding, since no fares are collected.

The University will evaluate the demand for shuttle service during summer months and the related cost to determine whether the benefit—e.g., attracting more students during summer session—warrants the added expense. During this time, the shuttle could operate at a lower frequency and only during the peak commute times.

Currently, at the Daly City BART station the spacing of the San Francisco State University shuttle stop and Muni Route 28 stop make it impossible for persons travelling to campus to see both stops at the same time and take whichever bus/shuttle arrives first. Moreover, switching to standard transit vehicles requires relocating the shuttle stop at the Daly City BART station, since a portion of the current shuttle route under the BART guideway is too low to allow larger transit vehicles. These problems could be addressed by shifting the San Francisco State University shuttle stop to the area currently occupied by Muni Route 54, an arrangement already being pursued by Muni, BART and San Francisco State University.

Shuttle stops currently lack clear route information, schedule information and poles indicating the stops and should be updated to provide this information. Improvements can be made to the Parking and Transportation Department website and materials could be printed to clearly convey shuttle routes and schedules.

Bicycle Facilities

Strategy: The University will upgrade existing bicycle facilities by 1) Evaluating the hours of the bike barn and expanding as needed 2) Installing additional bike racks, 3) Completing phase 1 of the north-south bike path, and 4) Studying phase two of the north-south bike path, including a field trip to UC Davis, Stanford, and UC Santa Barbara.

Description: The University has taken significant steps to encourage bicycling to campus. The “Bicycle Working Group” has been established and meets about once every two months. It is comprised of students, faculty, staff, administrators, University Police, SFMTA, and the Bicycle Coalition. This group has been critically important in assisting with bike rack choice and locations, as well as in coordinating all campus offices with any involvement with bikes or related issues. The Bicycle Working Group has identified a number of locations throughout the core campus where 100 bike racks should be installed. A grant from the Bay Area Air Quality Management District will be used to fund this endeavor. The University will install approximately 100 bike racks during the first two years of the TDM plan, based on the recommendations of the Bicycle Working Group.

Bike Barn hours should be evaluated and expanded as needed to further encourage bicycling to campus, particularly extending the hours on Friday evening. At similar “bicycle stations” around the country, 24-hour access is granted by card key to members. Video cameras and restricted access minimize the risk of theft.

The campus master plan calls for a north-south bicycle/pedestrian route from Buckingham Way to Holloway Avenue that would provide campus access to cyclists approaching campus from the

north, while avoiding 19th Avenue. The University has submitted grant proposals seeking funding for such projects, and is considering other funding sources. During the first two years of the implementation period, San Francisco State University will complete Phase 1 of the north-south bicycle path plan that will provide a path from Buckingham Way, near University Park North to the campus core. The University has received $363,000 in funding from the Bay Area Air Quality Management District's Transportation Fund for Clean Air and completed construction of Phase 1 of the north-south bicycle path in fall 2009.

The University will begin planning for phase two of the north-south bicycle plan that will continue from the campus core, south to Cardenas Avenue. This planning phase will include trips to other campuses such as UC Davis, Stanford, and UC Santa Barbara to meet with staff from the various universities to discuss the work that has been done at their respective institution.

Pedestrian Facilities

Strategy: The University will 1) study the feasibility of adding accessible path connections at either end of the phase 1 north-south bike path.

Description: The University will study the feasibility of adding accessible path connections at either end of the phase 1 north-south bike path in order to create a continuous accessible pedestrian pathway between University Park North and the campus core. The phase 1 bike path, constructed in fall 2009, meets ADA accessibility standards.

Parking

Strategy: The University will 1) Explore the feasibility of implementing gradual daily and hourly parking rate increases.

Description: The University will explore the feasibility of raising the hourly and daily parking rates or removing the cap on daily parking and charging only by the hour. The additional revenue generated would be set aside to invest in TDM measures that reduce parking demand and/or to fund the construction of new perimeter parking structures that ultimately would replace the central parking garage as called for in the long-term master plan vision.

In the future, the City will likely implement parking pricing for most of the free spaces around campus, including the unregulated parking on Lake Merced Boulevard, Winston Drive, 19th Avenue and Junipero Serra Boulevard. Since the majority of campus motorists currently park free off campus, parking charges will create various implications that will also need to be addressed:

- Parking charges on the currently unregulated streets would likely increase demand for parking in the surrounded permit-controlled residential neighborhoods. Currently, two hours of free parking is allowed on these streets, providing convenient free parking for students taking one- and two-hour classes. The City may wish to work with the surrounding neighbors to reduce or eliminate the amount of free time available. To accommodate residents' guests, the City may want to provide more convenient guest passes or install pay machines in the neighborhoods.

- Elimination of free parking around campus will increase the price at which commuter will demand on-campus parking. As a result, the campus will need to be prepared to raise its hourly parking charges in order to ensure adequate parking availability on campus.

- Increasing the price of parking both on- and off-campus will likely result in a significant decrease in rates of driving, and a corresponding increase in demand for other modes. The University will likely need to be prepared to increase shuttle capacity to the Daly City BART station, either through larger vehicles or more frequent service. The City will likely need to identify funding for increasing frequency on the M and 28/28L, perhaps by shifting some of the new revenue raised from parking charges on City streets to these Muni lines.

3.2 Years Three through Five

Bicycle Facilities

Strategy: The University will continue to upgrade existing bicycle facilities by, 1) Completing the north-south bike path, 2) Planning for an east-west bike path, 3) Installing bike racks, and 4) Studying the feasibility of relocating the bike barn.

Description: During years three through five of the TDM plan, the University will complete the north-south bike path that was initiated during years one and two. Once complete, the north-south route will run from Buckingham Way through campus to Cardenas Avenue and will offer an alternative to the 19th Avenue route proposed in the San Francisco Bicycle Plan. This path would be open to the public at all times.

The University will plan for an east-west bike path that will go from the roundabout at Font Boulevard via the west side of the Humanities and Student Services buildings to the south side of Cox Stadium and will study the feasibility of relocating the bike barn facility to Holloway Avenue or a more appropriate location.

The University will continue to evaluate potential locations for the installation of bike racks as recommended by students, staff, and the Bicycle Working Group. Based on feedback from these groups the University will install new bicycle racks as needed.

Pedestrian Facilities

Strategy: If feasible, the University will 1) construct accessible path connections at either end of the phase 1 north-south bike path.

Description: If feasible, the University will construct accessible path connections at either end of the phase 1 north-south bike path, thereby creating a continuous accessible pedestrian pathway between University Park North and the campus core. The phase 1 bike path, constructed in fall 2009, meets ADA accessibility standards.

Shuttle Service

Strategy: The University will continue to improve shuttle service and amenities by 1) Expanding shuttle service as necessary to meet demand, 2) Seeking to install GPS for real-time tracking and NextBus arrivals, and 3) Installing NextBus arrival signs at campus locations.

Description: The University will continue to monitor ridership and occupancy on San Francisco State University shuttles, in accordance with the monitoring plan outlined in Chapter 4, to determine if the measures undertaken in years one and two adequately address capacity constraints. If average PM peak period, peak direction passenger loading exceeds 85 percent of combined seated and standing load capacity for service between the campus and the Daly City BART station, the campus will increase shuttle frequency or other measures as deemed appropriate, until this standard is met.

The University will continue to upgrade shuttle amenities and service by seeking to install GPS devices on the shuttle buses to allow for real-time tracking and to install NextBus arrival signs at key locations on campus. This may include shuttle stops, the 19th Ave and Holloway Ave entrance, the bookstore, existing information screen in the Student Center, and cafes and other dining areas. The NextBus arrival monitors will provide shuttle riders with a time for the next arrival of the shuttle.

Transit

Strategy: The University will 1) seek student support for the implementation of a Universal Transit Pass program for students, 2) Install real-time arrival signage, and 3) Seek to improve transit stop amenities.

Description: Based on the planning work done during the first two years of the TDM plan, the University will endeavor to implement a Universal Transit Pass program for students (under the condition that the students have approved the additional fee and Muni and BART have developed a workable arrangement for San Francisco State University).

The University will work with the City to install real-time arrival signage, such as NextBus, at Muni stops on campus.

Currently, transit shelters located on campus offer little protection from rain and wind and no route maps or schedules are posted to provide information on the bus services. For riders with visual impairments, there is no tactile wayfinding and it may be difficult to locate the appropriate bus stop pole when the area is crowded or when multiple bus lines pull into the stop together. The University will seek to improve transit stop amenities by providing lighting, signage and wayfinding, transit information, coverage from rain and wind where necessary.

Parking

Strategy: The University will seek to implement gradual rate increases.

Description: The University will seek to implement parking rate increases based on the study of price sensitivity and potential revenue generation conducted during years one and two of the TDM implementation plan.

The pricing of parking will be adjusted such that the parking system is financially stable, meaning that about 85 to 90 percent of spaces should be full at peak. Revenues generated from the increase in parking rates will be placed in a fund to finance TDM improvements that reduce parking demand and should include subsidies for the universal transit pass program and the purchasing of new shuttle vehicles. Revenues also will be used to build future perimeter parking facilities on campus.

3.3 Six or More Years

Bicycle Facilities

Strategy: The University will upgrade existing bicycle facilities by 1) offering a full service Bike Barn if deemed feasible; 2) completing an east-west bike path and; 3) planning for a pedestrian/bicycle bridge across the valley, 3) continuing to monitor bicycle parking utilization in order to add new racks where needed.

Description: As the campus is developed, if private funding can be secured and an appropriate location identified, the Bike Barn will be moved and replaced with a Bike Station. This facility will provide attended bicycle parking with 24-hour access for registered members. It will also provide bicycle repairs, air pumps, bicycle rentals, and transportation information.

The University will complete construction of the east-west bike path that will run from the roundabout at Font Boulevard via the west side of the Humanities and Student Services buildings to the south side of Cox Stadium.

The University will plan for the construction of a pedestrian/bicycle bridge across the valley connecting University Park North and the campus core, as identified in the campus master plan.

The University will continue to evaluate potential locations for the installation of bike racks as recommended by students, staff, and the Bicycle Working Group. Based on feedback from these groups the University will install new bicycle racks as needed.

Parking

Strategy: As feasible, the University will 1) increase daily and hourly parking fees, and construct perimeter parking structures.

Description: As the campus grows and new buildings are constructed, the University will assess the feasibility of building new parking structures. The location of these facilities may include those outlined as preferred and alternative parking solutions in the Campus Master Plan, including the new Creative Arts complex, new gym/recreation wellness center, Lot 25 parking site, and the University Conference Center.

3.4 Potential Future Mitigation Measures

The MOU between the City and County of San Francisco and the University outlines a number of measures specifically addressing the Muni M line corridor and platform. The MOU states that these two entities will work together to improve speed, reliability and frequency on the M line, which will be partly achieved by track reconfigurations that will facilitate “short-run” service between Holloway and Embarcadero Station.

If the track reconfiguration project is not implemented and if Muni reports that M line average peak period, peak direction passenger loading between the campus and the West Portal Station exceeds 85 percent of combined seating and standing load capacity for two years in a row throughout the West Portal/Holloway corridor, and if the cordon counts show that peak period transit trips on the M-line between the campus and West Portal Station are greater than 5 percent above the baseline established in 2008, the University will extend campus shuttle service between the campus and West Portal Station during the peak period(s).

This additional campus shuttle service will be operated with adequate capacity, such that capacity does not exceed 85 percent of combined seating and standing load capacity target, but the capacity will not be greater than 15 percent of the total peak hour net new transit demand in this corridor associated with campus growth. This additional campus shuttle service will be operated until the track reconfigurations are implemented, or additional, alternative transit improvements are agreed upon.

3.5 Implementation Schedule

Figure 10 provides a breakdown of TDM programs and projects by time.

Figure 10 Implementation Schedule

	TDM Measures and Programs
Years One and Two	
	TDM Programs 1. Establish Transportation Committee 2. Improve participation rate in existing Ride Match program 3. Update marketing information, website and print materials 4. Promote and expand participation in the commuter check program. 5. Promote and expand campus use of Zipcar program. 6. Seek grant funding to implement a Guaranteed Ride Home program **Transit** 7. Evaluate feasibility and funding options for a Universal Transit Pass Program for students 8. Offer transit pass purchase options on campus, including City-operated and maintained vending machines. **Shuttle** 9. Work with BART, Muni, and SamTrans to relocate San Francisco State University shuttle stop at Daly City BART station 10. Seek funding to replace existing van conversion vehicles with low floor transit buses 11. Improve shuttle information on website, shuttle stops, and in print materials **Bicycle** 12. Evaluate Bike Barn hours and expand as needed 13. Install bike racks 14. Complete phase 1 of the north-south bike path 15. Study Phase 2 of the north-south bike path

	TDM Measures and Programs
	Pedestrian 16. Study feasibility of adding accessible pedestrian path connections at either end of the phase 1 north-south bike path **Parking** 17. Explore feasibility of implementing gradual hourly and daily parking rate increases
Years Three through Five	
	Transit 1. Install NextBus arrival signage at two campus locations 2. Work to improve transit stop amenities 3. Seek student support for Implementation of a Universal Pass Program **Shuttle** 4. Seek to replace shuttle vehicles 5. Expand shuttle service to meet demand 6. Seek to install GPS for real-time tracking and NextBus arrivals 7. Install NextBus arrival signs at campus locations **Bicycle** 8. Complete north-south bike path 9. Plan for an east-west bike path 10. Install bike racks as needed 11. Study the feasibility of relocating the B ke Barn **Pedestrian** 12. If feasible, construct access ble pedestrian path connections at either end of phase 1 north-south bike path **Parking** 13. Seek to implement gradual rate increases
Six or More Years	
	Bicycle 1. Offer a full service Bike Barn, if feasible 2. Complete east-west bike path 3. Install bike racks as needed 4. Plan for pedestrian/bicycle bridge across the valley **Parking** 5. Construct new parking structures, as feasible 6. Increase the price of parking, as feasible

Chapter 4. Targets and Monitoring Plan

Targets and Thresholds

The University will work to achieve the following targets and will use these targets as benchmarks throughout the monitoring process.

1. If average peak period, peak direction passenger loading exceeds 85 percent of combined seated and standing load capacity for shuttle service between the campus and the Daly City BART station, the campus will improve shuttle services during the peak period(s) until this standard is met.
2. If the number of auto trips in the PM peak hour of 4:00 PM to 5:00 PM, are greater than 5 percent over the baseline of 1,173 vehicle trips, the University will conduct cordon counts annually until such trips fall below the 5 percent above the baseline for two years in a row.
3. If the number of peak period, 5:00 PM to 6:00 PM, transit trips on the M-line between the campus and West Portal Station are greater than 5 percent above the baseline of 134 inbound trips and 273 outbound trips, the University will extend campus shuttle service between the campus and West Portal Station during the peak period(s).

Monitoring Plan

San Francisco State University is committed to a comprehensive Monitoring Plan as part of the TDM Plan and the MOU with the City and County of San Francisco.

The Monitoring Plan requires regular periodic evaluation to determine how the TDM Program is achieving the goal of reducing the number of drive alone trips to the campus and minimizing new peak hour trips.

The following measures are recommended to ensure compliance with the Monitoring Plan:

1. Cordon Surveys - Every three years or no later than the addition of each 1,000 students in enrollment by headcount, the University will conduct a statistically significant cordon survey of campus commuters during the PM peak hour. This survey will abide by the guidelines set forth in the MOU between the University and City and County of San Francisco.
    a. If the cordon surveys show that the PM peak period auto trips to and from campus are greater than 5 percent above the baseline, the cordon surveys will be conducted annually until such trips fall below the 5 percent above the baseline for two years in a row.
2. TDM Report to SFMTA - The University transportation liaison will report annually to SFMTA regarding the status of the implementation of the TDM programs described in the Transportation Demand Management Plan.
3. Shuttle Capacity - The University will monitor peak hour utilization of Campus Shuttle buses.
4. The University will monitor peak period transit use on the M Line.

Wong, Phillip (ECN)

From: Aaron Goodman [redacted]
Sent: Sunday, February 12, 2017 10:15 AM
To: BRCAC (ECN); Keith Tanner
Subject: TDM Transit Demand Management Topic - @ Monday meeting at Balboa Reservoir CAC
Attachments: SFCTA_TDM_STUDY.pdf; SFCTA_TDM_SummaryDoc.pdf

Part 2 Attachments SFCTA TDM documents please ensure BRCAC receives all documents in advance of TDM discussion
if they have not already received.

AGoodman D11

19TH AVENUE TRANSIT STUDY | ABOUT 19TH

Click image to enlarge

(//www.sfcta.org/sites/default/files/content/Planning/19thAvenue/investment_study/19thPlan4_existing.png)

BACKGROUND

The southern end of the 19th Avenue/State Route 1 corridor, from Sloat to Junipero Serra boulevards, serves heavy volumes of travelers, including pedestrians, bicyclists, the M-Ocean View light rail line, the 17, 28, 28L, and 29 bus lines, and autos (see Study Area map to right). However, conditions for pedestrians and transit operations have been affected by steadily increasing regional through auto traffic and are in need of improvement.

The corridor is also home to one of the City's major activity centers, including the Parkmerced residential development, San Francisco State University (SF State), and the Stonestown Galleria mall. This center features a vibrant mix of uses and is anticipated to grow further, providing an opportunity to contemplate new multimodal transportation improvements.

Infill growth has recently been envisioned for Parkmerced. With it, the development has proposed multiple transportation projects, including realigning the M-Ocean View through the Parkmerced property and modifications to 19th Avenue's travel lanes and intersections. As other nearby sites, including SF State and Stonestown Galleria, continue to refine future plans, there is an opportunity to coordinate a broader look at potential transportation improvements for the corridor.

The San Francisco County Transportation Authority, with grant funds from the State Department of Transportation (Caltrans), is partnering with private and institutional landowners and other city agencies to study a broader set of improvements that would benefit the collective communities including and beyond Parkmerced and whose capital costs would require a collective effort to implement. The goals of these improvements are to:

- Increase transit service reliability, speed, and capacity
- Improve local-regional transit connections
- Reduce vehicle, pedestrian, and bicycle conflicts
- Manage local and through traffic movement along the 19th Avenue

STUDY PARTNERS AND FUNDING

- San Francisco Municipal Transportation Agency
- San Francisco Planning Department
- San Francisco Mayor's Office of Economic and Workforce Development
- California Department of Transportation (Caltrans)*
- Parkmerced Investor Properties (Parkmerced)*
- San Francisco State University (SF State)*
- General Growth Properties (owners of Stonestown Galleria)*

***Denotes funding partner**

FREQUENTLY ASKED QUESTIONS

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1. What is the 19th Avenue Transit Study, and why is it being undertaken?

The 19th Avenue Transit Study will identify conceptual designs for transit and non-motorized projects in the 19th Avenue corridor that address existing needs and support potential future land use changes. Infill growth has recently been envisioned for the Parkmerced residential site in the southern part of the corridor. With it, the development has proposed multiple transportation projects, including realigning the M-Ocean View through the Parkmerced property and modifications to 19th Avenue's travel lanes and intersections. As other nearby sites, including SF State and Stonestown Galleria, continue to refine future plans, there is an opportunity to coordinate a broader look at potential transportation improvements for the corridor.

2. Why consider a west-side alignment for the M-Line?

The major activity generators for the M-Line—Parkmerced, SF State, and Stonestown Galleria—are all located on the west-side of 19th Avenue. Currently, M-Line passengers board/alight in the median of 19th Avenue, and cross three southbound travel lanes of 19th Avenue to access their origins/destinations. The Parkmerced Development Agreement calls for a realignment of the M-line segment south of Holloway through the Parkmerced site which would create a new at-grade crossing of the southbound 19th Avenue travel lanes. In order to mitigate the traffic impacts of that at-grade crossing, the Development Agreement calls for a widening of a segment of 19th Avenue. While a grade-separated crossing at Holloway would be cost-prohibitive, grade separated crossings in both the northern (near Sloat/19th) and southern parts of the corridor (near Randolph/Font/Junipero Serra) may be feasible as the benefits and costs could be shared among multiple stakeholders, would eliminate the need to widen 19th Avenue, and may complement additional land use changes envisioned.

