A COMMUNITY GUIDE TO THE TRANSIT EFFECTIVENESS PROJECT

MARCH 2014

SFMTA
Municipal
Transportation
Agency

TABLE OF CONTENTS

1. INTRODUCTION

San Francisco is more than just transit-rich—it is transportation-rich. It is a city where residents and visitors alike are empowered with the freedom to choose how they get around. Recent trends show more and more San Franciscans leaving their private cars behind and weaving themselves into the public realm through overlapping networks of transit, taxi, bicycle, and pedestrian routes. This shift towards more sustainable transportation helps all San Francisco residents and visitors by reducing greenhouse gas emissions and improving air quality, reducing congestion, and activating the streets through increased pedestrian activities. However, this mode shift can also create challenges. Muni can be notoriously slow and unreliable, taxis can be hard to find, and many streets still prioritize cars over the human-scale movement of people.

Clearly, there is much more work to be done if San Francisco is to remain a vibrant, livable, world-class, transportation-rich city and realize its Transit First Policy—originally adopted by the Board of Supervisors in 1973, and reaffirmed by voters in 1999, 2007, and 2010. The Transit First Policy envisions a shift away from the personal automobile toward more sustainable modes like transit, walking, bicycling, and taxis. The San Francisco Municipal Transportation Agency (SFMTA) is dedicated to implementing the Transit First Policy by planning and implementing projects designed to make it faster, safer, more convenient, more reliable, and more enjoyable to walk, bike, hop on transit, take a taxi, or some combination of all the above.

The Transit Effectiveness Project (TEP) is one of the projects developed to achieve these goals. Its focus is Muni: at once, the transit backbone of a transportation-rich system that connects all modes and all people, but also a system that has failed to keep pace with a changing San Francisco. By way of an extensive planning process supported by data, engagement with the community at various levels, and critical lessons learned through the implementation of pilot projects, the TEP represents the first major evaluation of San Francisco's mass transit system in thirty years.

This document provides an understanding of the transit planning process embodied in the TEP, summarizes the conversations that have taken place, highlights the proposals that have emerged, and continues the conversation by acknowledging and addressing public comments received most recently in response to the Draft Environmental Impact Report (EIR), published on July 10, 2013. It pays particular attention to those concerns beyond the scope of the environmental review process referred to as project merit comments. The document specifically addresses concerns related to route restructuring, stop consolidation, parking removal, and trade-offs for those traveling by private automobiles. Specific environmental concerns—such as those related to traffic and congestion, noise and air quality, and pedestrian and bicycle safety—are fully addressed in the final EIR Response to Comments (RTC) Chapter.

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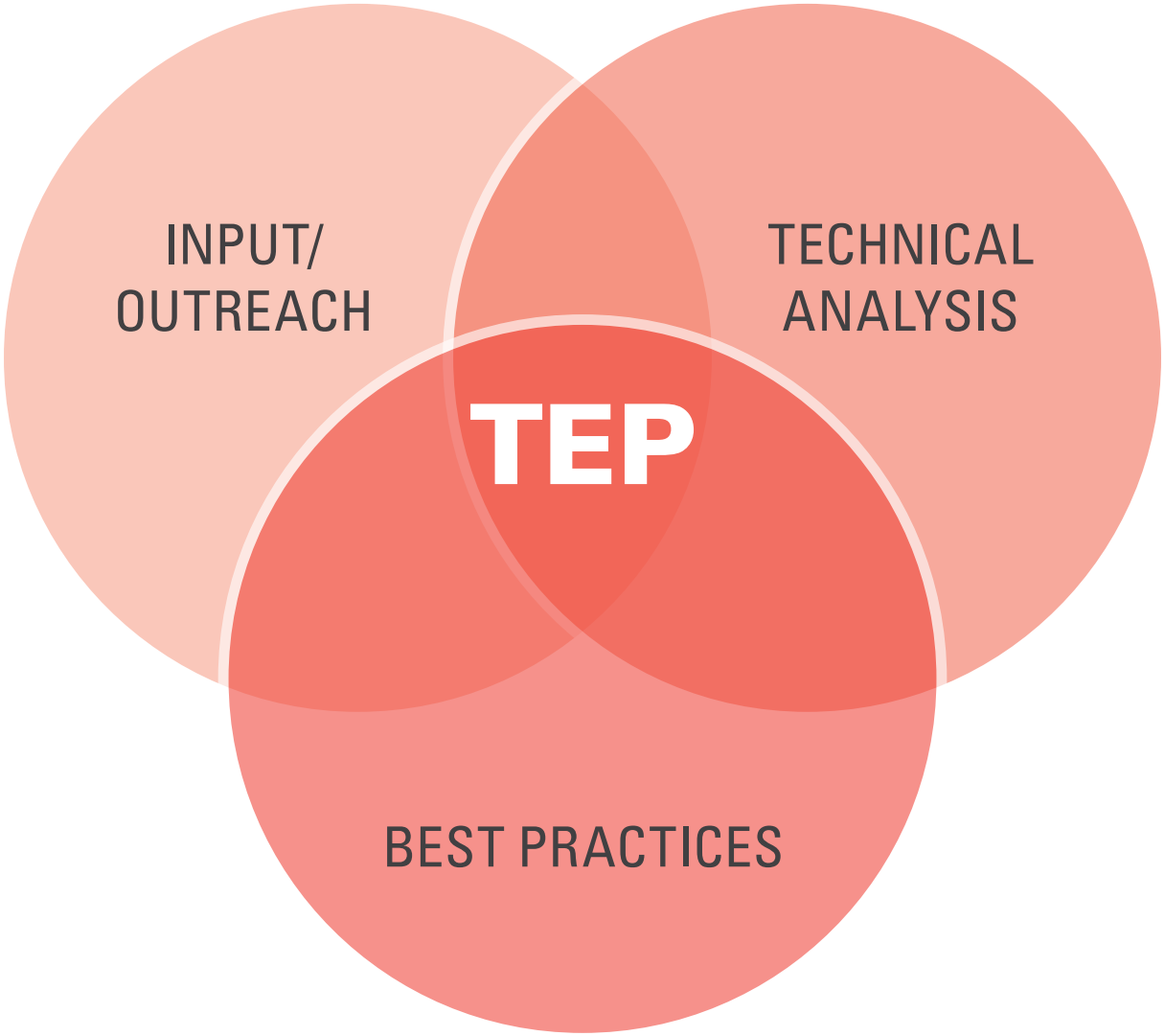

