

*Assessment of Community Planning for
Mass Transit: Volume 8—San Francisco
Case Study*

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Larry L. Jenney
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Teri Miles

CONTRACTORS

Skidmore, Owings and Merrill

System Design Concepts, Inc.

PREFACE

This report on urban transportation planning in the San Francisco, California metropolitan area is one of nine case studies undertaken by the Office of Technology Assessment to provide an information base for an overall assessment of community planning for mass transit.

The findings of the overall study are reported in the summary document, *An Assessment of Community Planning for Mass Transit*, which forms the first volume of this series. The assessment was performed at the request of the Committee on Appropriations of the U.S. Senate, on behalf of its Transportation Subcommittee.

The study was directed by the Office of Technology Assessment's Transportation Program Staff with guidance and review provided by the OTA Urban Mass Transit Advisory Panel. The firms of Skidmore, Owings and Merrill and System Design Concepts, Inc., were contractors for the study. This assessment is a joint effort, identifying different possible points of view but not necessarily reflecting the opinion of any individual.

INTRODUCTION

This report assesses how one of nine major United States metropolitan areas made its decisions about the development or modernization of rail transit.

The assessment of the nine cities attempts to identify the factors that help communities, facing critical technological choices, make wise decisions that are consistent with local and national goals for transit. The study investigates the following issues:

- Are there major barriers to communication and cooperation among governmental agencies involved in transit planning and operating? Do these barriers interfere with making sound decisions ?
- Do transit decisions reflect the combined interests of all major public groups, including citizen organizations, trade unions, the business community, and others?
- Does the planning process provide enough information about the advantages and disadvantages of alternative courses of action to provide a solid basis for making decisions ?
- Does the availability or lack of financing, or the conditions under which financing has been provided, unnecessarily limit the range of options that are considered?

The ultimate purpose of the work has been to cast light on those prospective changes in national transit policy and administrative programs which might improve, in different ways and to different extents, the way communities plan mass transit systems. The nine cities were selected to represent the full range of issues that arise at different stages in the overall process of planning and developing a transit system.

San Francisco, for example, has the first regional rail system built in decades, while Denver is planning an automated system, and voters in Seattle have twice said "no" to rail transit funding proposals.

The assessment of transit planning in each of the nine metropolitan areas has been an inquiry into an evolving social process. Consequently, the study results more closely resemble historical analysis than classical technology assessment.

This study employs a set of evaluation guidelines to orient the investigation in the nine metropolitan areas and to provide the basis for comparative judgments about them. The guidelines were derived from issues identified during preliminary visits to the metropolitan areas, a review of Federal requirements for transit planning, and an investigation via the literature into the state-of-the-art in the field.

The evaluation guidelines cover major topics which were investigated during the case assessment process. They deal with the character of the institutional arrangements and the conduct of the technical planning process.

GUIDELINES FOR ASSESSMENT: INSTITUTIONAL CONTEXT

Some of the most significant influences on transit planning are exerted by the organizations responsible for conducting the planning and making the decisions. Three guidelines were used to evaluate the institutional arrangements in the nine metropolitan areas:

- Agencies responsible for various aspects of transit decisionmaking should cooperate effectively in a clearly designated "forum".
- The participants in this forum should have properly designated decisionmaking authority, and the public should have formal channels for holding decision-makers accountable for their actions.
- Citizens should participate in the transit planning process from its beginning and should have open lines of communication with decision makers.

GUIDELINES FOR ASSESSMENT: TECHNICAL PLANNING PROCESS

The technical planning process provides the information that public officials and their constituents draw upon in making plans and decisions. Four guidelines were used to assess the technical planning process in the nine metropolitan areas:

- Broad, explicit goals and objectives should guide technical planning and decision-making.
- A range of realistic alternative solutions should be developed.
- The evaluation of these alternatives should give balanced consideration to a full range of goals and objectives.
- A practical and flexible plan for financing and implementation should be developed.

During visits to each of the nine metropolitan areas, the study team interviewed the principal

representative of the transportation planning institution and other main participants in the local planning process. The visits were supplemented by interviews with UMTA officials in Washington. Pertinent documents—official plans, reports, studies, and other material—were reviewed in each case.

The information thus collected was used in compiling a history of the transit planning process in each case area, organized around key decisions such as the decision to study transit, the selection of a particular transit system, and public ratification of the decision to pay for and build the system. The main political, institutional, financial and technical characteristics affecting the conduct of the planning process were then assessed in light of the evaluation guidelines.

The same set of guidelines used in assessing each case metropolitan area was employed in making a generalized evaluation of the metropolitan experience. The results of the generalized evaluation are summarized in the report, *An Assessment of Community Planning for Mass Transit: Summary Report*, issued by the Office of Technology Assessment in February 1976.