BACK TO TOP

3. How does this study relate to other planning work happening in the corridor?

The Study team is aware of and will coordinate with related efforts that have occurred or are ongoing in the corridor including:

- **Parkmerced Development Project.** The Parkmerced development project (http://sfplanning.org/index.aspx?page=2529)—approved by the San Francisco Board of Supervisors in May 2011—is a comprehensive redesign of the approximately 116-acre site. The project will: increase residential density to encompass a total of 8,900 units on the site, provide new commercial and retail services, provide new transit facilities and improve existing utilities. The 19th Avenue Transit Study will develop transportation improvement concepts that may impact some of the transportation projects that are a part of the Development Agreement between Park Merced Investors and the City and County of San Francisco. After this Study develops and evaluates different improvement concepts, the City and County of San Francisco and Park Merced Investors may amend the agreement to alter the alignment of the segment of the M-line that runs through the Parkmerced property.
- **19th Avenue Corridor Study.** The 19th Avenue Corridor Study (http://sfmea.sfplanning.org/19th_Ave_Corridor_Study.pdf) was an effort completed by the Planning Department in 2010 at the request of the Board of Supervisors to analyze the collective impacts of potential future developments along and in the vicinity of 19th Avenue. That corridor study used a "four-tier" approach to analyze various sets of existing and proposed land use and transportation changes, including the Parkmerced proposal. Discussions during that study imagined a "Tier 5" set of transportation improvements, including operating the M-Line along the west side of 19th Avenue, as well as improving the transit connection to the Daly City BART Station. The 19th Avenue Transit Study aims to advance discussions on some of these Tier 5 ideas, while addressing a broader set of transportation improvements that would benefit the collective communities including and beyond Parkmerced, whose capital costs would require a collective effort to implement.
- **Transportation Demand Management Partnership Project.** The Transportation Authority is currently leading the Transportation Demand Management Partnership Project (//www.sfcta.org/content/view/861)in partnership with multiple City agencies and private institutional stakeholders to advance the way Transportation Demand Management (TDM) is planned and delivered in San Francisco. One of many activities being undertaken as a part of the TDM Partnership Project is the convening of working groups of employers and institutions, in order to develop and pilot TDM programs of mutual interest such as rideshare, parking management, shuttles coordination, transit pass marketing, and other strategies to decrease drive-alone travel. One such grouping includes the stakeholders of the 19th Avenue Transit Study (Parkmerced, SF State, Stonestown). The activities that will be implemented as a part of the TDM Partnership Project are of a shorter-term nature (within the next 2 years) than those to be developed under this Study (which could take 10 years or longer to implement).
- **BART Daly City Station Access Improvement Plan.** BART produced this plan (http://www.bart.gov/about/planning/dalycity.aspx) to identify potential transit access improvements to the Daly City BART Station. The plan identified alternatives for expanding the station's busy bus loading area and explored ways in which Muni's M-Ocean View light rail line could approach and serve the BART Station. The 19th Avenue Transit Study will use the BART plan's ideas as a basis for exploring the benefits and costs of bus and light rail improvements to the connection between 19th Avenue and the Daly City BART Station.
- **Transit Effectiveness Project (TEP).** The San Francisco Municipal Transportation Agency's TEP (http://www.sfmta.com/cms/mtep/tepabout.htm) is a program to improve reliability and provide quicker trips for Muni customers. The TEP includes Travel Time Reduction Proposals for routes serving several major transit corridors, including the 28/28L service that runs along 19th Avenue (http://www.sfmta.com/cms/mtep/2819thavepproposals.htm). Changes to bus stop spacing, limited service stops, bus stop relocations, sidewalk extensions/bulbouts, right-turn lanes, and turn restrictions are being considered to improve transit travel time in the corridor. The 19th Avenue Transit Study is a longer-term effort than the TEP. The Study team will coordinate with the TEP team to ensure TEP conditions are reflected and considered in the development of Study design alternatives.

BACK TO TOP

TDM PARTNERSHIP

Fact Sheet

Transportation Demand Management Partnership Project

The Transportation Demand Management Partnership Project was a collaboration between the San Francisco County Transportation Authority (SFCTA), the San Francisco Municipal Transportation Agency (SFMTA), the San Francisco Department of the Environment (SFE), and the San Francisco Planning Department (DCP). This work was evaluated independently by ICF International for the MTC.

APPROACH

The San Francisco TDM Partnership Project was a multi-stakeholder effort to create new partnerships and approaches to employer engagement around TDM. This program began in early 2012 and consisted of four focus areas.

- **Voluntary employer collaborations:** Partner agencies investigated the potential for private employers to implement coordinated TDM programs and services. Efforts included proposals for a ridesharing platform for medical institutions; a shared shuttle services program for Showplace Square neighborhood employers, and sustainable transportation marketing programs for southwest neighborhood employers. Ultimately, the most succesful collaborations were the marketing pilot programs at San Francisco State University and Parkmerced, which were implemented in collaboration with dedicated staff at each instiution.
- **Employer parking management:** This effort was designed to get employers to give employees a flexible transportation benefit rather than free or subsidized parking. After significant efforts to identify interested employers, all employers contacted declined to participate.
- **Commuter shuttle pilot program:** The SFMTA developed and initiated a policy and implementation framework for coordinating and regulating loading locations for regional and local private shuttle providers in San Francisco. The pilot was launched in August, 2014 and will run for 18 months.
- **TDM Strategy:** Agencies completed a TDM Strategy document that identified shared goals and priority activities for the coming five years to support a coordinated and effective approach to TDM among San Francisco's TDM Partnership Project agencies.

Results and lessons learned from each sub-project are documented in a series of accompanying fact sheets, and an independent report evaluating the entire program will be published by the Metropolitan Transportation Commission.

WHY TDM PROGRAMS MATTER

TDM is a term for policies, programs, and tools that work with existing transportation infrastructure and services to help people make sustainable trip choices and to increase efficiency of the transportation system. TDM strategies prioritize transit, walking, bicycling, and ridesharing.

"The major transportation problems facing most communities are traffic and parking congestion, inadequate mobility for non-drivers, and various economic, social, and environmental costs associated with high levels of automobile travel; all problems that can be addressed by TDM."

- Victoria Transportation Policy Institute

For more information, visit www.vtpi.org/tdm/tdm51.htm

Transportation Demand Management project factsheets.

LESSONS LEARNED AND RECOMMENDATIONS

Recommendations for local agencies seeking to replicate employer-focused TDM programs:

- **Regulatory policies may be needed for widespread, sustained change**. The pilots demonstrated the challenges of obtaining voluntary employer participation in TDM programs. If widespread change is desired, regulatory mandates and enforcement may be necessary.
- **Identify employers or institutions that have an internal champion**. Initiatives were the most successful when a dedicated internal champion supported the project from start to finish.
- **Improve business outreach and marketing techniques for voluntary programs**. Voluntary initiatives were most successful when they addressed private sector needs and interests and did not require new contracts, policies or contirbution of employer resources. Participation should be as easy as possible.
- **Use existing collaboration structures where possible**. Creating new relationships may be necessary, but was a primary hurdle for some efforts. Future employer collaborations could leverage existing partnerships such as Transportation Management Agencies or Business Improvement Districts. However, creating new structures may also be useful and necessary in some cases.
- **Consider, account for and communicate possible risks with target audiences**. Address risks upfront and understand internal priorities and decision-making needs as early as possible.
- **Carefully consider administrative requirements for implementation**. Recognize time and effort necessary for implementation (such as contracting and permitting), and budget resources accordingly.
- **Define specific criteria to guide future TDM efforts**. Identify screening criteria for potential opportunities, such as scale of potential impacts, presence of barriers and challenges to changing existing policies.

Separate factsheets are available for each of the seven sub-projects included in the TDM partnership project:

- SF State Transportation Marketing Pilot
- Parkmerced Transit Screens
- Parking Cashout Pilot Program
- SFMTA Commuter Shuttles Policy and Pilot Program
- Medical Institution Ridesharing Program
- Showplace Square Shuttle Program
- TDM Interagency Strategy

CONTACT US

For more information, visit www.sfcta.org/tdm or contact Ryan Greene-Roesel at 415.522.4808 or ryan.greene-roesel@sfcta.org.

San Francisco County Transportation Authority
1455 Market Street, 22nd Floor
San Francisco, CA 94103
Attn: TDM Partnership

FUNDING

Funding provided by the Metropolitan Transportation Commission's Climate Initiatives Program, San Francisco's Prop K half-cent sales tax for transportation, and the Transportation Fund for Clean Air.

TDM PARTNERSHIP

Fact Sheet

SF State Transportation Marketing Pilot

San Francisco State University is located in southwest San Francisco and boasts a variety of transportation options. The TDM Partnership, a joint effort of the San Francisco County Transportation Authority, the SFMTA, the Planning Department, and SF Environment, worked with SF State to develop informational materials for students, employees and visitors that raise awareness of the university's TDM programs and promote sustainable transportation for campus access.

Originally, this pilot was intended to test the potential for a unified branding and marketing campaign across several major institutions in the southwest neighborhood. Ultimately, the institutions' needs were each too different to allow for a unified campaign, and separate campaigns were pursued at SF State and Parkmerced.

APPROACH

The TDM Partnership team discussed options for a transportation marketing campaign with staff at SF State, and decided to focus on deploying information about sustainable modes on screens in student centers and the web. The team hired consultants to work directly with SF State to develop and deploy the campaign. Launched in winter 2013, the SF State Transportation Marketing Campaign included:

- **GO! STATE**, a new SF State website to provide information to students, employees and visitors. This website introduces users to the University's TDM goals and provides program information about transit, parking, visitor information, biking, ridematching, carsharing, employee programs, and the CARE Escort Program.
- New transportation information content and images for electronic information screens in the Student Center, administration building, library, and student services building.
- A focus on transportation resources for the SF State community, like the University's Bike Barn, the SF State Shuttle, free transfers between BART and Muni Route 28, Clipper Cards, RideMatch, EV charging station and Zipcar.
- Before and after surveys evaluating the effectiveness of the campaign.

WHY MARKETING MATTERS

"Marketing can improve the effectiveness of most individual TDM programs and strategies. A survey of commuters found that exposure to commute trip reduction program information was the single most important factor contributing to mode shifting ... Given adequate resources, marketing programs can often increase use of alternative modes by 10-25% and reduce automobile use by 5-15%."

- Victoria Transport Policy Institute

For more information, visit www.vtpi.org/tdm/tdm23.htm

TDM

Transportation Demand Management (TDM) is a set of programs and policies designed to reduce drive-alone trips by removing potential barriers to using transit, bicycling, walking, or carpooling. TDM strategies include information and education, incentives, technology, and policies.

Image above part of the SFState Transportation Marketing Campaign.

LESSONS LEARNED/RESULTS

The new SF State Transportation Marketing Campaign has established a useful communication resource and an easy reference for the steady stream of new students, faculty, and visitors who come each semester.

SF State surveyed students about the transit screens about three months after they were installed. These early results indicated that about 15 percent of students were aware of the screens, and, of these, about 7 percent reduced the frequency of driving to campus. Because the survey was conducted very shortly after the screens were implemented, survey results may not have captured the potential peak audience among student users.

Overall, this pilot was successfully implemented without major challenges along the way. Some lessons learned were:

- **Employer champions are critical.** Support from SF State's on-site, full-time transportation coordinator, who played an active role in defining the project, developing and reviewing the marketing materials, and working with SF State staff to support the website launch and install information screens, was critical for the success of the project.
- **Simpler is better for voluntary programs.** The project team initially envisioned a campaign that would be co-branded for several institutions in the southwest neighborhood, but concluded that separate campaigns would be simpler and more successful. Additionally, unlike several other pilot programs tested for the TDM Partnership Project, no controversial policy, administrative, or financial commitments were required from SF State, so the program could be implemented with minimal obstacles.

RECOMMENDATIONS

San Francisco agencies should continue to provide technical assistance and support to motivated employers. The employer or institution must show a high level of committed engagement to the project and feel it is necessary to meet their own goals for transportation sustainability. The program should be able to demonstrate public benefit and ideally cost-effectiveness in shifting travel behavior. While a marketing campaign may not have immediately measurable impacts on travel behavior, it can help increase the effectiveness of other TDM measures when included as part of a package.

> "The TDM Partnership program was a real boon to our TDM marketing efforts and gives us a brand and solid foundation for getting out the word on a range of transportation programs."
>
> *- Wendy Bloom*
> *SF State Campus Planner*

CONTACT US

For more information, visit www.sfcta.org/tdm or contact Ryan Greene-Roesel at 415.522.4808 or ryan.greene-roesel@sfcta.org.

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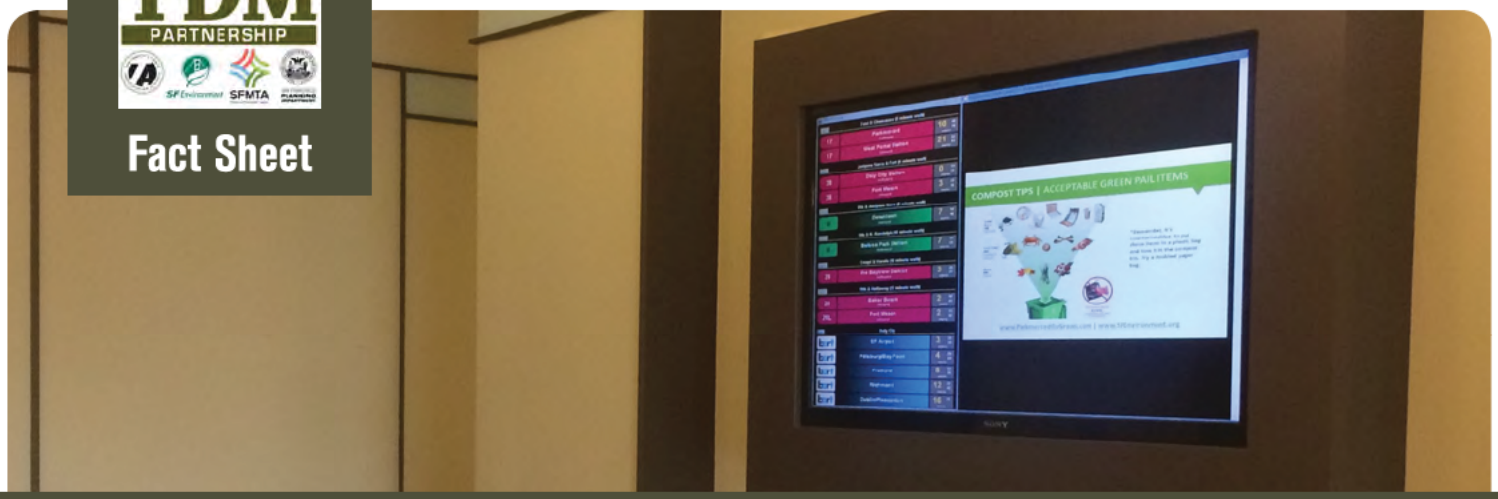
FUNDING

Funding provided by the Metropolitan Transportation Commission's Climate Initiatives Program, San Francisco's Prop K half-cent transportation sales tax, and the Transportation Fund for Clean Air.

TDM PARTNERSHIP

Fact Sheet



Parkmerced Transit Screens

Parkmerced Apartment Homes is a community of high-rise apartment buildings and townhomes located in southwest San Francisco and is served by a variety of transportation options. The TDM Partnership, which is jointly undertaken by the San Francisco County Transportation Authority, the SFMTA, the Planning Department and SF Environment, funded this effort, which was led by the Transportation Authority and SFE. This project partnered with Parkmerced to install 12 real-time transit displays in the multi-family residential Parkmerced Towers. The information was customized to present real-time Muni arrival near Parkmerced, along with information about other modes.

Originally, this pilot was intended to test the potential for a unified branding and marketing campaign across several major institutions in the southwest neighborhood. Ultimately, the institutions' needs were each too different to allow for a unified campaign, and separate campaigns were pursued at SF State and Parkmerced.

APPROACH

Team members discussed options for improving access to transportation information at Parkmerced with the site transportation coordinator, and identified an opportunity to leverage pre-existing information screens in each of the residential towers. Prior to the project, the screens displayed in-house announcements for residents. Since project implementation in 2013, the screens now display real-time arrivals of each bus and light-rail train serving Parkmerced, including:

- Arrival times for Muni M, 17, 28, 28L and 29
- Approximate walk times to each transit stop
- Vehicle availability for nearby Zipcar locations and potential car service arrival times

The city engaged a consultant to develop and design the screens, and to work with Parkmerced staff on deployment. The effectiveness of the transit screens in raising awareness of available transportation programs was evaluated through a brief before and after survey of residents.

WHY REAL-TIME PASSENGER INFORMATION MATTERS

Real-Time Passenger Information (RTPI) systems make public transit easier and more reliable because they increase predictability and decrease waiting time. According to research, riders who use RTPI systems are less concerned about missing a bus and spend less time waiting at stops compared to those who use traditional schedule information, while riders without RTPI wait longer and perceive their wait times to be longer.

For more information, visit http://dub.washington.edu/djangosite/media/papers/tmpf2yHN1.pdf

TDM

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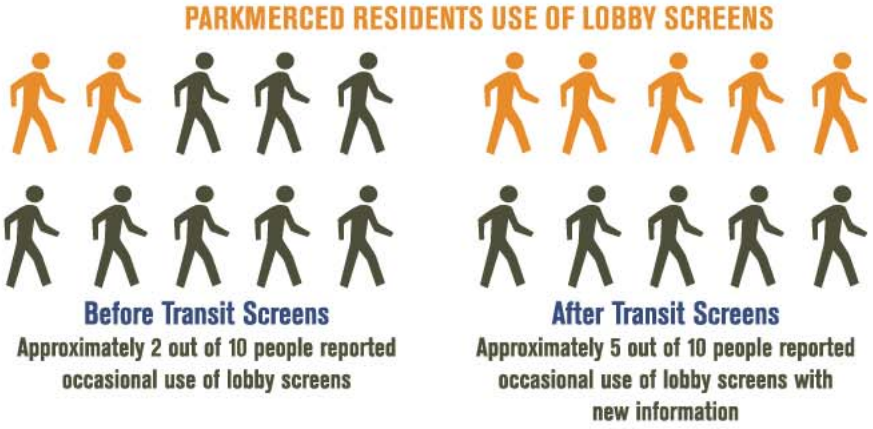
RESULTS AND LESSONS LEARNED

According to before and after survey results, there has been a significant increase in the use of the lobby information screens since they were first installed—from 15% of respondents reporting occasional use of the lobby screens in 2013 to 53% in the most recent 2014 survey. The survey results do not indicate any change in travel behavior.



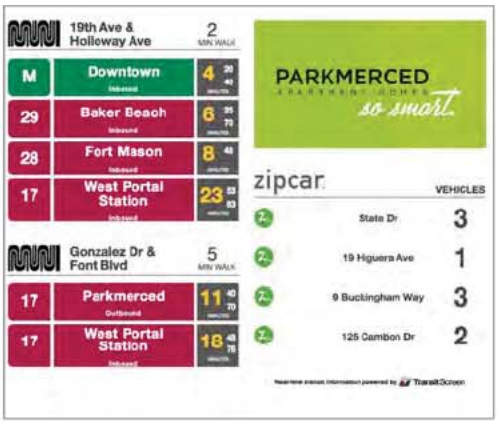
Some residents have reported that the screens sometimes have technical issues, whereas others report being content with the information provided. The transit screens require regular checking and maintenance to maintain effective operations after installation in lobbies.

Overall, this pilot was successfully implemented without major challenges along the way, other than some technical challenges associated with providing internet connectivity to the screens. Success factors included:

- **Engaged interest of an onsite transportation coordinator.** Park Merced's onsite, full-time transportation coordinator played an active role in defining the project, reviewing the screens, and working with technical staff on site to deploy them.
- **Tailored to meet the needs of Park Merced.** Originally, the city team had envisioned developing a marketing campaign that would be co-branded and launched across several institutions in the southwest neighborhood. The team ultimately concluded that tailoring separate campaigns to the needs of individual institutions would be simpler and more successful.
- **No controversial policy, administrative, or financial commitments required.** Unlike several other pilot programs tested for the TDM Partnership Project, this pilot did not require the participating institution to execute any contracts, provide resources (other than staff time), or change institutional policies. This meant the program could be implemented with minimal obstacles.

RECOMMENDATIONS

Continue to provide technical assistance and support to the most motivated employers. The employer or institution must show a high level of committed engagement to the project and feel it is necessary to meet their own goals for transportation sustainability. The program should be able to demonstrate public benefit and ideally cost-effectiveness in shifting travel behavior. While transportation information screens may not change behavior directly, they can help increase the effectiveness of other TDM measures when included as part of a package.



> "Our transit screens have proved to be one in a series of important improvements to the experience of living in Parkmerced. Anything we can do to help our residents manage their time, and make their comings and goings a little bit easier, is a big plus for our community."
>
> *-Rogelio Foronda, Jr., Parkmerced Development Manager*

CONTACT US

For more information, visit www.sfcta.org/tdm or contact Ryan Greene-Roesel at 415.522.4808 or ryan.greene-roesel@sfcta.org.

San Francisco County Transportation Authority
1455 Market Street, 22nd Floor
San Francisco, CA 94103
Attn: TDM Partnership

FUNDING

Funding provided by the Metropolitan Transportation Commission's Climate Initiatives Program, San Francisco's Prop K half-cent transportation sales tax, and the Transportation Fund for Clean Air.

TDM PARTNERSHIP

Fact Sheet

Medical Institution Ridesharing Program

San Francisco's medical institutions are major travel generators, with diverse trip types, trip times, and travelers including employees, patients, students, and visitors. The TDM Partnership, a joint effort of the San Francisco County Transportation Authority, the SFMTA, the Planning Department, and SF Environment, funded this effort, which was led by the Transportation Authority and SFE. This project worked with six San Francisco medical institutions to form a Medical Institutions Transportation Working Group, with the goal of developing collaborative programs and reducing the number of vehicle trips among commuters.

APPROACH

Six medical institutions participated in the Transportation Working Group. Their employees have varied schedules and many work during non-commute hour shifts. Therefore, the working group identified a collaborative ridesharing approach as the most effective TDM program because it would provide the widest coverage. TDM Partnership staff and consultants conducted one-on-one interviews and a series of three working group meetings to identify existing programs and opportunities for collaboration. Meetings focused on:

- Existing TDM programs
- Identifying shared challenges and potential opportunities to collaborate
- Additional medical institutions that could be involved
- Overview of the top rideshare vendors and their services

A Ridesharing Platform Criteria survey was conducted to identify top criteria for evaluating ridesharing platform vendors. Based on working group findings and the top evaluation criteria, rideshare platform vendors were reviewed and made presentations, and the working group selected a preferred vendor. The vendor was selected because it was already used by one institution, and because it would allow each institution to maintain separate contracts while allowing cross-institution ridesharing.