2. UNDERSTANDING THE NEEDS OF MUNI CUSTOMERS

The TEP is more than just a project, it is a process—a new way of data-supported decision making that brings together technology, technical expertise, and deep community insight to better understand, and thus better solve, the problems plaguing Muni. While the project is focused on resolving existing issues with Muni service that highly impact the customer's experience, the policies and data analysis methodologies will help Muni identify and respond to the needs of all San Franciscans far into the future.

Underlying the TEP as both a project and a process is new technology that has allowed SFMTA to collect data on ridership patterns and operating conditions at an unprecedented route-by-route level of detail. This data provided SFMTA planners and engineers with broad insight into who Muni customers are, where they come from, where they want to go, and how reliably they are getting there. These insights suggested that ***while the way people moved through San Francisco had changed over the last thirty years, Muni had not changed with them.***

While technical analysis provides an important foundation, the TEP is about more than just hard data—it is also about how various members of the community can contribute to the full understanding of transit issues. SFMTA implemented a sweeping community engagement effort to share findings, proposals, and most importantly, to hear directly from Muni customers, who could provide further insight into issues that cannot be easily measured or assessed. The outreach effort was not one size fits all; SFMTA captured valuable community feedback through conversations at town hall meetings and community workshops, presentations at neighborhood meetings and senior centers, focus groups with youth and parents, rider surveys, as well as internal engagement with staff, including operators. During the planning phase of the TEP, the project also benefited from a community advisory committee that met regularly to review findings and provide input. The responses made one thing very clear: ***people wanted faster, more reliable service, and a more seamless customer experience.***

The SFMTA has and will continue to devote resources to TEP community outreach, in order to understand important social, economic, and geographic differences from the ground up. Community meetings are currently underway to review the TEP service proposals, and more outreach is planned for spring and summer 2014 to review proposed capital investments. In addition to formal outreach as part of the TEP, SFMTA also enables members of the community to participate in the decision-making process by holding monthly SFMTA Citizens' Advisory Council meetings. Seniors and people with disabilities have an additional opportunity to participate through the Multimodal Accessibility Advisory Committee, which also meets monthly.

Together, the new operational and ridership data that SFMTA collected, and the community feedback SFMTA heard, helped build a more complete picture of the problems facing Muni, summarized in the sections below.

EXIT
BALLPARK
EXIT
BALLPARK
ELEVATOR
EXIT

CHANGING TRAVEL PATTERNS

Muni currently serves approximately 700,000 trips per day and is a critical resource to customers accessing destinations throughout San Francisco. Muni customers depend on transit for all types of trips including to get them to work, to school, to the grocery store, for recreation, and to visit family and friends. Muni is particularly vital to low-income residents, who make up approximately half of Muni's total ridership. While just over 30 percent of San Francisco households' income is below 200 percent of the Federal poverty level (source: 2010 US Census Bureau), approximately 50 percent of Muni customers have household incomes below this threshold (source: SFMTA 2013 On-Board Survey).

While downtown trips are generally well-served by existing Muni service, the ridership data and community feedback that SFMTA collected suggest that customers are increasingly relying on Muni for travel between neighborhoods and to connect to regional and other high frequency transit hubs. Unfortunately, these neighborhood trips may include circuitous routes, multiple transfers, and longer wait times. For example, travel demand between the Bayview and the Mission or between the Excelsior and the Sunset districts has grown substantially but is not being adequately served by the existing system. The 29 Sunset is an example of a route that customers rely on to access schools, and to transfer to major routes and regional transit; hence, it is important that the route provide reliable service for passengers to enable timely transfers. However, the route contains a number of circuitous segments that add travel time for passengers and contribute to the route's unreliability. If the route was improved at key locations and service increased at critical times, customers could potentially get to their destinations and transfer stops faster with some trade-offs in stop location and distances.

SLOW AND UNRELIABLE SERVICE

A trip on transit is generally two to three times longer than a trip in a personal vehicle. Some of the difference is due to the time it takes to walk to transit and the time spent by buses serving multiple, closely-spaced stops along the route. However, significant delay is also contributed by the fact that Muni must compete with other modes of transportation for scarce road space. For example, a crowded Muni vehicle carrying sixty passengers must sit in the same traffic, wait at the same lights, and navigate around the same double-parked cars and trucks as vehicles carrying a single driver. Service can also be affected by crowding, especially during the peak commute periods. Boarding passengers onto a crowded vehicle can take longer, because existing customers need to move to make space for new customers.

Numerous studies have revealed that for the full spectrum of Muni customers, including seniors and people with disabilities, reliability is the most significant factor that affects their experience in riding transit. Research shows that when travel time improves, there is a

corresponding improvement in reliability and less variability in travel. However, although travel time and reliability are inextricably linked, customers experience these two aspects of transit differently. If a customer knows that a bus arrives every 10 minutes and that they are going to spend 15 minutes on the bus, they can plan for it. However, when unpredictable travel conditions cause vehicles to arrive too early or too late, the entire transit trip becomes longer and unreliable and a customer may miss appointments, pay late fees at the daycare center, or be late for work. If this happens often enough, customers will begin to pad their schedule. Rather than leaving 20 minutes ahead to get to their destinations on time, they will leave 45 minutes ahead, and if all goes as planned, arrive 30 minutes too early.

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3. DEVELOPING PROPOSALS

As a result of the extensive data collection, analysis, and public feedback processes, the SFMTA identified two key issues that needed attention: (1) the frequency and layout of existing routes need to be updated to match current travel patterns, and (2) the service that Muni provides is slow and unreliable. To address these problems, SFMTA developed a Service Policy Framework to categorize routes based on their role in the network and guide investment decisions. In addition, SFMTA developed proposals for specific network service changes and transit priority capital improvements that would improve neighborhood connectivity, reduce transit travel times, increase capacity on crowded routes, and increase reliability. The TEP proposals were initially developed in 2008 during the planning phase of the TEP; however, staff re-evaluated and refined them as part of the development of the TEP EIR Project Description in order to capture more recent land use and ridership trends, as well as integrate service changes that were implemented in 2009 and 2010. Brief summaries of these proposals are presented below.

SERVICE POLICY FRAMEWORK

As a result of the analysis conducted for the TEP, the SFMTA proposes a new framework that reorganizes Muni service into four transit categories:

RAPID These heavily used bus and rail lines form the backbone of the Muni system. With vehicles arriving frequently and transit priority enhancements along the routes, the Rapid network delivers speed and reliability whether customers are heading across town, or simply traveling a few blocks.

GRID Also known as “Local” routes, these long routes combine with the Rapid network to form an expansive core system that lets customers get to their destinations with no more than a short walk, or a seamless transfer.

CIRCULATORS Also known as “Community Connectors”, these lightly-used bus routes predominantly circulate through San Francisco’s hillside residential neighborhoods, filling in gaps in coverage and connecting customers to the core network.

SPECIALIZED These routes augment existing service during specific times of day to serve a specific need, or serve travel demand related to special events. They include express service, owl service, and special event trips to serve sporting events, large festivals and other San Francisco activities.

The Service Policy Framework serves multiple purposes. First, it provides a clear understanding of the different roles that transit routes play in the city and sets guidance for the transit planning process. For example, on Rapid streets high priority should be given to transit reliability and travel time. Second, it will guide future transit evaluation and investments. Following the implementation of the TEP, SFMTA plans to evaluate the performance of its routes on a routine basis. Rather than comparing routes across the system, routes would be compared to similar routes in their service category. For example, if a route is performing better than its category average, it would be evaluated for improvements – such as potential service increases – in close coordination with customers and other key stakeholders.

The Service Policy Framework also provides a blueprint for redrawing the Muni system map to more simply and effectively communicate route information. The new tiered network would help customers better navigate the system by informing customers about the function of all transit routes and highlighting the different choices available. The tiered network would be similar to how different pieces of the roadway network serve a different purpose, depending on where drivers need to go (i.e. highway serves for regional and long distance travel, while a local street connects to homes and shops).