RIDESHARING

"Ridesharing can reduce peak-period vehicle trips and increase commuters' travel choices. It reduces congestion, road and parking facility costs, crash risks, and pollution emissions. Ridesharing tends to have the lowest cost per passenger-mile of any motorized mode of transportation, since it makes use of a vehicle seat that would otherwise be empty."

-Victoria Transport Policy Institute

For more information, visit http://www.vtpi.org/tdm/tdm34.htm

TDM

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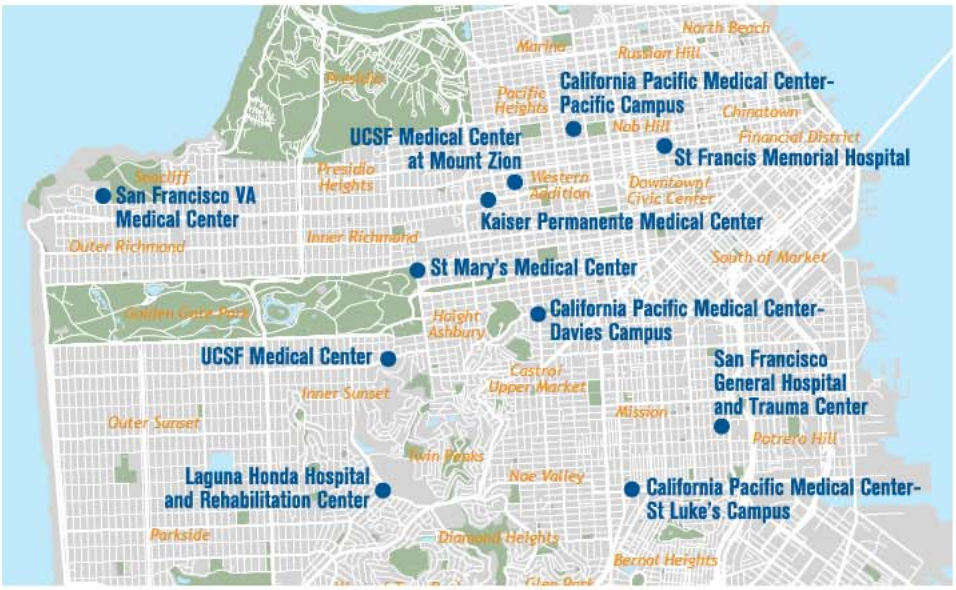

Map of medical institution locations.

> "This collaboration is primarily envisioned as being functional, rather than administrative … all hospitals want their employees to benefit from a shared ridesharing system to expand the pool of potential carpool and vanpool companions and to take advantage of economies of scale to reduce software costs."
>
> *July 15, 2013 Meeting Notes, SFCTA Medical TDM*

RESULTS AND LESSONS LEARNED

- **Protracted contract negotiations hampered program implementation.** Several medical institutions agreed to contract with the preferred rideshare platform service provider and were provided a grant-funded subsidy to cover a portion of the first year of service. One medical institution moved forward with contracting, but was delayed by protracted contract negotiations and a change in vendor management. The other participants did not take action to pursue contracting despite repeated follow-up. Ultimately, no collaborative ridesharing program was established. City of San Francisco medical institutions were particularly challenged by complex procurement and contracting requirements as well as liability concerns. In most cases, the medical institutions did not see the pilot effort as enough of an institutional priority to overcome these challenges.
- **Absence of strong internal champions proved challenging.** A collaborative ridesharing program requires an internal champion and sustained motivation from all involved parties.

RECOMMENDATIONS

- **Make voluntary programs as easy as possible.** Future voluntary employer TDM programs should make it as easy as possible for employers to participate and avoid asking for significant time or resource commitments unless the employer is highly motivated to participate and has an empowered internal champion for the work. In particular, programs that require contract execution among multiple parties should be approached with caution.
- **Focus on employers with a strong internal champion.** In many cases this may mean employers with an on-site transportation coordinator or those interested in expanding their facilities.
- **Avoid pursuing voluntary programs that require significant employer time commitments.** This pilot suggests that achieving formal coordination among groups of employers with similar interests may be challenging due to the time commitments required. The medical institutions in this pilot did not have the staff resources to invest time in coordinating with other institutions on an ongoing basis.

CONTACT US

For more information, visit www.sfcta.org/tdm or contact Ryan Greene-Roesel at 415.522.4808 or ryan.greene-roesel@sfcta.org.

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TDM PARTNERSHIP

Fact Sheet

Showplace Square Shuttle Program

The Showplace Square area is a thriving and growing business district in western SoMa. Several employers and property managers in this area offer free shuttles to Caltrain, BART, and the Ferry Terminal, and others would like to provide similar shuttle service but don't want to bear the cost. The goal of this pilot was to test potential for collaboration among employers and property managers in the Showplace Square area to provide a shared shuttle service.

The TDM Partnership, which is jointly undertaken by the San Francisco County Transportation Authority, the SFMTA, the Planning Department, and SF Environment, funded this pilot project. The Transportation Authority was the lead agency. The intention was to increase the first/last mile connections to Showplace Square, reduce the environmental and traffic impacts of service redundancy, and develop an organizational structure for collaboration between private sector entities that could be expanded to meet future needs.

APPROACH

The pilot program convened potentially interested employers and property managers in the Showplace Square area to better understand their goals, priorities, and needs. The group identified common goals and objectives, and determined that a shared shuttle service would best meet their needs to achieve cost and service efficiencies. An initial shuttle service plan was developed to improve access to BART, Caltrain and the temporary Transbay Terminal. The following steps were completed to advance the program:

- The service plan was updated, and cost estimates, budget, and several cost-sharing scenarios were developed, and adjusted as participants' needs were refined.
- A variety of options were considered to organize the shuttle service on behalf of the participants, including a non-profit sponsor and a private-sector shuttle provider. Participants preferred a non-profit because of the low overhead costs and greater control over services.
- TMASF Connects, the transportation management association for 70 buildings downtown, was approached and ultimately agreed to serve as Fiscal Sponsor after completing a rigorous due diligence process.[1]
- A service target start date was established, and TMASF drafted a participation agreement and released an RFP to San Francisco shuttle service providers.

WHY FIRST/LAST MILE SERVICE MATTERS

First- and last-mile services like commuter shuttles allow people to use regional mass transit even if their destination isn't right next to a stop or station, thereby reducing greenhouse gas emissions and road congestion. Consolidating existing shuttle services offers the opportunity to increase frequency, provide more service options, and lower the cost for each participant.

For more information on shuttle services, visit http://www.vtpi.org/tdm/tdm39.htm

TDM

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1 TMASF Connects later determined that they did not want to participate as a fiscal sponsor.

RESULTS AND LESSONS LEARNED

Ultimately, the fiscal sponsor and participants were unable to come to a final agreement regarding their contract terms, particularly with respect to payment frequency and flexibility for entry/exit from the program. Additionally, one major participant withdrew late in the process, which rendered the program no longer financially viable.

Expanded shuttle service could reach 600 additional employees at participating businesses, increase average daily shuttle ridership by over 130 employees, and reduce daily private auto vehicle miles traveled by over 650 miles per day.

The following key lessons stand out:

- Participants faced a key tradeoff between potential cost savings and loss of flexibility/ increased risk. Because the degree of cost savings was directly reliant on the number of participants, achieving participant critical mass is necessary for this kind of effort.
- Some participants were not willing to provide the detailed information (e.g. square footage, number of employees, shuttle ridership) to the City needed to develop service plans and budgets due to privacy concerns.
- Understanding participants' key "deal breaker" decision points (e.g. for contract terms, costs), and internal-decision making processes earlier in the process would have helped focus effort and saved time.
- Obtaining consistent attention and interest from participants proved challenging because commute issues were not always their top priority, and their business needs could change rapidly. Some employers joined, dropped out, and then re-joined the collaboration as their business circumstances changed over the course of the year.

RECOMMENDATIONS

- Funding private sector technical assistance with public funds should proceed in a manner that shields the privacy of business information.
- Future efforts to create shared shuttle arrangements may be more successful if building owners/property managers are targeted as participants (rather than employers), since employer's service needs are likely to vary significantly with business conditions. Private-sector shuttle providers may be better positioned to create shared shuttle arrangements than non-profit entities as they may have a greater ability to absorb the financial risk involved.
- In San Francisco, some buildings are required to provide shuttle service through developer agreements, resulting in some duplicative and uncoordinated services. The city should investigate whether these agreements could be revised to allow meeting the requirement through participation in a shared shuttle service. If the latter is an option, then private sector entities would be more incentivized to provide shuttle service where it is needed most.

CONTACT US

For more information, visit www.sfcta.org/tdm or contact Ryan Greene-Roesel at 415.522.4808 or ryan.greene-roesel@sfcta.org.

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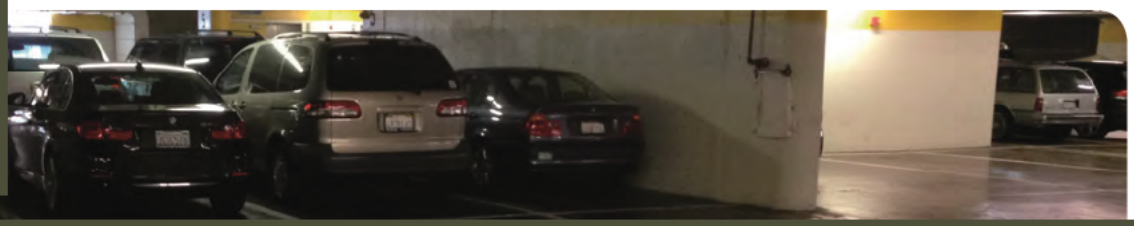
TDM PARTNERSHIP

Fact Sheet



Parking Cashout Pilot Program

Parking Cashout is defined as the replacement of free parking with cash or equivalent incentives for non-automobile modes of travel. Studies have shown that parking cashout can significantly reduce drive-alone trips to the work site. California state law requires certain employers who provide free parking to "cashout" employees who do not take advantage of this parking. The TDM Partnership, which is jointly undertaken by the San Francisco County Transportation Authority, the SFMTA, the Planning Department and SF Environment, funded a pilot parking cashout project to determine the potential for increasing voluntary employer adoption of cashout through provision of technical support and incentives. SFE and the Transportation Authority led this effort.

APPROACH

The pilot program used outreach to identify employers who might be good candidates for implementing cashout. A target candidate employer for the parking cashout pilot offers free parking to employees at all levels, in San Francisco locations with limited free street parking and frequent transit, and would be able to eliminate the parking subsidy by replacing it with increased subsidies for other modes. Target candidate employers should also have unbundled parking, which is parking that is not included in their office leases. Outreach included the following efforts:

- A survey distributed to the 3,000 businesses on the SFE's CommuteSmart mailing list for businesses that opt in to receive commuter benefit updates; the survey was intended to identify target candidate employers for the parking cashout pilot.
- An employer workshop, held in September 2013, to provide feedback on potential strategies to manage employee parking demand, and incentives that the public sector can provide to address parking needs while reducing drive-alone trips.
- Outreach to members of the Business Council on Climate Change (BC3), whose members have been engaged in innovative efforts to address climate change, to identify employers outside of downtown San Francisco that may have been motivated to participate in the pilot program.
- Outreach to tenants of 1455 Market Street, where property management indicated that current tenants lease parking spaces and may be interested in participating in the pilot program.

The study aimed to test whether employers could be motivated to participate in the program if provided with:

- Technical support to overcome administrative barriers to cashout
- Information about the benefits of cashout
- Funding to cover short-term costs of transitioning to the cashout program (as necessary)

WHY PARKING CASHOUT MATTERS

Parking cashout shifts the free or subsidized parking benefit, which is only available to vehicle owners, to a cash benefit that is available to all employees, and allows employees to use the value of that benefit toward whatever transportation mode they wish. Free parking is an invitation for employees to drive alone to work and discourages carpooling and non-auto commute modes. Giving employees a more flexible transportation benefit can encourage them to use other modes, and research has shown such an approach to increase employee satisfaction.

For more information, visit http://shoup.bol.ucla.edu/ParkingCashOut.pdf

TDM

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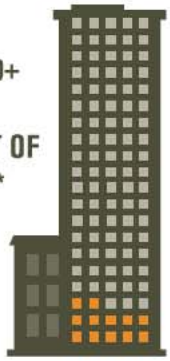
LESSONS LEARNED/RESULTS

The pilot program led to the following conclusions:

OF THE SF FIRMS SURVEYED WITH 20+ EMPLOYEES, 12% OFFER SOME SORT OF PARKING SUBSIDY*



- **There is little employer interest in voluntary cashout.** Based on survey results, employer outreach, and follow up after the survey and meetings, the team identified seven employers as potential good participants for the pilot program. The team held meetings with these employers, and all declined to participate. Most were not motivated to reduce employee parking demand, were concerned about relinquishing leased parking spaces where access to other parking may be scarce, or perceived a change in company policy as an administrative hassle.
- **The share of firms providing parking subsidies appears to be small.** Another survey administered by SFE as part of ensuring annual compliance with the San Francisco Commuter Benefits Ordinance suggested that only a small number of firms in San Francisco (about 12 percent of those surveyed) are offering any form of parking subsidy*.
- **Barriers to parking are already high in San Francisco.** Between concerns about cost and disinterest in reducing parking demand, the study results suggest that voluntary parking cashout may be challenging in a dense place like San Francisco where parking prices are already high and few employers offer free or subsidized parking, and are therefore reluctant to change company parking benefit policies. This echoes findings from a cashout pilot program in downtown Seattle that saw limited employer participation despite significant subsidies and implementation assistance. Like downtown San Francisco, downtown Seattle's parking supply is constrained, prices are high, and relatively few employers offer free or subsidized parking to all employees.

RECOMMENDATIONS

- **Provide technical assistance on parking cashout to interested employers.** Based on these findings, voluntary wide-scale implementation of parking cashout by employers does not appear feasible. Instead, the city could provide technical assistance to interested employers as they request it.
- **Integrate parking cashout into holistic trip reduction programs.** Rather than focusing on parking cashout as a standalone program, city policies could integrate the program into a more holistic trip reduction approach with performance standards.
- **Consider partnerships for enforcement.** Enforcement of parking cashout is possible and is the responsibility of the Air Resources Board. Enforcement may be labor intensive given the challenge of identifying employers subject to the law. San Francisco could seek local legislation to strengthen the parking cashout law to make it more enforceable. Additionally, San Francisco could better enforce existing parking unbundling requirements to ensure the success of any future parking cashout programs.
- **Use more accessible language.** "Parking cashout" is an unfamiliar term to many, and future program implementation should include techniques for messaging and communicating with employers and commuters.

"We need more public education to get the word out there [about the costs of driving]. People don't think about insurance, cost of maintenance... only the toll. This is the real cost and this is the real impact of it. ...The environmental message is not coming through. Changing habits can be hard, especially for the abstract good."

- Employer with large office in SF

This pilot project was more fully documented in separate paper, *The Challenge of Soliciting Voluntary Participation in Parking Cashout: Lessons from San Francisco*. This paper will be available on the SFCTA web site: www.sfcta.org/tdm

CONTACT US

For more information, visit www.sfcta.org/tdm or contact Ryan Greene-Roesel at 415.522.4808 or ryan.greene-roesel@sfcta.org.

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FUNDING

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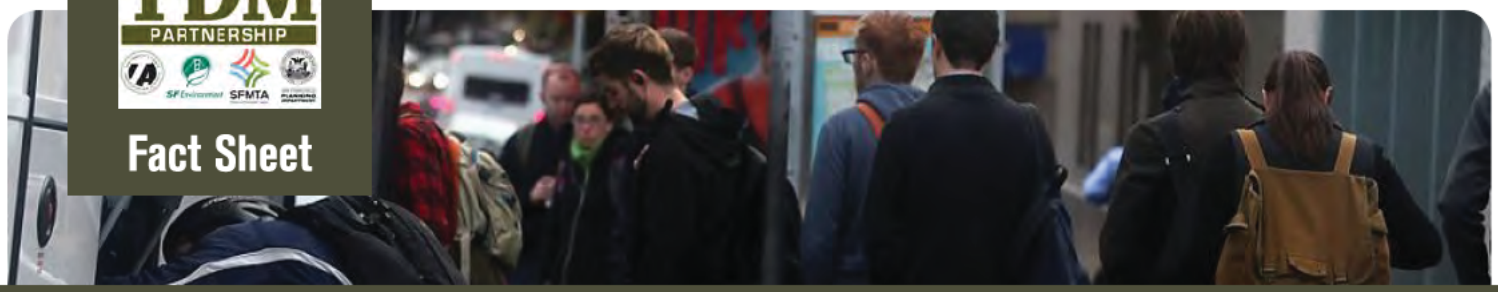
**Based on the responses of the 964 employers with 20+ employees that submitted compliance forms by the deadline.*

TDM PARTNERSHIP

Fact Sheet



SFMTA Commuter Shuttles Policy and Pilot Program

The number of privately operated shuttles in San Francisco has grown quickly in recent years. Rapid growth may continue, as many of these shuttles connect employees who live in San Francisco with employers to the south and within San Francisco, and as San Francisco's and the region's Commuter Benefit Ordinances offer provision of shuttles as one option for compliance. The SFMTA, with support from the Interagency TDM Partnership Project, worked with commuter shuttle providers and Muni to develop a proposal to test sharing a limited pilot network of selected Muni zones with permitted commuter shuttles.

Shuttles support important citywide and regional goals by decreasing drive-alone trips. But they also have impacted Muni and other roadway users since they frequently used Muni zones or double-parked to load passengers. This pilot is intended to test allowing permitted shuttles to use a limited network of approved zones, with the hope that including only specific zones, providing guidelines for shuttle loading and unloading, and focused enforcement will improve shuttle interactions with other users, while supporting safety and congestion reduction.

APPROACH

Developing and launching the Commuter Shuttles Pilot program involved a number of steps:

- Defining principles in consultation with shuttle sector members
- Evaluating impacts of existing shuttle operations on Muni and other users
- Evaluating transportation and environmental benefits of existing shuttle operations in San Francisco
- Developing a proposed policy framework
- Calculating the costs of administering the program and developing a fee to cover the costs. The current fee is set at $3.55 per shuttle stop event per day.
- Legislating a pilot to test the policy for 18 months
- Identifying preferred shuttle loading and unloading locations and issuing permits and placards to approved shuttle service providers
- Communicating during launch of pilot and providing on-going feedback avenues
- Collecting data to evaluate the pilot

Findings from the pilot will inform a longer-term approach to commuter shuttles in San Francisco.

WHY COMMUTER SHUTTLES MATTER

Data collected by ICF, MTC's consultant for the Bay Area Climate Initiative Grant, indicates that at least 17,000 San Francisco commuters take employer shuttles to work each day, and MTC sees these shuttles as a key component of the region's commute traffic system.

"We as a region are better off by having a variety of ways to get around," said Egon Terplan, SPUR's regional planning director.

TDM

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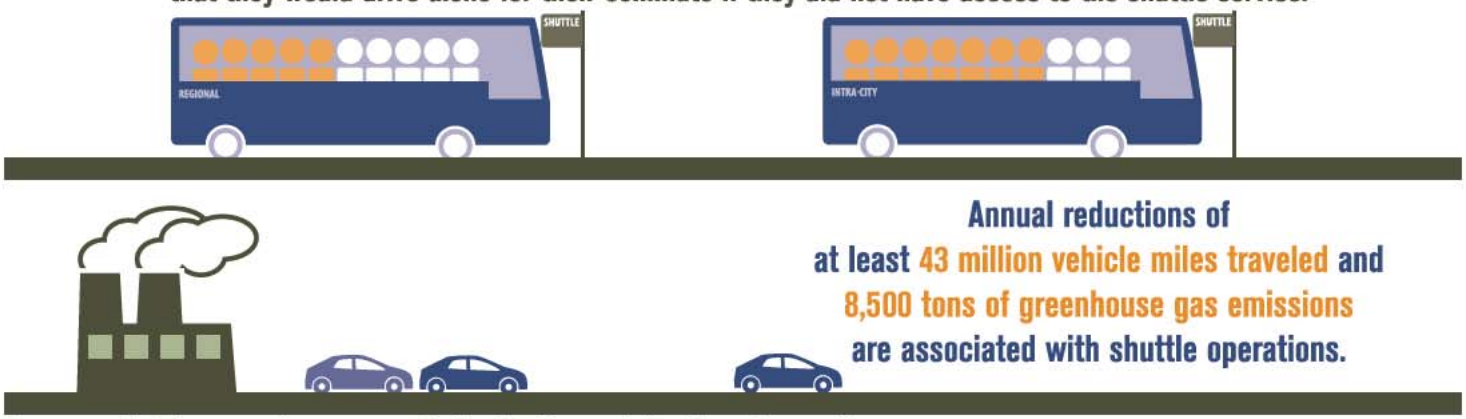
Image: Liz Hafalia, The Chronicle

REDUCTION IN PRIVATE VEHICLE TRIPS

Nearly half of all regional shuttle riders and 27 percent of all intra-city shuttle riders surveyed reported that they would drive alone for their commute if they did not have access to the shuttle service.



Annual reductions of at least 43 million vehicle miles traveled and 8,500 tons of greenhouse gas emissions are associated with shuttle operations.

Data provided from consultant survey of shuttle riders and shuttle service providers

RESULTS AND LESSONS LEARNED

The pilot program was launched on August 1, 2014 and will run for an 18-month period. As of January 15th, 2015, SFMTA had approved more than 100 designated shuttle stop location. The successful launch of the program can be attributed to several factors including:

- The effort began with a clear definition of problems, goals, evaluation needs, and questions.
- The effort established consensus principles with shuttle sector members, such as safety and priority for Muni operations, and served as the foundation of the policy.
- Private shuttle operators' need for reliable and safe loading zones led them to apply for permits.

Challenges to the establishment of the pilot program included:

- Reaching agreement with the private shuttle sector about sharing operational data with the SFMTA, which is a critical component of the program and will allow the SFMTA to better understand shuttle operations, monitor participants' compliance and address problems. This became one of the terms of the permits.
- Establishing a network that minimizes impacts on Muni while leveraging existing Muni zones.

ONGOING AND NEXT STEPS

The purpose of the pilot program is to test an approach to manage and regulate commuter shuttle loading activities, and to measure the effectiveness of this approach. The SFMTA is conducting a thorough evaluation of the pilot program, including before- and during-pilot observations of select zones, auditing GPS data of shuttle operations, analyzing feedback, tracking citation and collision reports, and tracking actual costs to answer the following questions:

- Does managing commuter shuttles by allowing sharing at certain Muni stops reduce conflicts for Muni and other users?
- What enforcement is needed to effectively regulate shuttles, given a permit program framework?
- What are the actual labor and capital needs to accommodate commuter shuttles within San Francisco?

Findings from this 18-month pilot program will inform a longer-term proposal for managing commuter shuttles in San Francisco.

CONTACT US

For more information about the Commuter Shuttles Pilot, visit http://www.sfmta.com or contact Carli Paine at 415.701.4469 or carli.paine@sfmta.com.

For more information about the TDM Partnership Project, visit www.sfcta.org/tdm or contact Ryan Greene-Roesel at 415.522.4808 or ryan.greene-roesel@sfcta.org.

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TDM PARTNERSHIP

Fact Sheet

TDM Interagency Strategy

Infrastructure alone (bicycle lanes, sidewalks, and transit) is not sufficient to achieve the City's goals for increasing the share of trips made by biking, walking, and riding mass transit. Transportation Demand Management (TDM) strategies that reduce drive-alone trips and increase overall regional mobility are also needed.

The TDM Partnership, an effort of the San Francisco County Transportation Authority (SFCTA), the San Francisco Municipal Transportation Agency (SFMTA) , the Planning Department (DCP) , and SF Environment (SFE), jointly developed and coordinated a strategy to ensure an effective approach to TDM in San Francisco. The Interagency TDM Strategy identifies shared goals and priority activities for the coming five years.

APPROACH

The TDM Partnership began by analyzing the current policies, programs, and practices that make up TDM in San Francisco now. It then reviewed the universe of potential TDM efforts. Staff completed a literature review and interviews with TDM experts from across the country to identify the most promising TDM measures. Examples of assessed TDM measures included pricing policies, HOV lanes, employer and residential outreach programs, bulk transit passes, parking management, carsharing, bikesharing, and others.

As part of the analysis, the team also analyzed the major sources of single occupant vehicle travel in San Francisco. Findings suggest that San Francisco residents' and employees' commute trips generate the most single-occupancy vehicle driving trips in San Francisco (approximately 200 million single-occupant commute trips annually). Because regional commuting occurs within congested periods and locations, this compounds its environmental effects and impacts the most congested transit routes.

WHY SAN FRANCISCO NEEDS TDM

A robust suite of TDM measures is critical to to support sustainable trip-making to achieve San Francisco's clean air and climate change goals. Measures are also needed to address the transportation system challenges associated with planned population and employment growth.

TDM

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The Interagency TDM strategy recommends the initiation of a comprehensive neighborhood-based residential and employer program.

The Interagency TDM Strategy recommends implementing a TDM framework for growth to reduce single-occupancy trips associated with new development.

The Interagency Transportation Demand Strategy is available upon request.

RESULTS

San Francisco residents' and employees' commute trips are the most significant generator of single-occupancy vehicle driving, and usually occur at peak congestion times periods and locations, compounding impacts on crowded transit routes and air pollution.

The TDM Partnership compared effectiveness, impact, and cost of scored TDM measures and identified priority policies, programs, and enforcement measures for San Francisco. These include existing measures that may be expanded, innovative pilot projects, and new practices. Overall, regulatory policies and pricing (e.g. parking pricing, congestion pricing) were found to be the most cost effective TDM measures. The analysis also revealed several gaps and opportunity areas for San Francisco's TDM programs, described below.

RECOMMENDATIONS

- **Speak in a unified voice.** San Francisco's TDM programs have historically been isolated; agencies should coordinate to present a unified program and brand.
- **Programs should be comprehensive.** Reinforce desired travel behavior changes through multiple channels, including residences and worksites.
- **Provide high-quality, user-friendly transportation options.** Effective TDM programs rely on alternatives to the automobile and transit capacity constraints must be addressed.
- **TDM programs and services should be supported by strong, enforceable policies.** Continue to study or pilot policies such as congestion or parking pricing to gauge support for ongoing implementation.
- **Enforce existing and future regulation.** Enforcing existing developer TDM commitments is critical for the future.
- **Pursue comprehensive, systematic evaluation and report on the effectiveness of city TDM programs.** Begin a bi-annual, outcomes-based evaluation of city TDM programs.
- **Prioritize new ideas for projects or programs.** The TDM Interagency Strategy outlined a five-year program, with recommendations grouped according to priority: core (essential), priority, and supportive.

CONTACT US

For more information, contact John Knox White at 415.701.4473 or john.knoxwhite@sfmta.com

FUNDING

Funding provided by the Metropolitan Transportation Commission's Climate Initiatives Program, San Francisco's Prop K half-cent transportation sales tax, and the Transportation Fund for Clean Air.

Wong, Phillip (ECN)

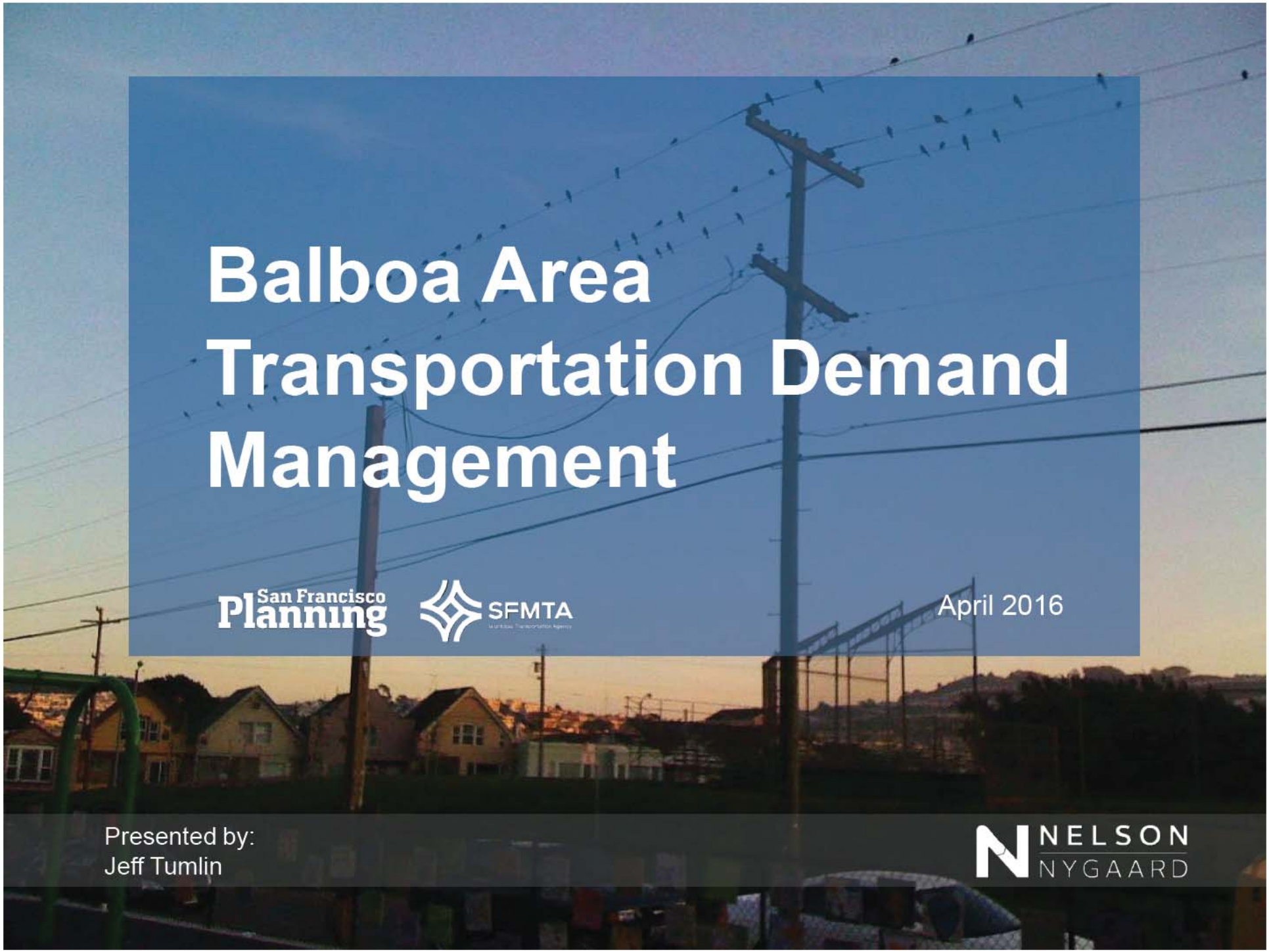
From: Aaron Goodman [redacted]
Sent: Sunday, February 12, 2017 10:15 AM
To: BRCAC (ECN); Keith Tanner
Subject: TDM Transit Demand Management Topic - @ Monday meeting at Balboa Reservoir CAC
Attachments: BPS_TDM_Guide.pdf; Memo_SFMTA_alignment.pdf; Responses_TDM_program_edited.pdf

Additional TDM Documents Related to adjacent city issues/projects;

BPS TDM Document
MEMO SFMTA Alignment (Tier 5 Discussion) major infrastructure
Responses TDM Program

Please forward to the BRCAC if they have not received a copy. Thank you

A.Goodman D11



Balboa Area Transportation Demand Management

San Francisco Planning

SFMTA

April 2016

Presented by:
Jeff Tumlin

NELSON NYGAARD

What Are We Aiming For?

- Transportation is not an end in itself.
- It is merely a means by which we support the community.

Flickr: Don Barrett

WHAT WE'VE HEARD RE: TRANSPORTATION

- Traffic is bad now. How could you add more development?
- Students are parking in our neighborhoods and blocking our driveways
- Transit isn't good enough
- Ocean Avenue isn't good for walking, especially to BART
- Bike network incomplete
- How much is the right amount of new parking?

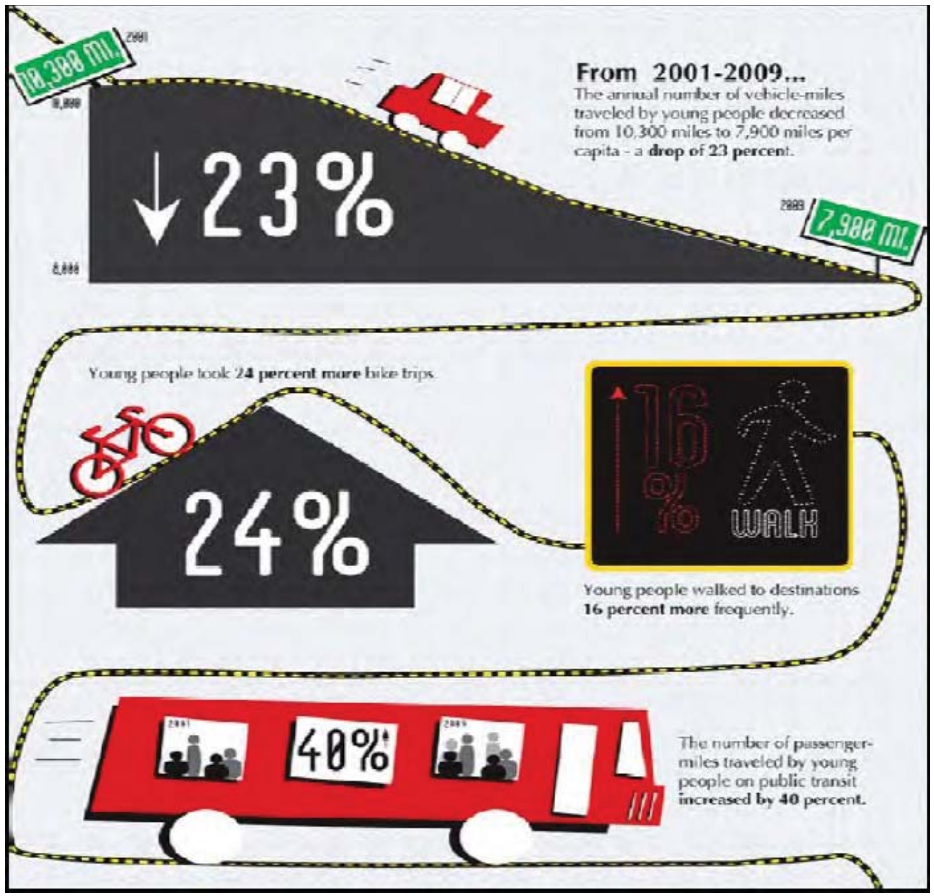
TDM Plan Scope

- Balboa Area TDM to identify measures to minimize transportation demand impacts of current and future development
- Assessment of public opinion
- Evaluate current area parking conditions
- Determine current and future traffic conditions
- Prepare conceptual infrastructure/circulation improvements
- Identify short- and long-term recommendations

Preferences are Changing

(Boomers)

- Increasingly choosing "access by proximity" over "access by mobility"
- Decreasing auto ownership
- Fewer overall commuting miles

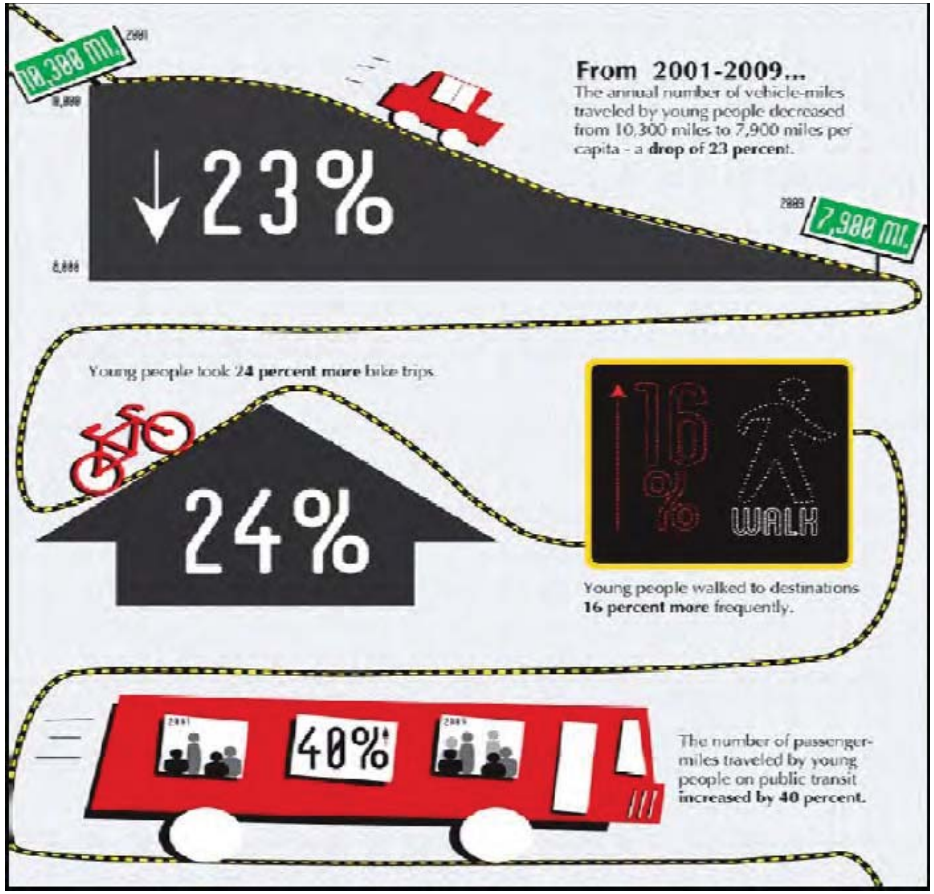


Source: "A New Direction in Driving Trends" (May 2013) and "Transportation and The New Generation", Frontier Group & U.S. PIRG, April 2012 and http://visual.ly/transportation-newgeneration

Preferences are changing

(Millenials)

- 53% would participate in car-sharing
- Increasing use of
  - Transit by 100%
  - Biking by 122%
  - Walking by 37%
- Over ¼ do not have a driver's license
- Top living priorities:
  - 79% commute time
  - 75% sidewalks & places to walk



Source: "A New Direction in Driving Trends" (May 2013) and "Transportation and The New Generation", Frontier Group & U.S. PIRG, April 2012 and http://visual.ly/transportation-newgeneration

If you build it . . .

. . . they will come

WHAT IS TRANSPORTATION DEMAND MANAGEMENT?

- Making the most of limited roadway space and existing transportation services
- Expanding transportation options
- Minimizing traffic congestion and reduce parking demand
- Creating safer, more livable streets
- Supporting neighborhood economic growth
- Reducing environmental impacts

Meaningful TDM Strategies

- Walkable and bikeable communities – creating places where people want to be and enjoy
- Providing on-site amenities: bike share, bike parking, safe routes and easy connections to transit services (BART, Muni)
- Providing programs and incentives for CCSF students and residents to rely less on cars and more other modes
- Expanded Transit Pass Subsidy Programs

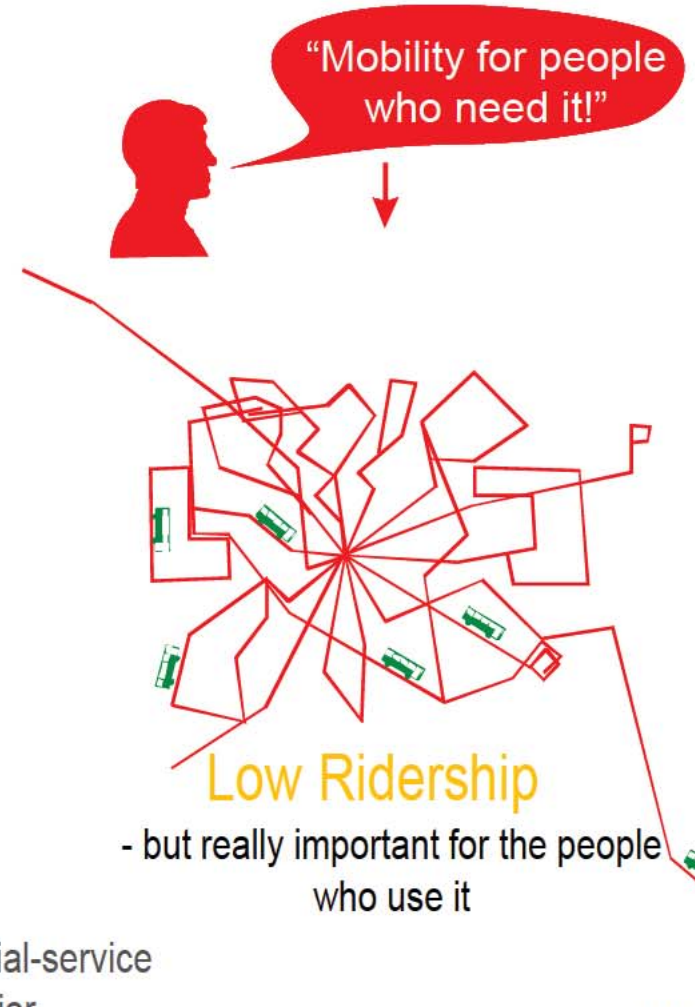
Making the most of limited roadway space

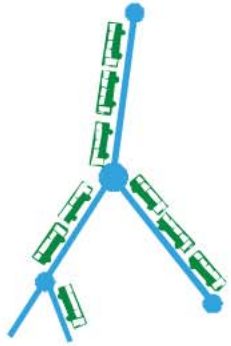
Enhancing Transportation Options

- Maximize existing transit services
- Improve pedestrian access and environment
- Enhance bicycle infrastructure and access

…Keep it site-specific and human-scale

Transit Coverage vs. Productivity





Low Ridership

- but really important for the people who use it

High Ridership

- but no service in many places

Social-service
Senior
"Local Return"
Local Economic Development

← CONSTITUENCIES →

Environmental
Fiscal Conservatives
Regional Economic Development

Travel Planning Apps and Real Time Information

Multimodal trip planning

Could also include include:

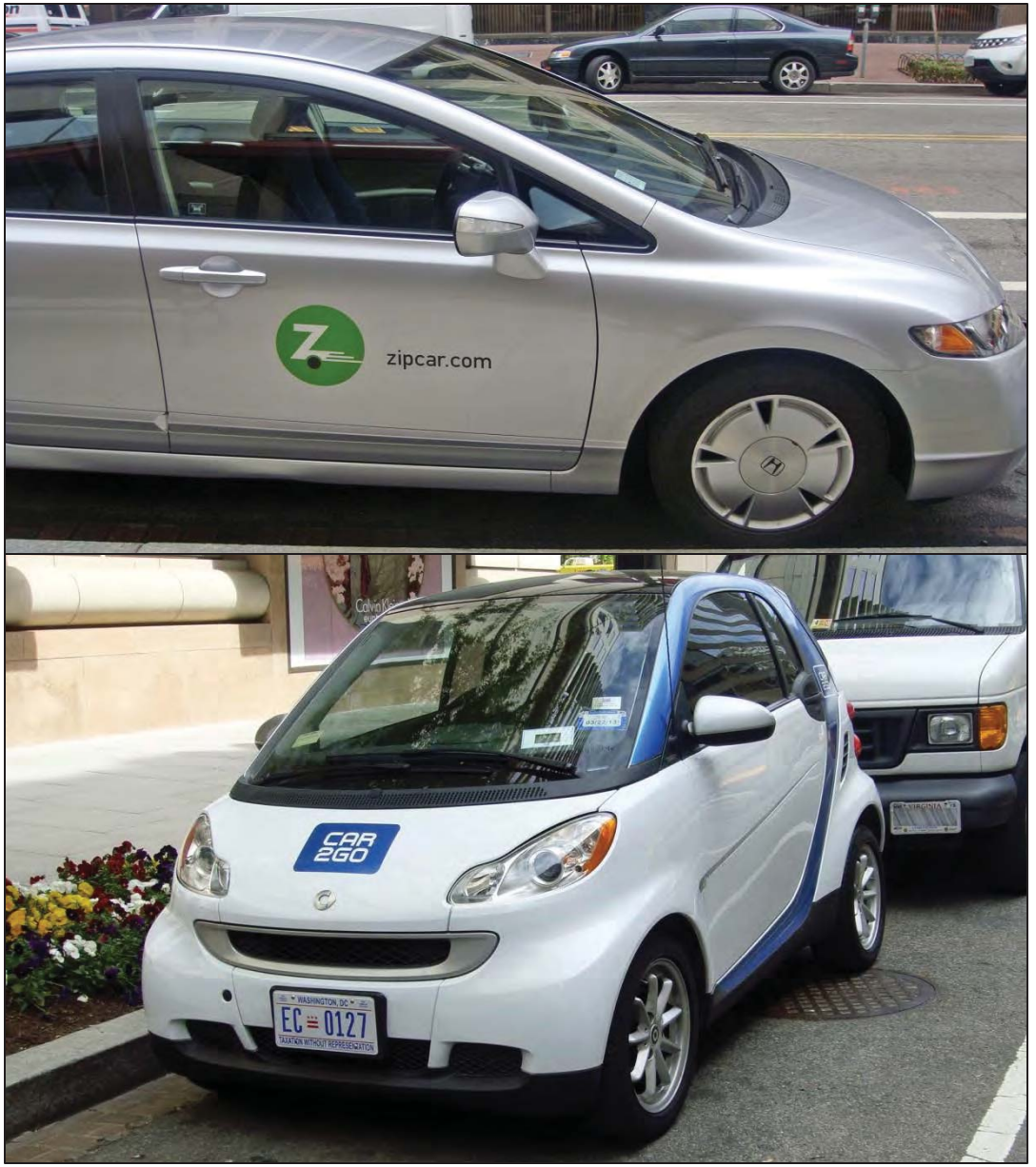
- Trip time estimation
- Cost comparison estimation
- Calorie count estimation
- Carbon calculator
- Weather forecast

Needs to be:

- Accurate and reliable
- Easy to use
- Mobile
- Dynamic

Car Sharing

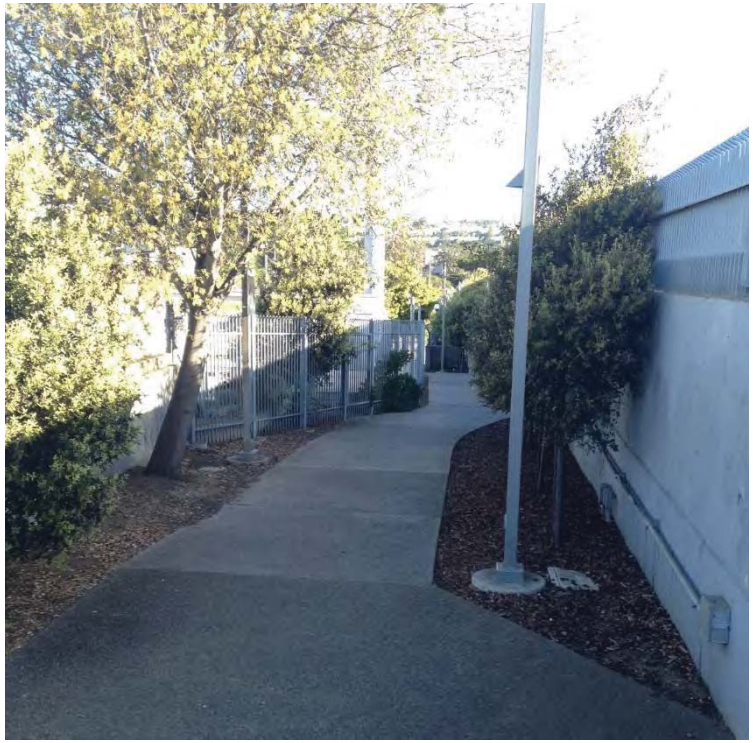
- Can take the place of fleet vehicles
- Available vehicle for when employees, residents, or students want or need a car
- Each car share vehicle eliminates demand for 11-25 private vehicles and each car share member reduces their driving by an average of 50%



Source: WikiMedia Commons

Bicycle Access and Use

Bicycle facilities (*quality* and sufficient *quantity* of racks, lockers, showers ….even bicycle benefits)

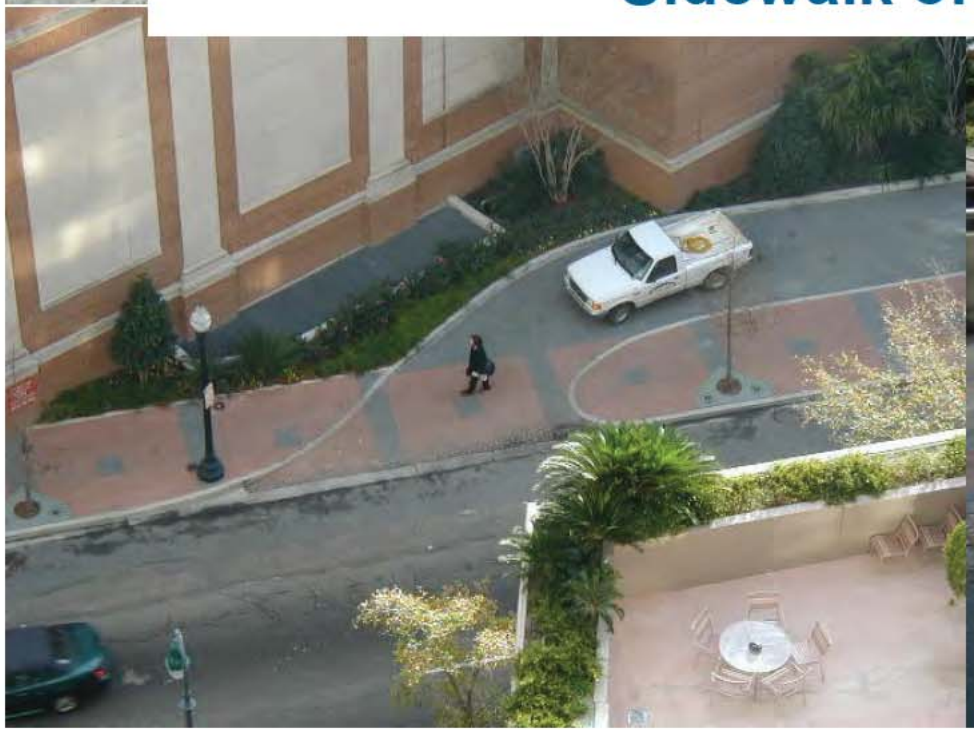


Pedestrian Safety and Security

Comfort and Ease of Access

- Quality and quantity of connections for pedestrians, transit riders, bicyclists
- Protection from inclement weather
- Accommodation for people with disabilities

Sidewalk or Driveway?



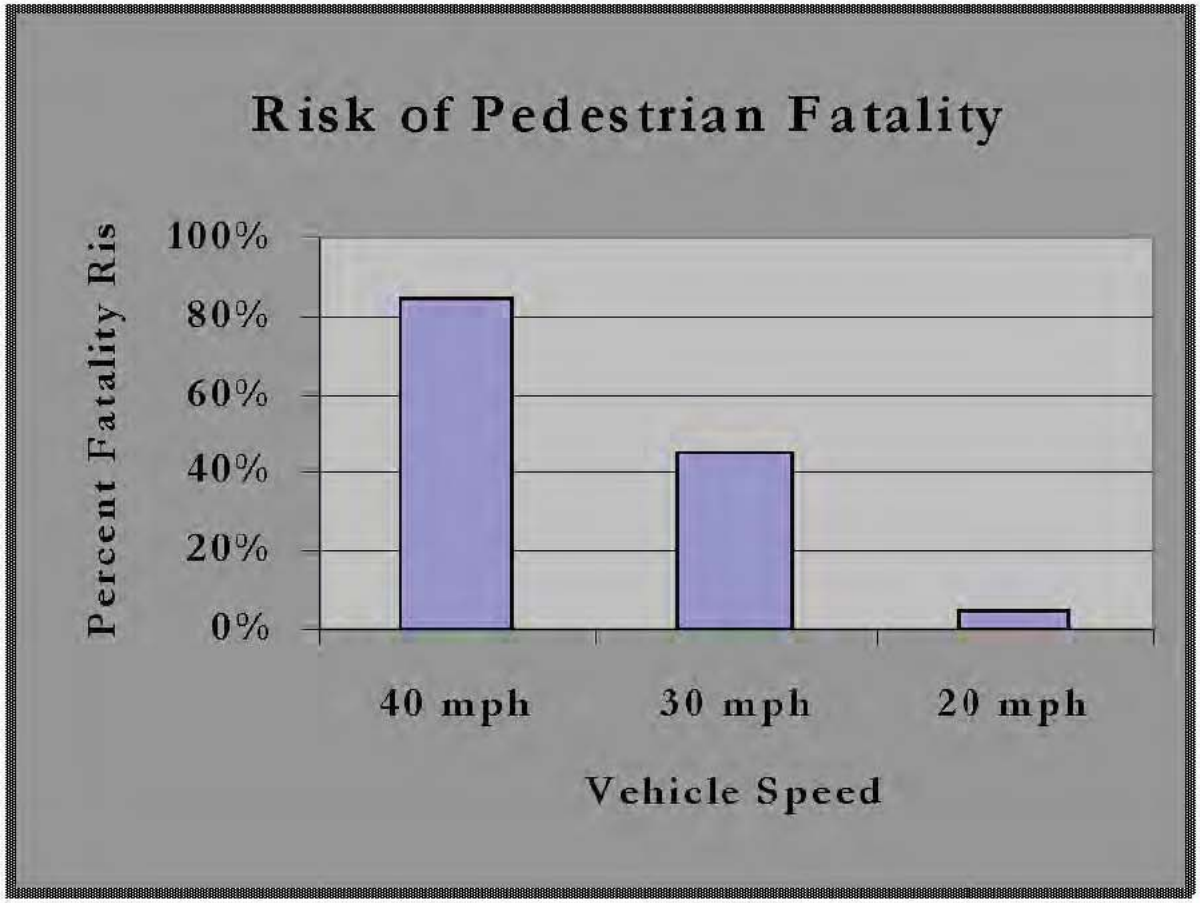
Planning for Pedestrian Safety

- **Vehicle speed**
- **Ped/bike exposure risk**

<u>5 km/h slower =</u>

-10% fewer pedestrian fatalities

-20% less severe pedestrian injuries

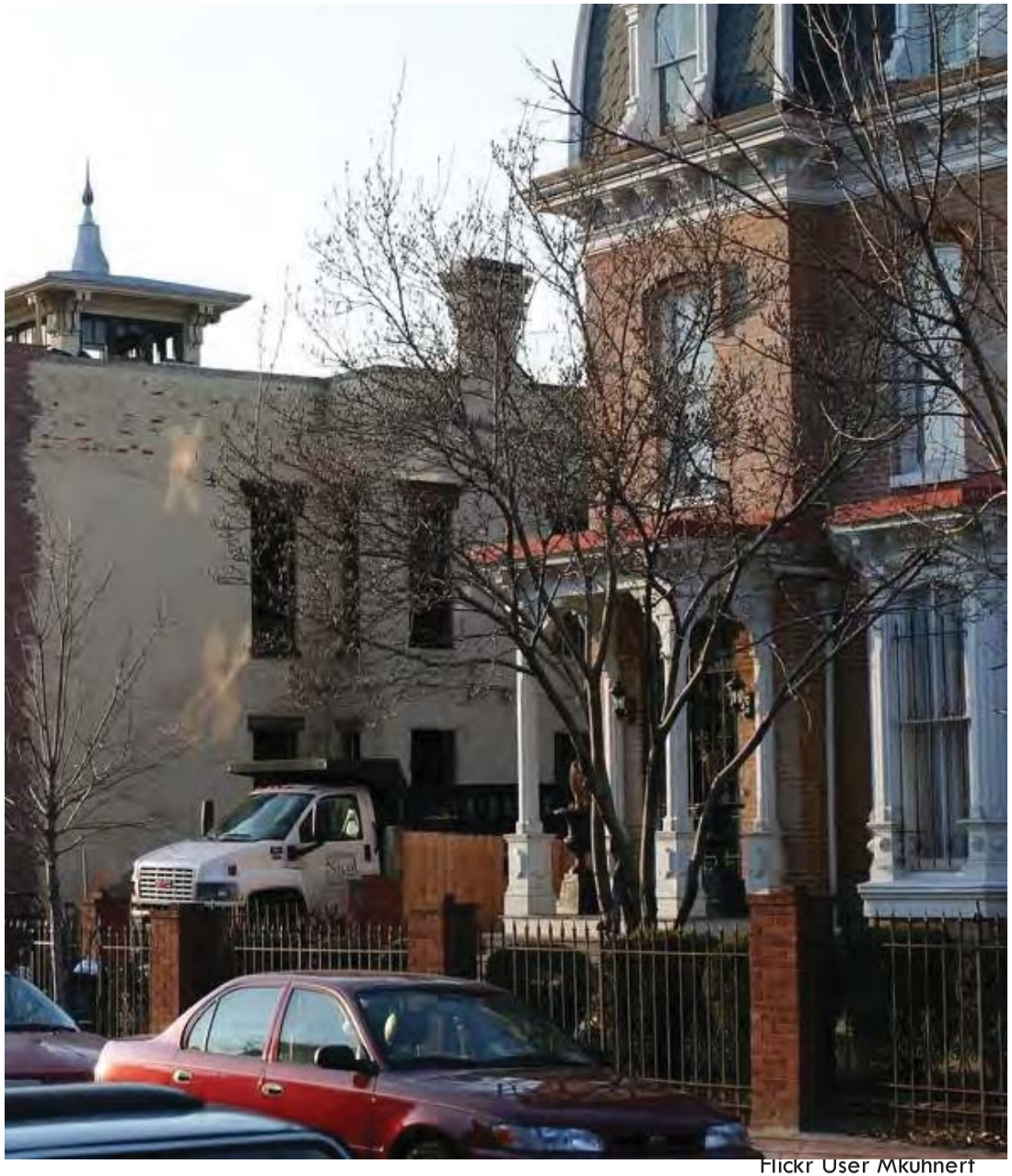


McLean, A. et al., "Vehicle Travel Speeds and the Incidence of Fatal Pedestrian Collisions," *Accident Analysis and Prevention*, Vol. 29, No. 5, 1997.

Leaf, W. and Preusser, D. *Literature Review on Vehicle Travel Speeds and Pedestrian Injuries Among Selected Racial/Ethnic Groups*, NHTSA (USA), 1999.

Housing Programs

- Live near work
  - Promotion
  - Real estate matching
- Employer assisted housing
- Employer provided housing



Flickr User Mkuhnert

Why is Parking so Important?

Stuart Cohen, Transportation and Land Use Coalition

The True Value of Parking

ON-STREET PARKING | OFF-STREET PARKING

1 parking space can be used as...

= Bike Share for 10

Bicycle Parking for 12

Parklet/Seating for 8+

carpool
EV charging
car share
vanpool
$CO_2\downarrow$

Restaurant Table 25ft²

Office Cubicle 72ft²

Studio Unit 325ft²

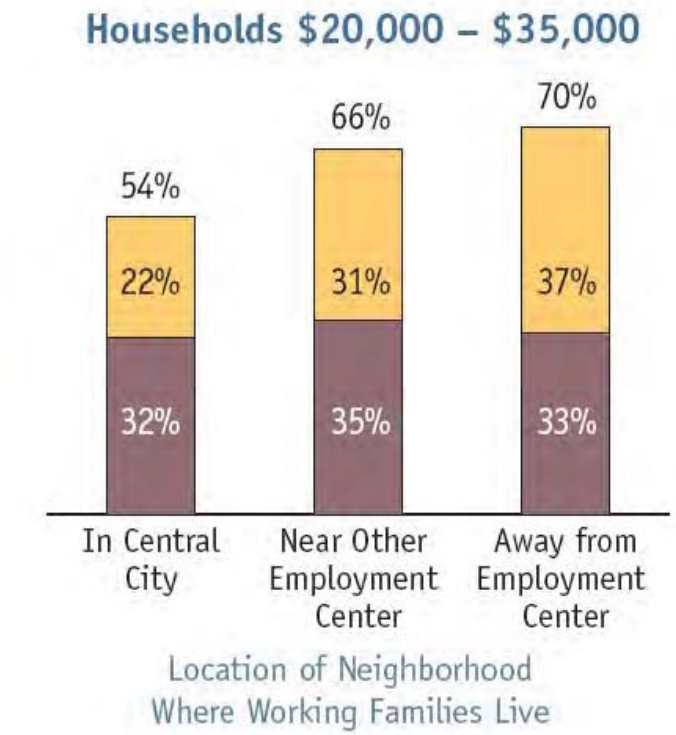
Parking Space + Circulation
200ft² + 150ft²

1 Bedroom Unit 575ft²

NELSON NYGAARD

Parking Worsens Housing Affordability

- For each parking space required in a residential unit:
  - Price of unit increases 15-30%
  - Number of units that can be built on typical parcel decreases 15-25%
- Working families spend more on transportation than housing in auto-oriented suburbs.
- No accommodation for car-free households: Getting rid of a car = extra $100,000 in mortgage
- At >300 sq ft, each parking space consumes more space than an efficiency apartment



Source: Center for Neighborhood Technology calculations.

Sources: "A Heavy Load: The Combined Housing and Tranasportation Burdens of Working Families," Center for Neighborhood Technology, 2006. "The Affordability Index: A New Tool for Measuring the True Affordability of a Housing Choice," Center for Neighborhood Technology, 2008. Sedway Cook studies of parking and housing costs in San Francisco and Oakland.

Parking Produces Traffic Congestion

- Every parking space is a magnet for cars. Why provide more parking than you have traffic capacity to access that parking?

- Poorly managed parking results in motorists circling for a parking space, from 8 to 74% of traffic in many downtowns.

- Eliminating just 10% of vehicles from any congested location makes traffic free flowing.

Parking is Key to Climate Change Prevention

- Growth in VMT greatly exceeding growth in population
- Aggressive improvements in fuel economy put us 40% above 1990 CO2 levels by 2030. For climate stabilization, we must be 15-30% *below* by 2020.
- We have no choice but to reduce VMT

Figure 0-1 Growth of VMT, Vehicle Registrations, and Population in the United States relative to 1980 Values
Source: FHWA 2005.