MUNI NETWORK SERVICE IMPROVEMENTS

The TEP includes service changes that are proposed to reduce crowding, improve system-wide neighborhood connectivity and access to regional transit, and redirect finite public resources to where they are needed most. Overall, the proposals represent a 10 percent increase in Muni service. The proposals, initially drafted by SFMTA, were presented to members of the community, and refined through an iterative process of public comment, additional data collection, and technical analysis. Specifically, these proposals include:

- Increasing frequency of transit service along heavily used corridors
- Creating new routes
- Changing existing route alignments
- Eliminating underutilized routes or route segments
- Introducing larger buses on crowded routes
- Changing the mix of local/limited/express service
- Expanding limited services

While many of these proposals can be delivered without capital changes, some of the service changes require capital investments, such as overhead wire and terminal expansions.

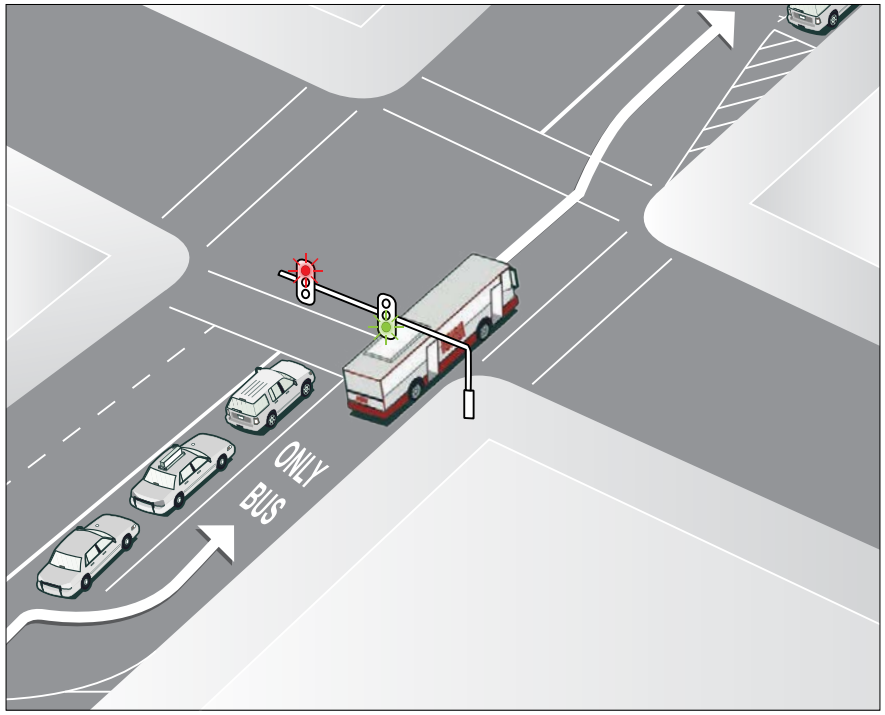
TRANSIT PRIORITY CAPITAL IMPROVEMENTS (RAPID ROUTES)

Finally, the TEP includes engineering improvements—also known as Travel Time Reduction Proposals (TTRPs)—designed to address transit delay, improve reliability, and increase the safety and comfort of customers along the most heavily used Rapid routes. The TTRPs include a variety of standard roadway and traffic engineering treatments that specifically address the root causes of delay and passenger frustration, including traffic congestion, transit stops that are spaced too close together, narrow travel lanes, and slow boarding times. These elements are referred to as the Transit Preferential Streets Toolkit (TPS Toolkit) in the Draft EIR and include lane modifications, traffic signal and stop sign changes, transit stop changes, parking and turn restrictions, and pedestrian improvements.

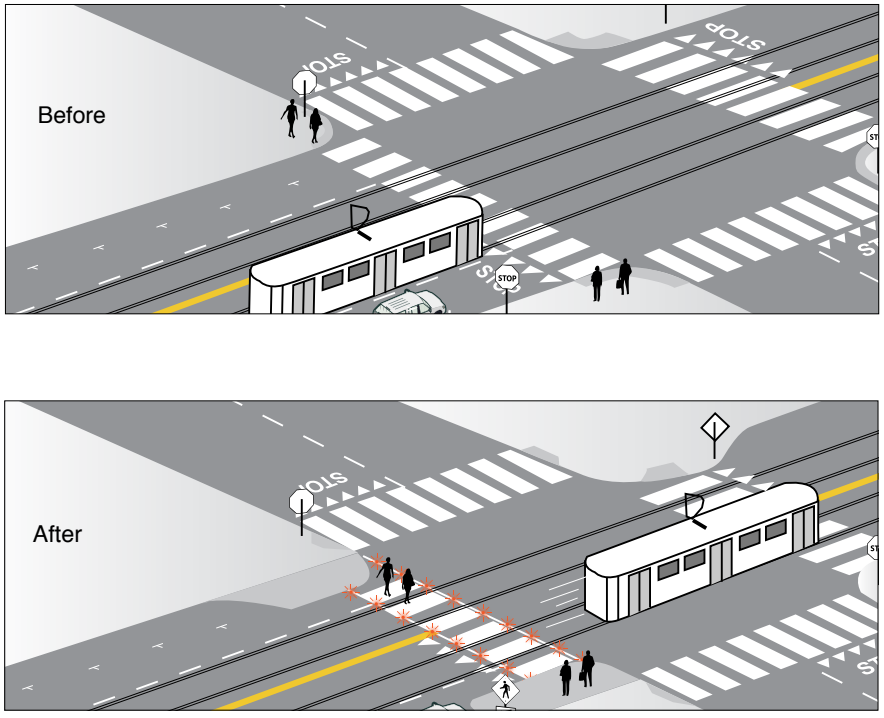
As part of the TEP, detailed proposals were developed for eleven corridors and conceptual proposals were developed for six corridors. As the TTRPs affect the allocation of scarce roadway space among different users by utilizing space for elements that prioritize transit, more than one alternative was typically proposed at the most contentious locations, each balancing different stakeholder needs and interests. The precise components of the TEP to be implemented will be decided by the SFMTA Board of Directors, who will consider the details of the project proposals as well as the results of the environmental impact analysis, following the next round of public outreach. Their work will be informed by additional community outreach occurring in spring and summer 2014.

RAPID ROUTES INCLUDED IN THE TEP

- 1 CALIFORNIA
- 5 FULTON
- 8 BAYSHORE EXPRESS
- 9 SAN BRUNO/ 9L SAN BRUNO LIMITED
- 14 MISSION/14L MISSION LIMITED/49 MISSION VAN NESS
- 22 16TH STREET
- 28 19TH AVE/ 28L 19TH AVENUE LIMITED
- 30 STOCKTON
- 71 HAIGHT
- J CHURCH
- K-T INGLESIDE/THIRD STREET
- M OCEAN VIEW
- N JUDAH



ESTABLISH TRANSIT QUEUE JUMP/BYPASS LANES



REPLACE ALL-WAY STOP CONTROLS WITH TRAFFIC CALMING MEASURES AT INTERSECTIONS

The TTRPs include a variety of standard roadway and traffic engineering treatments that specifically address the root causes of delay and passenger frustration, including traffic congestion, transit stops that are spaced too close together, narrow travel lanes, and slow boarding times.

4. FINDING BALANCED SOLUTIONS

The TEP consists of a broad range of proposals that together denote a significant change in how transit service is planned, prioritized and operated throughout San Francisco. Further, because of the scope and breath of the proposals, it is a project that affects different members of the community in a variety of ways. Hence, throughout the planning process, many community members have and continue to express both support and concern over the changes being proposed as part of the TEP.

The broad range of comments SFMTA has received highlight the trade-offs that must be made in order to develop solutions that are not only effective in solving the problem at hand, but that also balance the inherent tension that exists between competing priorities. One of the greatest strengths of the TEP is the quantity and quality of public input that has been received throughout the process. Whenever possible, SFMTA staff have identified design solutions that address community concerns while still achieving the overall goals of the TEP. In situations where community concerns cannot be resolved at the staff level, the feedback is summarized and presented to the SFMTA Board of Directors for their consideration as part of their overall decision process.

Most recently as part of the TEP Draft EIR public comment process, the SFMTA received hundreds of comments from individuals, organizations, and public agencies. While some comments were related to the environmental analysis in the Draft EIR, the vast majority of the comments were related to project merit, expressing concern about how the proposals for service changes, stop and route consolidation, lane modifications, and parking removal balance different needs and interests.

The following section provides responses to the most common project merit comments, as these types of comments are most appropriately addressed by the project sponsor rather than within the context of a CEQA document. Further, this section includes a description of how the TEP seeks to balance competing needs and values, while prioritizing overall transit mobility and the Transit First Policy. Specific environmental concerns—such as those related to traffic and congestion, noise and air quality, and pedestrian and bicycle safety—are fully addressed in the final EIR Response to Comments (RTC) Chapter.

RESTRUCTURING THE MUNI NETWORK

While Muni's service coverage is extensive, in many instances it has not been able to keep up with the changing needs of San Francisco and it has become increasingly difficult for Muni to take people where they need go. Further, many existing Muni routes either do not have the capacity to comfortably accommodate all customers, or follow meandering paths that often inconvenience the majority of customers. To address this, the TEP proposes to restructure routes in order to focus service where demand is high, to discontinue low-ridership segments in order to add connections between neighborhoods and to regional transit, and to expand capacity on heavy-ridership routes.

In developing these proposals, SFMTA considered where major trip generators were located, local and regional travel patterns, boarding and alighting information for every stop, and how ridership and crowding varied across different routes throughout the day. The SFMTA carefully considered important social, economic, and geographic differences between different Muni customers and

different areas of the city. SFMTA paid attention to the presence of sensitive populations, such as minority customers and people with disabilities, to ensure that the proposals met the needs of the broad spectrum of Muni customers.