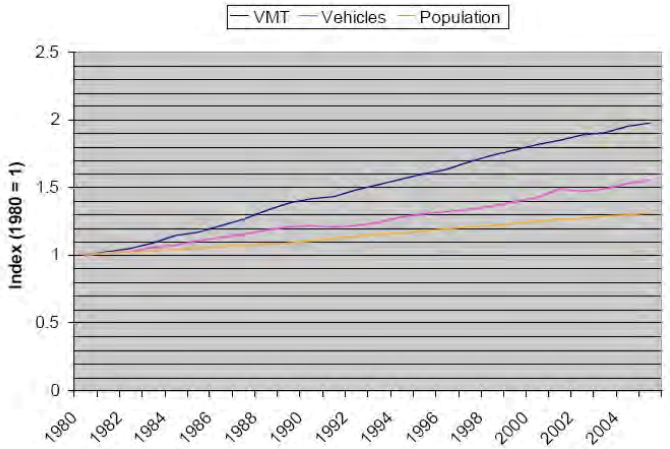
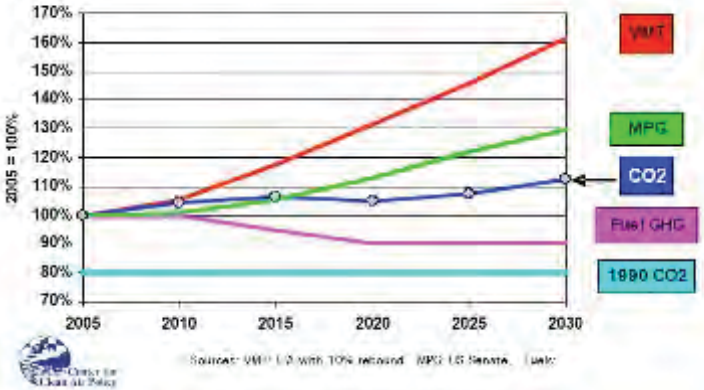


Figure 0-3 Projected Growth in CO_2 Emissions from Cars and Light Trucks Assuming Stringent Nationwide Vehicle and Fuel Standards*
Source: EIA 2007



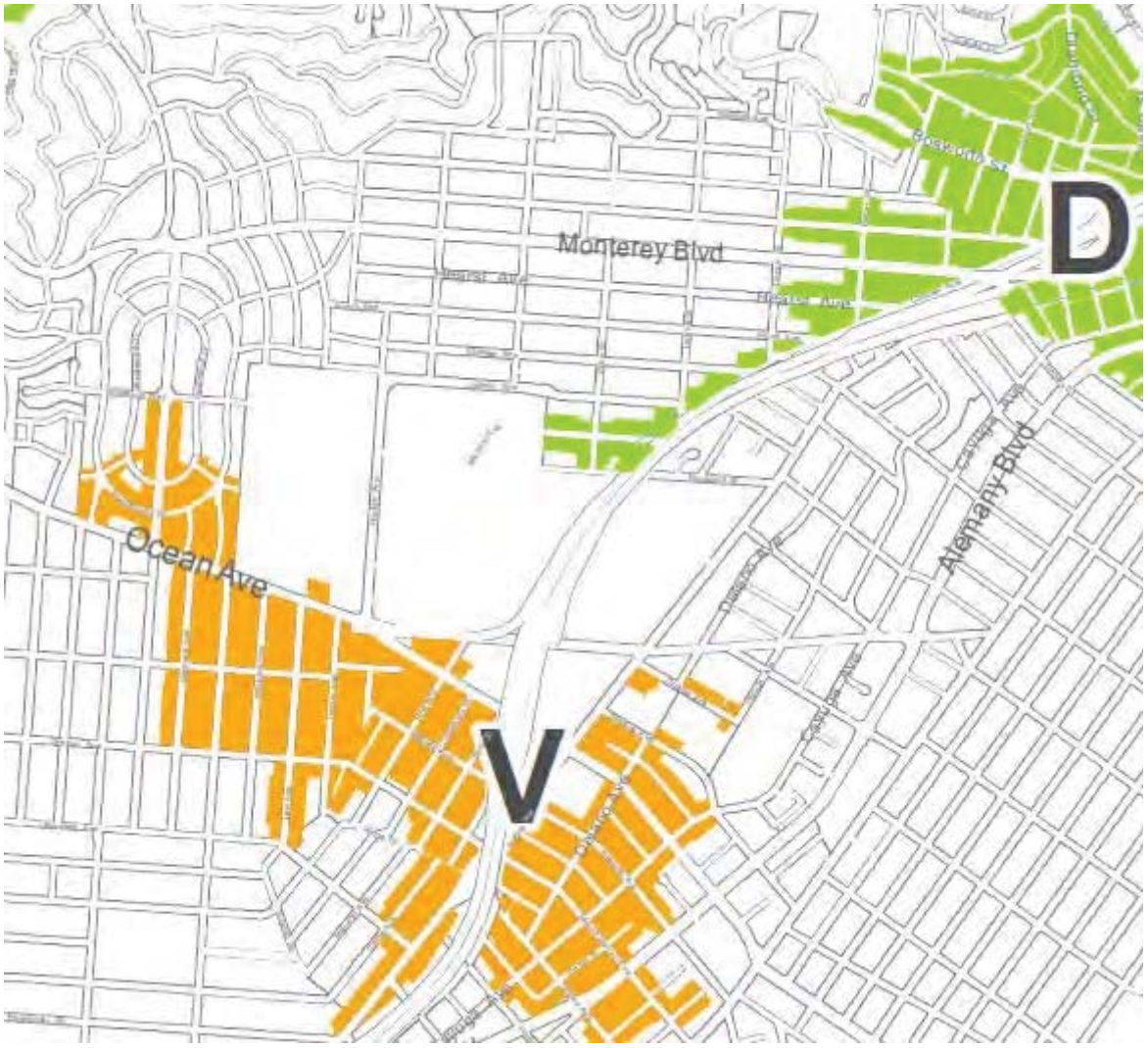
Source: "Growing Cooler: The Evidence on Urban Development and Climate Change," Reid Ewing, et al, ULI Press.

Manage On-Street Parking

- Meters for Commercial Spaces
  - Create turnover
  - Ensure availability
  - Prioritize shoppers

Residential Parking Management

- To control spillover from City College
  - Expand Residential Permit Districts
  - Consider number of free hours
  - Consider hours of enforcement



The Flip Side of RPP: Parking Controls within Reservoir

- Deed Restrictions on where Reservoir Residents can park (i.e. NOT in neighboring RPP)
- Market rate pricing within Reservoir

Manage Off-Street Parking

- Unbundling parking from leases, contracts or units
- Parking cash-out programs
- Parking permit reform (buy only what you need)
- Demand-based pricing and variable pricing
- Tailor parking requirements

- Credit: Joel Dinda

BALBOA AREA
TRANSPORTATION DEMAND MANAGEMENT

- Responding to community concerns and planning for the future
- Making the most of limited roadway space and existing services
- Expanding transportation options to reduce need to drive/park in neighborhood
- Minimizing traffic congestion through engineered solutions
- Creating safer, more livable streets that connect to businesses and transit
- Supporting neighborhood economic growth
- Reducing environmental impacts

HOW DOES THIS GET IMPLEMENTED?

- Base data
- Trip generation and traffic analysis
- Identifying key issues and meaningful solutions
- Memorandum of Understanding with City College?
- Developer Agreements on Reservoir Site?

HOW CAN YOU HELP?

- Sign in Today
- Stay actively involved throughout the process
- Participate in travel surveys

BALBOA AREA TDM

- sf-planning.org/balboaTDM
- pcosta@nelsonnygaard.com

ONGOING TRANSPORTATION PLANNING

BALBOA RESERVOIR
sf-planning.org/brcac
brcac@sfgov.org

BALBOA PARK STATION CAC
sfmta.com/about-sfmta/organization/committees/balboa-park-station-community-advisory-committee

TRANSPORTATION DEMAND MANAGEMENT
sfmta.com/projects-planning/projects/transportation-demand-management

San Francisco Planning

San Francisco Water Power Sewer
Services of the San Francisco Public Utilities Commission

SAN FRANCISCO
Office of Economic and Workforce Development

Thank You!

Jeff Tumlin

415-281-6915
jtumlin@nelsonnygaard.com

SFMTA
Municipal Transportation Agency

July 26, 2013

Seth Mallen, Executive Vice President
Stellar Management
345 Vidal Drive
San Francisco, California 94132

Re: Parkmerced Development – M Ocean View Realignment Notification

Dear Mr. Mallen:

This letter is to provide Parkmerced Investors, LLC (Parkmerced) with notice of the Muni Realignment of the M Ocean View as required under Section 3.6.9 (b) of the Development Agreement (DA) entered into between Parkmerced and the City and County of San Francisco (City), and consented to by the San Francisco Municipal Transportation Agency (SFMTA) Board of Directors.

Specially, Section 3.6.9 (b) of the DA states:

> . . . On or before the date two (2) years from the Effective Date, the City acting through the SFMTA shall provide notice to Developer indicating whether the City intends to (i) seek approval from Non-City Responsible Agencies of the original MUNI Realignment, (ii) seek approval of a modified MUNI Realignment to allow for any proposed Tier 5 Improvements (the "Modified Tier 5 MUNI Realignment") or (iii) seek approval of both simultaneously from Non-City Responsible Agencies (collectively, the "MUNI Project") . . . Upon notice by the City, the Parties agree to make good faith and commercially reasonable efforts to seek approval of the MUNI Project from City and Non-City Responsible Agencies, which shall include the diligent preparation and submittal by both Parties of all permit applications and information required to obtain the necessary permits or approvals.

Through this letter, SFMTA provides notice to Parkmerced that the City will seek approval of both the Original Muni Realignment and a Modified Tier 5 Muni Realignment.

The Original Muni Realignment is described in the Parkmerced Plan Documents. The Original Realignment leaves the median of 19th Avenue at Holloway Avenue, travels south through Parkmerced, and exits the development on Felix Avenue. The alignment crosses Junipero Serra Boulevard at-grade to return to the existing M Ocean View alignment on 19th Avenue.

The Modified Tier 5 Muni Realignment is currently being evaluated in the 19th Avenue Transit Study (Study). The Study is led by the San Francisco County Transportation Authority in partnership with SFMTA, the Office of Economic &

One South Van Ness Ave.
Seventh Floor
San Francisco, CA 94103
Tele: 415.701.4500

Workforce Development, the San Francisco Planning Department, the California Department of Transportation, Parkmerced, San Francisco State University, and General Growth Properties.

The Study evaluated three Muni M Ocean View alignments north of Parkmerced and three alignments south of Parkmerced. Of these initial proposed alignments, two alignments, N-4, an aerial track on the west side of 19th Avenue, and S-3, an aerial track along Brotherhood Way, are no longer being considered.

The Study continues to evaluate the following northern alignments:

N-1: Below-grade crossing to the west side of 19th Avenue at Eucalyptus Drive. Continuing as a subway south on the west side of 19th Avenue. The southbound track comes up to grade after Buckingham Way. The northbound track comes up to grade after Holloway Avenue.

N-2: Below-grade crossing to the west side of 19th Avenue at Eucalyptus Drive. Continuing as a subway south on the west side of 19th Avenue. The tracks come up to grade sooner than the N1 realignment: southbound before Winston Drive; northbound before Buckingham Way.

And the following southern alignments:

S-1: Below-grade crossing from Felix Avenue underneath Junipero Serra Boulevard to 19th Avenue. Continuing south on 19th Avenue at grade on the existing M Ocean View alignment.

S-2: Aerial crossing from Font Boulevard across Junipero Serra Boulevard to Randolph Street. Continuing east on Randolph Street at grade on the existing M Ocean View alignment.

The Modified Tier 5 Muni Realignment will continue to be evaluated and refined through the completion of the Study in early Spring of 2014. The City is also starting to plan for the next phase of work to advance the project, assisted through receipt of a planning grant. This funding will support advancing project development, including preparation of a Project Study Report as required by the California Department of Transportation for projects affecting the state-owned right-of-way.

SFMTA bases the decision to continue to pursue both options, the Original Muni Realignment and a Modified Tier 5 Muni Realignment, on the SFMTA's participation in the 19th Avenue Transit Study, review of proposed realignments by SFMTA Construction, Safety, Transit Service Planning, Livable Streets, and Traffic Engineering staff, and the review on July 25, 2013 and endorsement of the realignments by the Transportation Advisory Staff Committee.

SFMTA looks forward to continuing to work cooperatively with Parkmerced on the Muni Realignment. Please do not hesitate to contact me (ed.reiskin@sfmta.com, 701-4720) or Peter Albert of my staff (peter.albert@sfmta.com, 701-4328) if you have any questions regarding this letter or the status of the proposed Muni Realignment.

Sincerely,

Edward D. Reiskin
Director of Transportation

cc: Tamsen Drew, OEWD
Charles Sullivan, City Attorney's Office
Peter Albert, SFMTA

Responses to Transportation Parameter Comments and Questions

Balboa Reservoir Community Advisory Committee (CAC)

February 8, April 13 and May 9, 2016 Meetings

Note: recommend changes to the RFP Principles and Parameters are shown in gray. The remaining responses are to general questions, clarification requests, or transportation comments beyond the scope of the Balboa Reservoir RFP. Responses and comments are organized into the following categories:

PARKING AND AUTO OWNERSHIP

	PUBLIC COMMENT	CITY RESPONSE
	Provide sufficient parking so that people who want to drive can park. When we were at 100,000 students both reservoir lots were filled.	Staff recommends revising City College Principle 1 with the following text in bold: *Ensure that development at the Balboa Reservoir site does not negatively impact City College's **current and future** educational mission and operational needs.* Staff also recommends revising Transportation Principle 3 as follows: *Manage parking availability for onsite residents while ~~coordinating parking management with~~ **managing parking to meet** City College enrollment goals and **coordinating** with City parking policies for the surrounding neighborhoods.*
		In order to best support City College's enrollment goals, the TDM Plan will recommend the best ways to *maximize access* to Ocean Campus given a limited amount of resources available. For example, subsidized transit passes could provide the same or greater access to City College than the equivalent number of parking spaces, at a fraction of the costs. Ultimately, transportation planning is not a zero sum game between parking and transit. The Reservoir proposal and the TDM Plan will include a mix of solutions to maximize access, mobility and safety.

	Include and address parking for a future performing arts center	As has been stated at numerous BRCAC meetings and in other forums, there is no reason that a potential housing project at the SFPUC site should constrain CCSF's plans for a Performing Arts and Education Center. Accordingly, staff recommends adding language regarding the future performing arts center, its parking demand and congestion to Transportation Parameters 1(c) and 3(c) and City College Parameter 4(b). A future performing arts center will include parking. The amount of parking may vary widely depending on demand management planning, pricing, and the size and make-up of the center itself. As with the Reservoir site, parking cannot be designed or managed without an understanding of the project's development program and people to be served. The RFP parameters acknowledge the need to plan for parking, to coordinate with City College, and to create a joint TDM program to best manage access and parking in the area.
	Overall we are concerned about parking for CCSF. How much, where, and who pays for it?	TDM identifies measures that reduce the demand for parking and therefore congestion. The "how much, where and who pays" depend on a number of factors, including development program for City College and the Reservoir, the CCSF facilities master plan, and the TDM measures City and City College implement. At an estimated cost of $80,000 per parking space provided, it is in everyone's interest to reduce the need for providing parking while ensuring that parking is available to those who need it.
	With increasing incomes, even with the different generations, do you get more car ownership/usage?	Yes, auto ownership increases with income generally. But geography in San Francisco is a greater determining factor of auto ownership than income - especially locations with greater access to transit and services. For example, Bayview, which has less transit accessibility and less of a complete set of retail, has more auto ownership than the wealthiest parts of Nob Hill and Russian Hill. In any income category there's a broad spread of household auto ownership interest.
	Unbundling parking makes sense, but does it lead to two classes of parking space-ownership? Can low-income households obtain parking?	Income-restricted affordable units can also have the price of parking be pegged to income, which requires cross-subsidy; but money to subsidize parking for low-income people has to come from somewhere else – increased rent for market-rate units, or less money spent elsewhere.

		A different way to look at this question is: if we have limited resources to create opportunities for low-income households, what's the best way to spend that money? If we can build housing in places and with features that allow residents to successfully address their work and personal needs without owning their own car, that housing becomes that much more affordable. Instead of parking, for example, we could spend money on subsidized daycare; developer responses to the RFP should answer questions like this through a demonstrated understanding of our target populations and communities in need.
	In the projects that are unbundled, do the market-rate owners end up owning most of the parking?	Not necessarily. Low-income households, particularly single mothers have some of the most complicated lives of all San Franciscans and place an extremely high value on their time; they are often the people that want to drive the most because that means being able to spend more time with their families.
	Is there a way we could have a residential parking permit program without the huge cost? It's something we need for the neighborhood, and it benefits everyone equally. I think people feel it's unfair to have to pay a lot to park in front of their house. Is there a happy medium?	The current price of an annual residential parking permit is $111 or 30 cents a day. It is priced to match cost recovery, so the City is not generating revenue. It is not realistic to expect residential parking permit fees to be lowered in any one neighborhood over another. However, if parking is truly a challenge in the neighborhood, RPPs are a cost-effective way at limiting those who compete for limited parking spaces. The SFMTA is currently evaluating the RPP program and will recommend changes late in 2016. Learn more about the SFMTA's RPP evaluation and potential changes, including upcoming meetings, at https://www.sfmta.com/projects-planning/projects/residential-parking-permit-evaluation-reform-project
	CCSF students I work with often ask about MUNI schedules, are there plans for putting up MUNI schedules?	There are great transit apps on smartphones. But for folks who don't have smartphones we can look at other products, such as transit screens in the lobby of buildings. Whole Foods nearby has one of these. It is encouraged in the City's TDM framework and can be implemented at City College or future development on the Reservoir. Sometimes you might have wind in your neighborhoods and it would be nicer wait in the lobby of your building and know exactly when you need to leave to get your bus on time. Conveniences like these can contribute to

		increased transit ridership
	There are often cars parked on the edges of my driveway that prevent me from pulling in or pulling out.	This is a recurring challenge around the City. We encourage you to apply through SFMTA for "red tips" or red curbs painted at the edge of residential driveways to discourage this illegal parking. You can learn more by calling 311 or here: sfmta.com/services/streets-sidewalks/installation-requests/new-color-curb
	Does Nelson Nygaard (the TDM consultants) have examples of other neighborhoods which draw upon your expertise?	Nelson\Nygaard has prepared various TDM plans throughout the U.S. for a wide range of communities, universities and private campuses, both large and small. We have contributed and/or led in the preparation of TDM plans throughout San Francisco and assessing transportation resources for all constituents within each TDM plan area. See several examples at http://nelsonnygaard.com/?s=tdm
	Make parking areas retrofittable in case future needs change	The City is open to future re-purposing of parking areas in the case of changing needs. This level of detail is beyond the scope of the RFP, and should be discussed and addressed later in the community design process.

EXISTING CONDITIONS

	PUBLIC COMMENT	CITY RESPONSE
	Need to keep in mind people today too	If and when changes occur to the Reservoir site, they will occur gradually and over time. City College parameters 1b and 3c include language about phasing changes and minimizing congestion, parking, and air quality impacts. The TDM Plan will include short-term recommendations for the Balboa Area, some of which will be independent of the any Reservoir development proposal. The TDM consultants are conducting travel behavior surveys of City College students and employees, as well as of neighbors, to incorporate current priorities and needs into the TDM plan. SF Environment has also completed a similar survey in Ingleside, the relevant results of which can be addressed in the TDM Plan. At the same time, SFMTA and Planning are responding to identified needs and community requests with respect to Balboa Park Station Area Improvements, Ocean Avenue improvements and San Jose/Geneva improvements.

	There's an elephant in the room. I think everyone would be in favor of taking public transit if it worked. If we can't get the transportation fixed then this process doesn't work. We need to make sure we are well coordinated with MTA.	SFMTA coordination is improving as a result of this CAC process. The project has a dedicated point person and several concerns will be investigated as a result of public comment. At the same time, a significant number of transportation projects in the Balboa Park area have been completed, initiated or designed in the last two years, and will continue to be implemented. They focus on increasing transit access, walkability and pedestrian safety to and near the Balboa Park Station. See: MTA presentation on 4/13 and Balboa Park projects at http://www.sfmta.com/projects-planning/projects/balboa-park-station-project-status-map In particular, Muni Forward has increased frequency of 8 lines serving the area, including the K line. The "core capacity" study is examining how SFMTA and BART can increase capacity through San Francisco's core – which has implications on all trains that run to and from downtown, including the J, K and M. Recommendations from this study will ultimately improve service to and from Balboa Park Station. New K-line cars and BP Station yard improvements will also increase K-line reliability. With respect to requests for shuttles, while the City does not speak for City College, student shuttles are something that can be studied in the Balboa Area TDM Plan process.
	Fix traffic on Phelan: coordinate signals, fix bike lanes, create turn lanes, change signals when school is out of session	City staff have heard concerns regarding Phelan and will be working to address circulation issues in parallel to and in conjunction with developer negotiations and with the CCSF master planning process. Many have asked about signal coordination on Phelan Ave and at Phelan and Ocean Avenue. Overall, the signals are coordinated to prioritize movement on Ocean Avenue and buses exiting the City College terminal loop. Regarding queueing on Phelan Avenue, much of the signalization and street is designed to maximize pedestrian and bicycle safety in an area with a lot of both activities. For these reasons, it is not SFMTA's plan to revert bike lanes or pedestrian safety measures. However, some congestion could be addressed by removing street parking to add turn pockets/turn lanes. If residents are

		generally in favor of reviewing the turn lanes and turn pockets, Balboa Reservoir CAC and SFMTA staff will work to identify a process for exploring alternatives. Opportunities for circulation improvements will also be identified in the TDM Plan. The Plan will provide one document that compiles several transportation, circulation and demand management recommendations into one place – making it easier to coordinate future changes between the City, the future developer and City College. Additionally, Transportation Principle 1 and Parameters 1a, 1b, 1c, 3c require the developer to minimize congestion in a number of ways.