The Muni system is among the heaviest used transit systems in the country by people with disabilities. The TEP proposals build on related SFMTA efforts to support the transportation needs of seniors and people with disabilities. For example, where feasible, the TEP would expand the number of accessible rail stops along the surface portion of the light rail lines as part of overall platform upgrades. The Accessible Services Program ensures that appropriate, accessible, Americans with Disabilities Act (ADA)-compliant transportation services are available to seniors and persons with disabilities. For customers who cannot access the fixed route system due to their disability, other options are available, including a paratransit van and taxi program that provides door to door services for persons with disabilities who are not always able to use the Muni system. Other programs include SFMTA's Shop-a-Round service, which provides van shuttle service or taxi service to local grocery stores and shopping districts for seniors and persons with disabilities to improve access to healthy, quality food, and the Van Gogh Service which provides group van trips to seniors and persons with disabilities to cultural and recreational activities to help reduce social isolation. SFMTA also strives to support the needs of low-income customers by providing discount transit pass programs for youth, seniors, people with disabilities, and children. For more information about SFMTA's discount passes or paratransit services please call the city's multilingual 311 information line.

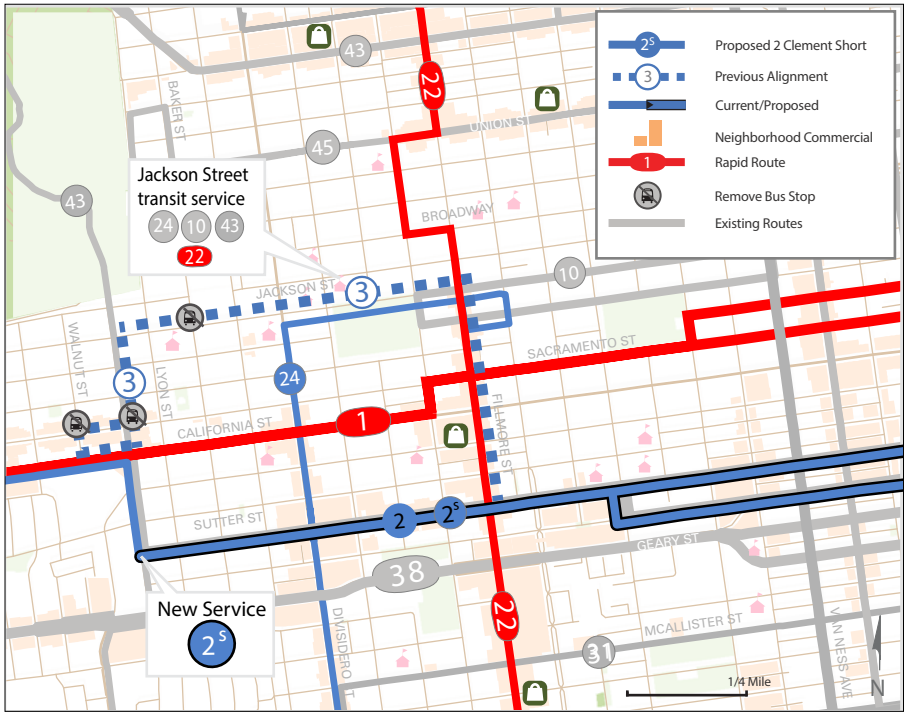
The broad range of comments SFMTA has received highlight the trade-offs that must be made in order to develop solutions that are not only effective in solving the problem at hand, but that also balance the inherent tension that exists between competing priorities.

The following discussions highlight and explain the rationale behind several service change proposals that were specifically mentioned in comments on the Draft EIR or have generated significant public interest. These include:

- 3 JACKSON
- 6 PARNASSUS
- 8X BAYSHORE EXPRESS
- 10 TOWNSEND/47 VAN NESS
- 18 46TH AVENUE
- 19 POLK
- 22 FILLMORE/33 STANYAN
- 27 BRYANT
- 35 EUREKA
- 48 QUINTARA - 24TH STREET

3 JACKSON: ROUTE ELIMINATION

The TEP proposes to eliminate the 3 Jackson and increase service on Sutter Street between Fillmore Street and Presidio Avenue through the introduction of a 2 Clement short line. Short lines are shorter variants of a regular transit line that do not travel all the way to the regular end of the route. When customer boarding and alighting activity is concentrated on one portion of a regular transit line, "short" lines can be used to efficiently provide additional capacity where the core of the customer activity is located. An example of a line that uses a regularly scheduled short line is the 1 California. The full 1 California operates between downtown and Geary Blvd at 33rd Avenue. During commute times when customer activity is highest, additional service is added on a short line operating between downtown and California Street at Presidio Avenue.



Proposed service changes to Muni's 3 Jackson Route

The 3 Jackson and the 2 Clement work together to provide service along the busy Post/Sutter Corridor to the downtown Financial District. However, the segment of Sutter Street from Fillmore Street to Presidio Avenue is currently underserved because the 3 Jackson branches off at Fillmore Street to provide direct access to Jackson Street. While having direct transit service to and from downtown is very convenient for people living on or near Jackson Street, customers on Sutter west of Fillmore are negatively impacted. On a typical weekday morning, the 2 Clement arrives at Sutter and Fillmore where the 2 and 3 lines meet with a seated load and arrives to downtown at full capacity, making pass ups along the way likely. The 3 Jackson, on the other hand, has less than half of the seats occupied at Fillmore Street and arrives to downtown with just a seated load. The Jackson Street segment of the 3 Jackson between Fillmore and Presidio carries less than 20 passengers per hour whereas the Sutter Street segment on the 2 Clement between Fillmore and Presidio carries over 50 passengers per hour.

Members of the Pacific Heights community expressed concerns about this service change proposal for a number of reasons. Some commenters noted that if the service change is implemented, customers will need to walk up relatively steep hills to access the 2 Clement or 1 California routes. Others noted that access to transit could be a particular concern for seniors and people with disabilities

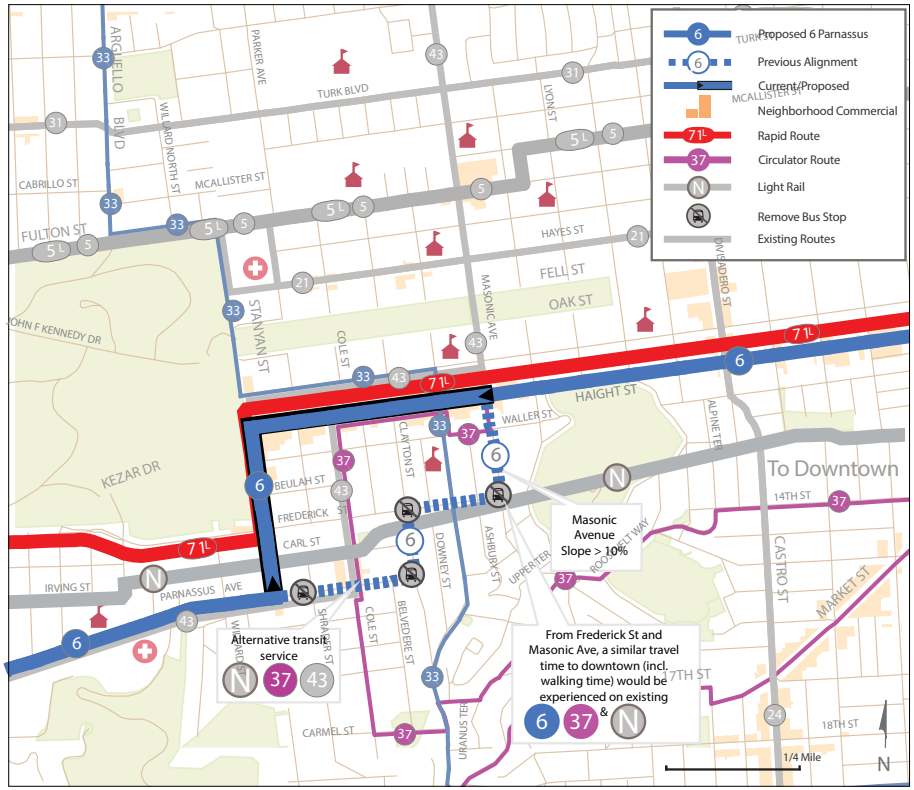
and a few members suggested that service to existing schools along the corridor should be maintained.

During the development of the 3 Jackson proposal the SFMTA considered the impact of the change on customers that board and alight on Jackson Street and along the Sutter corridor. The SFMTA acknowledges that some existing transit customers on the 3 Jackson may be required to walk an additional block (block lengths in this part of the city are approximately 250 feet to 400 feet), adapt to service changes, and/or make a transfer as part of their trip. However, in totality the proposed transit network changes on the 3 Jackson, the 2 Clement, and other nearby routes are anticipated to improve the overall transit customer experience by providing better service to riders located on the highly crowded Sutter corridor.

Customers of the 3 Jackson could access routes such as the 43 Masonic, the 10 Townsend, the 22 Fillmore, the 1 California and the 24 Divisadero. These routes have bus stops that are typically located within 10 to 100 feet of the 3 Jackson stops that are proposed for elimination. One exception would apply to the 80 customers that access the transit network via Baker Street. These passengers would need to walk approximately 900 feet west or east to access the 43 Masonic or the 24 Divisadero routes. In most cases accessing transit will not require walking up or down hills that are more than 10% of a grade, which would be typical of the walking environment in the neighborhood, where access to other services and amenities such as the local park and the local grocery store would require similar efforts. The Response to Comments in the EIR includes maps showing street grades for consideration by the SFMTA Board and for the public to better understand topographic issues.