TRANSPORTATION DEMAND MANAGEMENT (TDM) in the RFP

	PUBLIC COMMENT	CITY RESPONSE
	The developer, CCSF, and the City need to work together to create a parking solution	Agreed. This is the intent of transportation parameters 3b, 3c and City College parameter 3b, 3c, 3d. In response to public comment, staff is recommending streamlining transportation parameters 3c and 3d, as well at City College Parameter 3b, to identify, rather than encourage, transportation parking solutions with City College. The new parameters read: *Working with City College and the City, describe in detail an appropriate parking and transportation demand management strategy that accommodates City College students and employees. If expert analysis demonstrates that shared parking is a viable approach, explore accommodating City College affiliates and other non-residents in shared parking facilities (garages where the same parking spaces are utilized by residents during nights and weekends and accessible to all others, including City College students, faculty, and staff, during weekdays).* While the RFP cannot specify a comprehensive parking solution without knowing the development program for the Reservoir and in the City College master plan, the parameters make clear that the selected developer must plan to pursue a solution collaboratively with the City and City College. In a parallel effort, the TDM Plan process will include a

		variety of short-term and long-range transportation recommendations for not just the Reservoir, but the area encompassing the adjacent neighborhoods and City College as well. It is designed as a toolkit and a starting point for coordination between different jurisdictions in the Balboa area.
	All parking should be built with electric vehicle capacity for future, and with charging stations available on Day 1	Sustainability Parameter 5(d) requires electric vehicle charging and building electricity capacity to accommodate future charging loads.
	Add "transit" to urban design principles	Transit and transit access have been added to urban design parameter 1(c) and Principle 2
	Regarding the 60% automobile mode share in Principle 2(a): Is there information that can be shared with the community about what would be an appropriate benchmark?	The 60% share of trips by automobile (automobile mode share or AMS) is based on the planned AMS of 60% for this area in San Francisco's 2040 transportation model. That share is lower than today's 71% AMS, due to local roadway capacity and planned transit-network improvements. 60% AMS is in line with many transit-rich neighborhoods in San Francisco. Those with a lower AMS are closer to or within the downtown core. The State Office of Planning and Research suggests that even with conservative estimates, TDM measures can result in at least a 15% reduction in vehicle miles traveled (VMT) – a measure that is related to AMS. This 15% reduction would deliver a 60% AMS in its own right. Combined with the expected transit-network improvements, it is possible that AMS for the Reservoir site or the neighborhood could be even lower than 60%. However, given that we do not have a development program yet, it is premature to say by how much. The ultimate scheduling of targets can come later when more is known about the development program and design.
	60% mode share is too high for a transit rich neighborhood like this one.	
	We want to mitigate the negative impact of automobiles. What are other examples of automobile mode share programs we should be considering for this project?	There are a number of TDM measures used to decrease auto mode share, including: • Site-level transportation coordinator at Reservoir Development site • On-site transportation information (at bus stops, grocery stores, etc.) • Transit pass programs for future site residents • Bike sharing programs • Unbundled parking at Reservoir Development site residents • Car share vehicles • Ride matching services • Expanding RPP zone to preclude future Reservoir

		site residents/guests from parking in adjacent streets • Physical enhancements such as creating a more enjoyable/safer walking and biking experience along Ocean, Phelan and other streets The draft TDM ordinance includes an extensive menu of other measures. Many of these have been used in other development agreements in the context of the city's overall transportation strategy. See more at http://sf-planning.org/shift-encourage-sustainable-travel
	How will proposals from developers hold up to this very complicated TDM analysis? How can you really tell if their TDM proposals are the right mix or guesswork?	As discussed at the May 9 BRCAC meeting, the RFP process is meant to select a developer partner and a project proposal for further study and negotiation through a years-long community engagement process. The selection of a developer proposal does not carry with it the final approval of a transportation strategy. In fact, the California Environmental Quality Act only permits such final commitments after the entire project has been appropriately defined and studied. With that as the context, the RFP responses should demonstrate a thorough understanding of TDM, include a mix of creative transportation solutions, and be consistent with their development proposal and financials. On a second note, you are correct – TDM is complicated because people's lives are complicated. We can predict some aspects of people's lives but we know there will always be a degree of error and unpredictability. To that end, RFPs or planning should really focus on outcomes. The CAC conversations are focused on this question: what are our priorities and desired outcomes? We can identify what our priorities would require, and then start discussing with the community and relevant stakeholder groups the trade-offs we will have to make between these requirements. To an extent, the RFP has already begun the difficult process of trade-offs among priorities and outcomes. Priorities around open space, housing affordability and transportation have risen to the top. By understanding priorities and desired outcomes, we can monitor the developer's progress towards those outcomes and establish measures if they are not met. One outcome can be automobile mode share; another

		could be motor vehicle traffic generation. At the same time, another desired outcome may be a certain housing affordability target or housing for a certain demographic range. The RFP should generate an array of proposals which will serve these priorities in different ways; one may provide a lot of housing affordability, while another may provide more residential amenities. There is no one correct answer. Ultimately, ongoing conversations and future design workshops will help arrive at a proposal that accommodates as many of the highest priorities as possible.
	Is developer required to fund transit passes for new residents following the first set of residents?	Staff is recommending editing the RFP to include transit passes or allowances for the lifetime of the project, as consistent with the draft San Francisco TDM Ordinance and other development agreements in the context of the city's overall transportation strategy.
	How does new TDM legislation affect the site?	Future EIRs will measure transportation impacts in terms of Vehicle Miles Traveled and Trips Generated. The more driving miles or trips a site generates, the worse its impact analysis will score.

BALBOA AREA TDM PLAN & DATA COLLECTION

	PUBLIC COMMENT	CITY RESPONSE
	When is the TDM Plan going to be finished? Will the TDM plan be conducted while school is in session and collect data when students are present?	The aim is to finish the plan before the end of 2016. It utilizes student data from Fall 2015, Spring 2016 and trends from earlier years when relevant. Should more data collection be required, we have identified a means to do so in the fall.
	The RFP is going out before a legitimate TDM plan is possible. The RFP should be delayed until after the results of the TDM plan.	This question implies a notion that if the RFP is issued we will lose the opportunity to incorporate the TDM Plan recommendations into a Balboa Reservoir project proposal. In fact, the situation is precisely the opposite. For Reservoir-related TDM strategies to be implemented we need to issue the RFP and select a developer partner to allow for successful negotiation of rights and responsibilities with respect to those strategies. Otherwise the desired investments in transportation strategies improvements, not to mention other public benefits cited in the BRCAC process thus far, will be further delayed.

		To take a step back, the TDM Plan will provide a suite of short-term and long-range recommendations for a larger project area, encompassing the Reservoir site, adjacent neighborhoods and City College. The TDM Plan is expected to be delivered by the end of the year, which under current timelines should coincide well with the selection of a developer partner under the RFP. See more at sf-planning.org/balboatdm. The RFP is designed to start the conversation with the right parameters and performance outcomes, but there is no way that the responses will provide a final program or all the solutions for the Balboa Reservoir without further development of the proposal through community engagement and analysis. It is up to the developer to respond to the RFP with a creative mix of solutions to achieve those outcomes. The developer responses should demonstrate a thorough understanding of the critical role these TDM negotiations will play in the project's success and identify any new or expanded creative transportation solutions for further study in conjunction with the TDM Plan recommendations. The developer can base their proposals on the City's draft TDM Ordinance (legislation expected this fall) and precedents around the City.
	Student data must be clear and thorough	The City is doing all it can to work collaboratively with City College, share and collect additional data. Many thanks to the City College staff for taking on additional work during an extremely busy time. The City has initiated a travel survey of students and employees on campus. City College as well has emailed a similar but more robust survey to all CCSF students and employees. Consultants are also collecting parking data, traffic data, and intersection data – in addition to many data sets that have been collected in the past few years. Should data collected be insufficient in the Spring, the City has identified a way to survey additional students in the fall.
	We need better data. How many are coming in the evening? How many are single parents?	We are currently receiving student data from City College about where students are from, times and locations of attendance, and travel behavior. Data on parents or single parents is not available, however the travel behavior survey includes questions that ask about previous other destinations in their daily journey, such as childcare.

		Data will be collected from AM and PM peaks, on-street and off-street parking.
	Do you have data on how Uber and Lyft increase congestion in this area?	Unfortunately, the data does not exist. The SFCTA will be looking into this in the very near future, as transportation network companies like Lyft and Uber begin to share data under specific agreements with public agencies.
	Some millennials want to drive still. Seniors are staying active and mobile later into their lives. Will these kinds of things be addressed?	Some people of every generation may want to drive for some or all trips. The goal of the TDM Plan, and associated TDM strategies that we may see implemented, is to support sustainable modes for those who want to choose them. This means enabling people who own cars to make some of their trips on foot, transit, bike, etc. if they want to do so, as well as supporting people without cars to get around. And, auto mode share goals acknowledge that there will be many trips for which people do choose to drive. It is true that some millennials still drive and that many seniors are living and driving longer. As we plan for future generations, we can still also understand broader trends – which show that, increasingly, San Franciscans are choosing transit, biking, walking or carpooling over driving alone. And we can also plan in ways that increase the safety and ease of those choices. In this way, driving would be more available for people who *need* to drive, while safe, viable travel options are available for those who choose not to drive. Having a mix of TDM solutions makes it possible to plan for broader trends and to manage collective transportation behavior, while acknowledging that exceptions will remain.
	Can your firm run sensitivity analysis? If you go up on parking, how does it affect traffic congestion?	The TDM will include a parking demand sensitivity analysis that considers various scenarios to assess the effects to parking and auto congestion based on varying parameters, including motorists paying the full cost of parking for the development project and other on-/off-street facilities in the area.
	What's the baseline now? Identify what is. How does that compare to what a development on the site might bring?	The TDM analysis and any future environmental review will compare future development scenarios to a baseline scenario. Additionally, several studies have identified existing traffic, transit and parking conditions in the area. A summary is available in an existing conditions report here or at sf-planning.org/balboareservoir

	Emphasis should be on pedestrian safety	Pedestrian safety, accessibility and mobility are the highest priority in the urban design, transportation, and public realm parameters of the Balboa Reservoir RFP. The future respondents to the RFP must prioritize pedestrian safety on the site and are encouraged to partner with the City beyond the site.
	The walk to BART is crowded with street furniture and unclear; it is unpleasant, and does not consider the pedestrian experience	The Ocean & Geneva Corridor Design project was designed to address this need, based on ongoing public and CAC input. The Corridor project produced concept plans for improving pedestrian and bike access to Balboa Park Station along Ocean and Geneva. Funds are being sought to move elements of the concept plan to the next level of design.
	This is an opportunity to secure protected bicycle lanes connecting Balboa BART, City College, 19th Ave and SF State	

Other

	PUBLIC COMMENT	CITY RESPONSE
	Westwood Park is respectfully asking that it be worded as CCSF, OMI, Sunnyside Westwood Park, and other adjacent neighborhoods.	Change UD Principle 2(d) - Appropriate landscape design and/or a reasonable distance shall buffer adjacent properties, including Westwood Park, Sunnyside, City College and Ocean Avenue residences, in order to protect residents' privacy. As per the San Francisco Residential Design Guidelines, minimize impacts on privacy and light, through site orientation, setbacks, breaking lines of sight between buildings, landscape and topography. (See Public Realm principles for further development parameters relative to these adjacent properties.)[1]
	It would be helpful to be more precise with the RFQ/RFP so that the developers know exactly what we're asking for.	The RFP is designed to start the developer partner selection and negotiation process with a mix of parameters and performance outcomes that best represent community priorities. It is up to the developer to respond with a creative mix of solutions to achieve those outcomes. As has been noted at prior meetings, the parameters represent a level of detail and response to community concerns that is rarely seen at this stage of the development process. Typically, these considerations are elicited through community engagement and environmental review only after a project proposal has already been formed. Once the developer proposal that is most responsive to these considerations is selected, then those further processes will remain as a means to further refine the strategies and the proposal itself.

[1] Revision of "adjacent neighborhoods" was originally made to include *all* adjacent residents, including in Westwood Park

Wong, Phillip (ECN)

From: Aaron Goodman [redacted]
Sent: Sunday, February 12, 2017 10:23 AM
To: BRCAC (ECN); Keith Tanner
Subject: TDM Transit Demand Management Topic - @ Monday meeting at Balboa Reservoir CAC
Attachments: Parkmercec_transit_MAP.pdf

Lastly please see the map on the Parkmerced TDM Transportation improvements proposed.

The issue is 100% similar in the distance to the Daly City station from SFSU-CSU and the proposed dog-leg vs. direct connection. The need to see other similar projects (done by similar consultants) and be able to draft and develop an INDEPENDENT solution and supportive reasoning is critical to transit infrastructure proposed and built. TDM deals too much with car-share, shuttle services, pedestrian and bike, but not enough in the hard-scale-building of infrastructure solutions up front and not in 15-20 years down the road.

It should be noted some of this planning is from 2011 (5 years passing) and SFSU-CSU has only done limited improved TDM work while continuing build out and capacity issues like parking are ignored.

The developer's consultants (Nelson Nygaard) and other city agencies developed a proposal, that negates direct and immediate planning to extend the M-Line to Daly City BART with a station re-design.

BPRCAC and BPSCAC both have a succinct need to develop a solid plan and infrastructure response to these development proposals that benefit the existing communities, and students as a priority.

NOT JUST THE DEVELOPERS PLANS!!!!

So please look carefully at the similarities, in terms of joint impacts, cumulative growth, and the need to ensure that future plans (Like the Geneva Harney) and other lines are considered in your TDM decision making and resolutions if any drafted.

Thank you for forwarding to the BPRCAC

A.Goodman D11

The Parkmerced Transit plan is too large to send via email, so please see the link below.

Parkmerced Project | Planning Department

Parkmerced Project | Planning Department

On this page What is Parkmerced? Purpose of the Project Documents for Download Development Process & P...

- A parking management plan will be implemented to increase the competitiveness of transit and to manage demand throughout the neighborhood;
- Residential parking will be unbundled from individual units, with lower supply provided near transit stations and the mixed-use center, and higher supply provided at peripheral locations to maximize the use of "car storage";
- Carshare vehicle hubs and bikeshare stations will be established at strategic locations throughout the project site;
- A smart card will be introduced, allowing residents to pay for parking or access bikeshare station bicycles using a single pay system; and,
- A full-time transportation coordinator will be employed to manage the real-time transportation needs of residents.

The major elements of the Plan are highlighted in **Figure 1.**

As the overall Parkmerced project will evolve throughout its design, approval and implementation process, it is anticipated that this Plan will be a living document, in that the proposed infrastructure improvements, programs and policies may need to be modified commensurate with any changes to the project.

The remainder of this document provides the detailed approach of the Plan and is separated into the following sections:

- Chapter 2 presents the existing transportation conditions in and around Parkmerced, including some of the current constraint and problem locations;
- Chapter 3 highlights the major development and infrastructure proposals;
- Chapter 4 develops the extensive programs and policies;
- Chapter 5 outlines the implementation and phasing strategies; and,
- Chapter 6 presents the Plan conclusions.

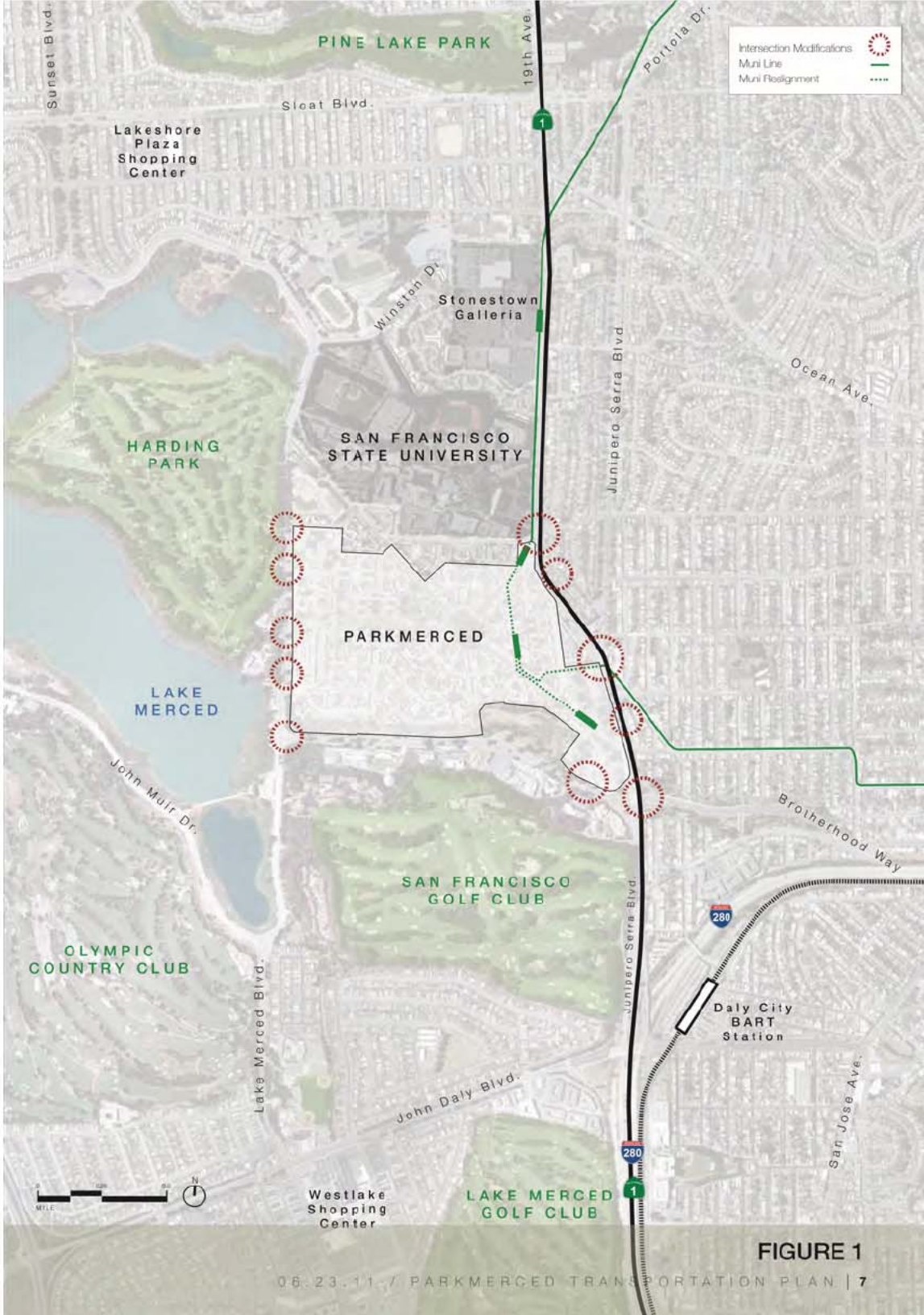


FIGURE 1

Wong, Phillip (ECN)

From: [redacted]
Sent: Monday, February 13, 2017 11:36 AM
To: Lisa Spinali; Brigitte Davila; Kate Favetti; Michael Ahrens; Maria Picar; Robert Muehlbauer; Howard Chung; Rebecca Lee; Jonathan Winston; Christine Godinez
Cc: BRCAC (ECN)
Subject: the need for better TDM Data for CCSF

Dear Committee Members,
At tonight's Balboa Reservoir CAC meeting http://sf-planning.org/balboa-reservoir-cac-meeting-schedule will be previewing draft findings of the TDM (Transportation Demand Management) framework.

The problems (some of them) for City College are that this TDM framework is based on insufficient data regarding parking usage at CCSF's Ocean Campus.

San Francisco Planning department has posted online their answer to a question about the parking surveys from the last CAC meeting.
Question (paraphrased by the City team): Why wasn't the survey of City College parking lots done at a time when school was in session?
The City's answer might seem to be complete and reasonable, however the problem lies in the actual data they are quoting:
http://default.sfplanning.org/plans-and-programs/planning-for-the-city/public-sites/balboareservoir/balboareservoir_CAC_Presentation-12122016_FINAL.pdf

Planning stated that their parking survey, which was done on May 10 and 11, 2016 represented average parking usage. But this data was collected the week before finals when the school's attendance is as small as it will be all semester.

Some data is missing completely: TDM surveyed the parking lot usage at night from 10:00PM to 12:30AM after all classes at the school are over. This the only data collected in the evening and it completely omits parking for night students—important when considering the CAC's discussions of potential parking facilities "shared" between CCSF and future residents of the proposed housing in Balboa Parking lot.

The claim that data represented the TDM report represents "peak" parking is not accurate—because at the point in the semester when TDM's data was collected, the week before finals, "peak" usage does not occur—instead "peak" usage truly happens at least three months earlier in the semester.

The data in the Nelson/Nygaard report is insufficient in regards to City College.

Nelson/Nygaard study: http://default.sfplanning.org/plans-and-programs/planning-for-the-city/public-sites/balboareservoir/Nelson_Nygaard_Balboa_TDM-Existing_Conditions_Memo.pdf
Page 48—parking summary
Page 71—Appendix A, parking surveys

Please demand that data that truly reflects the current and especially the peak usage of City College is completed before any TDM planning continues.
Thank you,
Christine Hanson

Wong, Phillip (ECN)

From: Aaron Goodman [redacted]
Sent: Tuesday, February 14, 2017 10:42 AM
To: Shaw, Jeremy (CPC); BRCAC (ECN); Exline, Susan (CPC)
Cc: jtumlin@nelsonnygaard.com; Susan Lamb; Tim Chan
Subject: Discussion BRCAC - in regards to big picture moves....

BPRCAC / Jeremey / Sue and Jeff Tumlin

Busy discussion last night, but wanted to be sure it was understood my comments and the concerns of the BPSCAC

a) shuttle services to BPS will be MORE congested due to BRT program as proposed to be implemented along Geneva Harney to BPS.
b) the BPS does not have the capacity nor maneuverability for large buses due to already heavily congested areas from Geneva/Mission up to Balboa and over to Ocean and San Jose due to the on/off ramps.
c) The new opened/proposed D11 Garden over on Geneva near San Jose should be seen as "band-width" for the future needed changes to link BRT/LRV lines to Balboa Park Station
d) a stronger concept that looks at integration and crossing of Geneva at San Jose of the M-extension from Parkmerced to provide a link/loop in systems (J / M /K / T future LRV line) to BPS is needed.
e) There is a possible below/grade, or above grade method of crossing Geneva and that needs to be determined (best method, cost, route, for future linkage and turn-back or looping of systems. (Ex: taking a J and sending it out on the M-Line or a K train out to the Geneva/Harney route to Caltrains.
f) think of the BPS yards, and storage areas diagonal from each other and imagine a (4-chamber) transit system pumping the trains in 4 directions vs. just dead -ends...)
g) Growth will impact these areas, and corridors along the routes can be up-zoned if the designs help to transform the area, with retail/office and housing
h) above and below ground options may be needed due to topography... So determining the costs and simplicity of routing is key.
i) increased access to the caltrains and shopping at Candlestick, along with the business areas of brisbane's development may also help link jobs and housing closer along east-west transit systems.
j) A simple "highline" park/pedestrian crossing from a parking structure on the east side of CCSF could provide desperately needed housing above, and parking below (teach housing on the top, access from freeway below, and parking available direct off the freeway, with parking managed for teachers, transit workers, students, and needed BART and MUNI parking spaces for further construction at BPS station for future major projects. Fees could help CCSF with construction costs long-term.
k) I pointed the SFSU TDM due to the lacking solutions that link to Daly City BART, and no real "teeth" to the document (19th Ave Transit Study, and Developer Agreements) leaving us in D7 with more traffic, parking and transit problems with a development steering (3) proposed stops into Parkmerced while SFSU-CSU did not do enough to pay into the transit solutions... Nelson Nygaard was the transit consultant on SFSU-CSU and Parkmerced I believe, so there is some concerns about real efforts at outside the box solutions on transit, and if the proposals did enough infrastructure proposal wise. Peter Albert (SFMTA) was a voice on the further extension to Daly City, and Liz Brisson as well talked some but did not push enough on the Tier-5 future extension which costs the most...
l) Lick Wilmerding (Bike Path) and congestion is a serious hazard, and the funnel and speeds are the danger eastbound and westbound, with Lick Wilmerdings upcoming project and need to widen the area for drop-off and not parking its crucial to have a discussion between agencies on the pathway adjacent to the school down to the BART station and entry.

j) Infrastructure was mentioned but we have not seen any concepts that may drive the energy and water issues for the site (BPR) with the RFP we hope to see concepts that can envision not just block housing but Open Space with housing and infrastructure integrated... The site should not just be a parking garage below (Parkmerced) and should have water-retention and energy creation as a solution.

Unlocking Transit Funding, and ensuring we plan for future density and development, requires a bigger step forward, and getting a project and proposal vetted and developed to garner interest.

The City College Parking Structure and off-ramp would directly pull traffic OFF of ocean ave. Solve some of the parking issues for BPR and CCSF provide some future funding to the pedestrian bridge and overpass needed to access BPS BART. and create a more positive pedestrian bridge/parkway to campus over Ocean Ave and the I-280 interchange...

As noted prior a plinth design with stacker units or vertical parking below the plinth could solve a lot of issues (tennis courts above, fields above, and even teacher housing and more park-like commons for campus amennities could poke up and down in the plinth providing both views, niches for campus needs, and lower floors for parking and essential services and systems (water collection etc!)

The concept alone could be a VERY positive new design concept for the eastern edge of the campus and its connection to BART, and I highly reccomend the CCSF Facilities and BART reps to link up on this.

Sorry for the longer email but wanted to be sure all were informed on the issues, and it can be included in the comments for the meeting as the 2 minutes alloted did not provide time to ask really the questions on the grouped presentation which was excessively long and limited public comment time from 3-2 minutes (reminder planning commission does it on highly contentious issues, but this was a FEEDBACK session on TDM, therefore comments need to be included and time should not have been reduced...no matter how tired or the time constraints....)

Sincerely

Aaron Goodman
D11
BPSCAC

Wong, Phillip (ECN)

From: Aaron Goodman [redacted]
Sent: Friday, February 24, 2017 5:20 PM
To: Keith Tanner
Cc: BRCAC (ECN); Boomer, Roberta (MTA)
Subject: Article on housing for mission and upper yards developments - for forward to BRCAC and BPSCAC, and SFMTA CAC :)

Interesting article as they discuss the Mission Project and the Upper Yards project in the article.

No mention of the other (3) projects (2) adjacent along alemany, and the other projects like the HOPE SF Sunnydale and other building in progress over at Geneva...

Increases will be significant in traffic, transit, and parking impacts. It will be more critical to ensure that planning for the future Geneva Harney line extension of the T-Line up to Balboa Park is part of the discussion, and that shuttle-bus and initial BRT parking and layovers not block future planning for linkages of the M-J lines and T-K lines as an interchange and upgrade of the BART and MUNI connectivity at this area.

Two southern S.F. neighborhoods could see first major housing projects in decades - San Francisco Business Times

[redacted]

Two southern S.F. neighborhoods could see first major housing projects in d...

Two large affordable housing projects are moving forward in San Francisco's Balboa Park and Excelsior neighb...

Wong, Phillip (ECN)

From: Aaron Goodman [redacted]
Sent: Tuesday, February 28, 2017 10:42 PM
To: BRCAC (ECN); Keith Tanner; Boomer, Roberta (MTA)
Subject: Another Development Site (East Side of BPS) - for info. to both CAC's..... and the SFCTA/SFMTA

Brings developments in the D11 area quickly up to 6 large new developments in the area adjacent to the BPS area plan eastern side but just outside of the lines delineating the BPS Area Plan....

SocketSite™ | Plans and Potential for Building up Balboa Park SocketSite™ | Plans and Potential for Building up Balboa Park Plans to raze the warehouse and (National) Trophy (Company) building at 350-352 Ocean Avenue are in the works. A...

From:	Shaw, Jeremy (CPC)
To:	Lesk, Emily (ECN); BRCAC (ECN)
Cc:	Shanahan, Thomas (ECN)
Subject:	RE: the need for better TDM Data for CCSF
Date:	Monday, March 13, 2017 11:44:53 AM

Sorry I missed the conference call time.. I'm available now if you need

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From: Lesk, Emily (ECN)
Sent: Monday, March 13, 2017 11:17 AM
To: Shaw, Jeremy (CPC); BRCAC (ECN)
Subject: RE: the need for better TDM Data for CCSF

I think this is great. To avoid getting into a debate about it with Christine tonight, what about waiting until later in the week to send it, but letting her know that it is forthcoming when you see her tonight?

Emily Lesk
Direct: (415) 554-6162
Email: emily.lesk@sfgov.org

From: Shaw, Jeremy (CPC)
Sent: Monday, March 13, 2017 11:11 AM
To: BRCAC (ECN) <brcac@sfgov.org>
Cc: Lesk, Emily (ECN) <emily.lesk@sfgov.org>
Subject: RE: the need for better TDM Data for CCSF

Phillip,

I would defer to Emily's sense of the evening's agenda as to whether we should email the text below now (and prompt a further response) or just articulate something in this order at the meeting tonight.

We appreciate Ms. Hanson's continued involvement in the public process.

In order to work towards better management of transportation demand and parking, City College and the City need a "framework" or conceptual place from which to start. The TDM Framework provides that: it's a place to start.

It's fair to say that there can always be more data to collect. And nothing about what we have today implies that data collection is over. In fact, the key to implementing TDM and parking management is ongoing monitoring. For now, the TDM provides a path to move forward, is based on best practices, and is at a level of conceptual planning that does not require additional data collection at this time.

We appreciate Ms. Hanson's comments and wanted to respond to similar concerns we heard last Spring. This is why additional data was collected in the fall, including City College's own hour by hour collection during what was considered the period of highest parking demand: registration period. In addition to the August 2016 City College parking data, the TDM Framework considers the aforementioned data collected in May 2016 during classes, neighborhood parking data in September 2016 and a number of other conditions that affect parking demand. This is in addition to video recordings and parking data collected in 2015 as part of AECOM's existing conditions study. However Nelson Nygaard opted to collect more and more recent data than what the 2015 existing conditions study contained. With respect to the night time data collected, it was used as a point of comparison to daytime usage and parallels the collection of baseline, night-time data from the neighborhoods. For now, the baseline daytime, night-time and the period of peak demand (August 2016) provide a range or bookends of existing conditions.

For the level of detail in the TDM Framework, the collected body of data is sufficient, includes City College's peak period data, and sets a template for future data collection. The framework is not a definitive plan and before City College or the Reservoir flesh out any specific parking projects, proposals or shared parking arrangements, more analysis will likely be needed. However, specific proposals or projects are not part of the TDM Framework. For now, the TDM Framework provides a series of consultant recommendations as a place to start working together.

From: BRCAC (ECN)
Sent: Monday, March 13, 2017 9:22 AM
To: Shaw, Jeremy (CPC)
Cc: Lesk, Emily (ECN)
Subject: RE: the need for better TDM Data for CCSF

Thanks, Jeremy and Emily. I just want to be able to send Christine something and not be accused of ignoring her. Can I send her something along the lines of, Jeremy is going to address that tonight?

Phillip

--

Phillip C. Wong
Project Manager, Office of Economic and Workforce Development
City Hall, Room 448, SF, CA 94102-4653
Office: (415) 554-6512
Website: http://OEWD.org/Development

From: Shaw, Jeremy (CPC)
Sent: Monday, March 13, 2017 8:55 AM

To: BRCAC (ECN) <brcac@sfgov.org>
Cc: Lesk, Emily (ECN) <emily.lesk@sfgov.org>
Subject: Re: the need for better TDM Data for CCSF

I was planning to address that tonight and can follow up if need be

// Sent from the field //

JEREMY SHAW | *Planner/Urban Designer* | SF PLANNING | 415.575.9135

On Mar 12, 2017, at 11:12 AM, BRCAC (ECN) <brcac@sfgov.org> wrote:

> Hi Jeremy,
>
> Are you able to respond to this?
>
> Thank you,
> Phillip
>
> --
> Phillip C. Wong
> Project Manager, Office of Economic and Workforce Development
> City Hall, Room 448, SF, CA 94102-4653
> Office: (415) 554-6512
> Website: http://OEWD.org/Development
>
> -----Original Message-----
> From: [redacted]
> [mailto:[redacted]net]
> Sent: Thursday, March 09, 2017 6:07 PM
> To: BRCAC (ECN) <brcac@sfgov.org>
> Subject: RE: the need for better TDM Data for CCSF
>
> Philip,
> Thank you. Does this also mean that there are plans for data to be gathered that truly reflects the current parking usage at City College?
> Chris Hanson
>
> ---
> On Thu, 3/9/17, BRCAC (ECN) <brcac@sfgov.org> wrote:
>
> Subject: RE: the need for better TDM Data for CCSF
> To: [redacted]
> Date: Thursday, March 9, 2017, 3:26 PM

Hi Christine,

Thank you for the email.
It will be shared with the members of the CAC and be made a part of the public record.

Best regards,
Phillip

--
Phillip C.
Wong
Project Manager, Office of Economic and Workforce Development City Hall, Room 448, SF, CA 94102-4653
Office: (415) 554-6512
Website: http://OEWD.org/Development<http://oewd.org/Development>

From: [redacted]
Sent: Monday, February 13, 2017 11:36 AM
To: Lisa Spinali [redacted] Brigitte Davila [redacted]; Kate Favetti [redacted]; Michael Ahrens [redacted]; Maria Picar [redacted]; Robert Muehlbauer [redacted]; Howard Chung [redacted] Rebecca Lee [redacted]; Jonathan Winston [redacted]; Christine Godinez [redacted]
Cc: BRCAC (ECN) <brcac@sfgov.org>
Subject: the need for better TDM Data for CCSF

Dear Committee
Members,
At tonight's Balboa Reservoir CAC
meeting http://sf-planning.org/balboa-reservoir-cac-meeting-schedule
will be previewing draft findings of the TDM (Transportation Demand Management) framework.

The problems (some of them)
for City College are that this TDM framework is based on insufficient data regarding parking usage at CCSF's Ocean Campus.

San Francisco
Planning department has posted online their answer to a question about the parking surveys from the last CAC meeting.
Question (paraphrased by the City
team): Why wasn't the survey of City College parking lots done at a time when school was in session?
The City's answer might seem to be complete and reasonable, however the problem lies in the actual data they are quoting:

http://default.sfplanning.org/plans-and-programs/planning-for-the-city/public-sites/balboareservoir/balboareservoir_CAC_Presentation-12122016_FINAL.pdf

Planning stated that their parking survey, which was done on May 10 and 11, 2016 represented average parking usage. But this data was collected the week before finals when the school's attendance is as small as it will be all semester.

Some data is missing completely: TDM surveyed the parking lot usage at night from 10:00PM to 12:30AM after all classes at the school are over. This the only data collected in the evening and it completely omits parking for night students—important when considering the CAC's discussions of potential parking facilities "shared" between CCSF and future residents of the proposed housing in Balboa Parking lot.

The claim that data represented the TDM report represents "peak" parking is not accurate—because at the point in the semester when TDM's data was collected, the week before finals, "peak" usage does not occur—instead "peak" usage truly happens at least three months earlier in the semester.

The data in the Nelson/Nygaard report is insufficient in regards to City College.

Nelson/Nygaard study: http://default.sfplanning.org/plans-and-programs/planning-for-the-city/public-sites/balboareservoir/Nelson_Nygaard_Balboa_TDM-Existing_Conditions_Memo.pdf
Page 48—parking summary
Page 71—Appendix A, parking surveys

Please demand that data that truly reflects the current and especially the peak usage of City College is completed before any TDM planning continues.
Thank you,
Christine Hanson

From:	Aaron Goodman
To:	Tanner, Keith; BRCAC (ECN)
Subject:	Rent hike prompts CCSF to close Fort Mason art campus - by m_barba - The San Francisco Examiner
Date:	Monday, March 13, 2017 5:23:58 PM

Important as it affects ocean ave and is about CCSF impacts on transit

http://www.sfexaminer.com/rent-hike-prompts-ccsf-close-fort-mason-art-campus/

Sent from my iPhone

From: Shaw, Jeremy (CPC)
To: Maurice Rivers [redacted]
Cc: Lesk, Emily (ECN); BRCAC (ECN)
Subject: FW: Balboa Reservoir CAC - Next Meeting 3/13/17, RFQ Update and Maurice Rivers
Date: Monday, March 13, 2017 3:08:36 PM

Maurice,

In case you're not already signed up, here was last week's newsletter. You can subscribe to the newsletter on the general Reservoir page here and "alerts" to the CAC page here

Jeremy

JEREMY SHAW | *Planner/Urban Designer* | SF PLANNING | 415.575.9135

From: San Francisco Planning Department [mailto:sfplanning@public.govdelivery.com]
Sent: Thursday, March 09, 2017 5:01 PM
To: Shaw, Jeremy (CPC)
Subject: Balboa Reservoir CAC - Next Meeting 3/13/17, RFQ Update and Maurice Rivers

Banner-Planning-OEWD-PUC

Greetings Members of the Balboa community,

We are writing to provide you with a few brief updates on the Balboa Reservoir.

CAC MEETING: NEXT MONDAY, MARCH 13, 2017

The next CAC meeting date has been advanced to Monday, March 13, 2017 at the normal time and location: 6:15pm at City College MUB Room 140. We will focus on expanding community outreach to ensure broad and inclusive attendance at a future meeting for prospective developers (see above) to present their visions for the Balboa Reservoir. The meeting's agenda is posted online at http://sf-planning.org/brcac. We encourage your input on the question of broad, inclusive community engagement. In preparation for Monday, please consider the following questions:

- Which groups or communities should we make sure to engage?
- How can we ensure that they are informed and able to participate?

ANNOUNCING THE BALBOA RESERVOIR RFQ RESULTS

An evaluation panel made up of City staff from SFPUC, OEWD, the Planning Department, SFMTA, and MOHCD, as well as representatives of the Balboa Reservoir Community Advisory Committee and City College of San Francisco, have concluded the Balboa Reservoir RFQ process. We were delighted to receive nine responses from a diverse and thoughtful group of potential partners. The following three RFQ respondent teams (listed alphabetically) received the three highest scores and are invited to submit development proposals:

- AvalonBay Communities and BRIDGE Housing with Mission Housing, Pacific Union Development Company, and Habitat for Humanity of Greater San Francisco
- Emerald Fund and Mercy Housing
- Related Companies with Sares Regis Group of Northern California, Curtis Development, and Tenderloin Neighborhood Development Corporation

The next step is for these development teams to submit more detailed development proposals for Balboa Reservoir. The Request for Proposals (RFP) document outlining the proposal process is now posted on the Balboa Reservoir Development Opportunity website, http://sfwater.org/balboa. These proposals will be due in June, at which point they will be presented publicly and receive community feedback.

WELCOME MAURICE RIVERS

We are excited to welcome Supervisor Yee's newest appointee to the CAC, Maurice Rivers. Maurice lives in the Oceanview-Merced Heights-Ingleside (OMI) and is a Board Member of the OMI Cultural Participation Project, Ocean Avenue Association, and the OMI Community Collaborative. He is a graduate of City College of San Francisco and the owner of the Umbrella Tree, a small business consultancy for office management and spatial organization. Maurice is also the Neighborhood Lead for Nextdoor Ingleside, a neighborhood blog that connects neighbors and businesses in the OMI. He will be filling the seat previously held by Maria Picar. Welcome Maurice!

We look forward to seeing you Monday!

中文詢問請電: (415) 575-9010
Para información en Español llamar al: (415) 575-9010
Para sa impormasyon sa Tagalog tumawag sa: (415) 575-9121

BALBOA RESERVOIR COMMUNITY ADVISORY COMMITTEE
CITY & COUNTY OF SAN FRANCISCO

COMMENT RECEIVED FROM ABSENT BRCAC MEMBERS

Period: 2/14/17 – 3/13/17

March 8, 2017

TO: Ms. Lisa Spinali, Chair, BRCAC

FROM: Mike Ahrens, Westwood Park BRCAC Appointee

Re: Presentation – March 13, 2013 BRCAC Meeting

At a time when we all agreed that we would not have a March meeting I set a trip to Washington DC, and I will be in the air at the time of the newly scheduled meeting. With penalties for rescheduling flights I could not either call in for this meeting or be present. The Chair of the CAC has therefore agreed to read my statement on some of the points I would like to make as a CAC member about the topic of the March 13 meeting. That topic is published to be "Outreach and Public review of the Developer."

I also want to thank the Chair of the CAC for talking to me before the March 13 CAC meeting concerning discussions that may take place on this topic at that meeting. As I understand it, the City may suggest that we have a public meeting where all members of the public, including the CAC members, will be able to make comments to the developer and ask the developer questions about their response to the Requests for Proposal. I understand that it is likely that there will be three developers selected for this process and the meeting most likely will take place in June. During my first conversation with the Chair of the CAC there was no certainty as to whether there would be a subsequent meeting of the CAC to discuss the responses to the RFP and the chair said the matter may simply then be presented to the Evaluation Committee for a final decision. I objected saying we urgently need a meeting on public notice of the CAC and it should be some time after the meeting with the developers to give everyone time to analyze and research the responses of the developers. In my second conversation with the Chair she said there will be a CAC meeting but said it may be the same day we talk to the developers when matters are fresh in our minds. I again urged that the CAC meeting be some time after our meeting with the developers to give us time to analyze their responses.

I strongly feel that the CAC should have at least a few days to digest the meeting with the three developers and then have a formal meeting on a published date after the meeting with the developers. The Administrative Code, Section 5.17-2(e) provides that "the purpose of the CAC is to provide a community voice and function as a central clearinghouse for community input in the process as the city considers its options for development of the site." Moreover, at the Inaugural Meeting of the CAC held on August 26, 2015, the City handed out a timeline that included CAC meetings to do two things: Role #1 was cited as advising the City on RFP Parameters. Role #2 was cited at a later date to do the following: "Advising on Development Program and Design." While the Chair of the CAC is a sitting member of the Evaluation Committee, the only way that the entire CAC can fulfill its responsibilities under "Role #2" is to meet after its members have met the three developers and then give comments to our Chair to be hopefully followed as the advice of the CAC. Otherwise the Chair will sit on the Evaluation Committee with no guidance from the CAC.

The Parameters that we approved were sent to the RFQ respondent with a letter dated September 9, 2016 from the CAC Chair. That letter was a crucial part of the Parameters that the CAC approved. It contained a number of factors that we wanted the developer to address, including transportation solutions and parking solutions for the displaced parking. I understand the CCSF trustees are now in the final stages of approving the Arts Center for the parking lot, and this even heightens the need to have the developer address these solutions. The CAC needs to discuss the responses of the developers to these priorities addressed in the September 9, 2016 letter to the RFQ respondents. And, due to the importance of this CAC meeting we need some time after our meeting with the Developers to research our comments based on their answers.

At our meeting at Riordan High School on November 14, 2016, many of us made clear our views that many of these issues need to be addressed by the CAC before a developer is selected. I agree with the comments of Robert Muehlbauer on that date contained in the minutes that the work we are doing has not even started. As he stated at that time, we have a long list of wants in terms of what we want to see, but "it's a very abstract notion of what that's going to look like when we actually have a proposal in front of us." As he said then we have to look at how all these development parameters fit in a real deal that is put before us.

It is the CAC, and not the Evaluation Committee, that is tasked by the Administrative Code on being the voice of the Community. I therefore think that after this meeting with the three developers we need a subsequent official meeting of the CAC that is noticed fully to the public. At that public meeting the CAC can fulfill the most important function for which it was formed: To listen to public comment about the meeting with the developers, the response to the RFP, and then have the CAC members themselves discuss the matter and give guidance to its Chair who sits on the Evaluation Committee and should be advancing our comments and concerns as the voice of the Community.

Cc: Supervisor Norman Yee