6 PARNASSUS

Through implementation of the TEP, SFMTA seeks to provide a more robust system of tiered local/limited transit service along a



Proposed service changes to Muni's 6 Parnassus Route

number of corridors, including Haight Street. The 71 Haight/Noriega is proposed to become the 71L Haight/Noriega Limited (all-day, limited-stop service), and the 6 Parnassus is proposed as the local service on Haight Street. As part of this proposal, the 6 Parnassus would remain on Haight Street and travel onto Stanyan Street, rather than turning up Masonic through Ashbury Heights. This reroute significantly increases the amount of service on Haight Street, west of Masonic Avenue, and focuses service where it can benefit the most customers. The 6 Parnassus between Masonic and Stanyan currently carries approximately 20 customers per hour compared to the 71 Haight/Noriega between Masonic and Stanyan, which carriers nearly 80 customers per hour. On a regular weekday morning heading downtown, the seats are already full on the 71 route by Masonic, and

the bus is near full capacity by Van Ness. By contrast, the 6 has open seats at Masonic (approximately 25 customers on board on average) and only half standing loads by Van Ness.

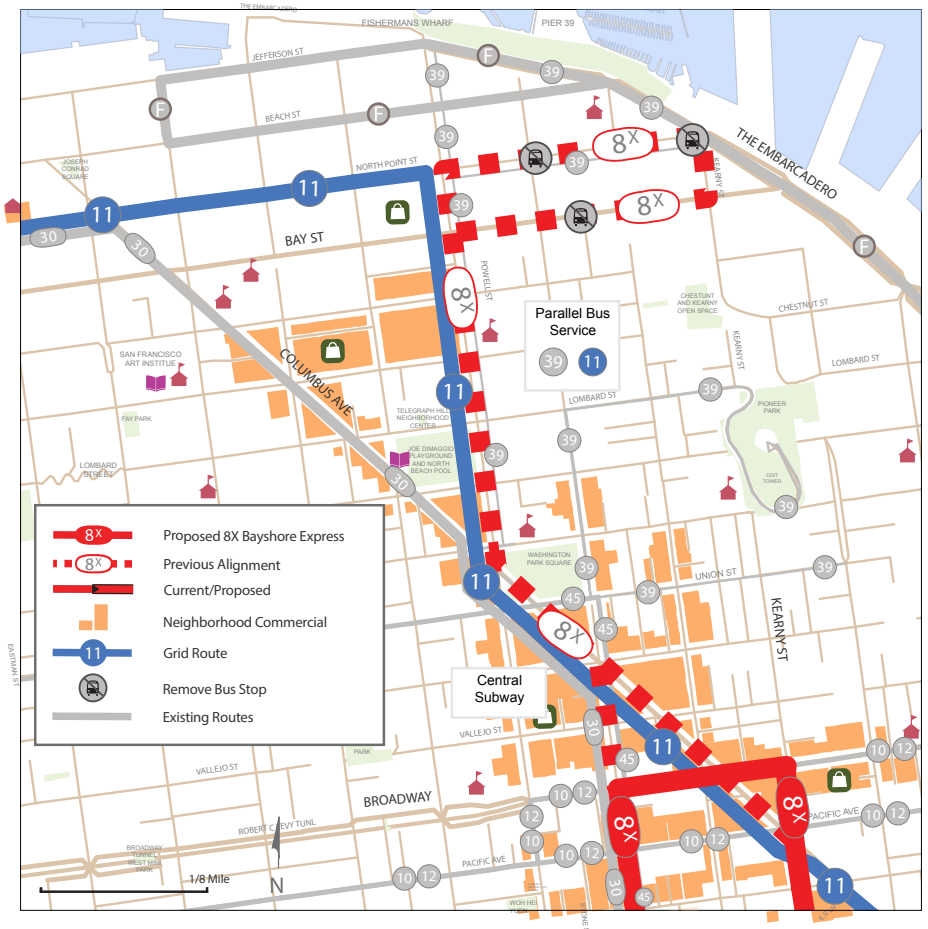
In the future, the 6 Parnassus route would also be extended to West Portal Station; however, the exact route is unknown at this time and in the future would be developed in more detail with input from staff and the affected residents.

A number of commenters expressed concerns over the discontinued service in the hilly Ashbury Heights neighborhood, particularly along Masonic Avenue and Frederick Street. In addition, one commenter notes that this would be particularly taxing on seniors and people with disabilities. The proposed service changes would result in better transit service in the Haight neighborhood and throughout San Francisco, but would require some existing customers in Ashbury Heights to walk an additional 1-3 blocks (approximately 400 to 1,500 feet) and/or make a transfer as part of their transit trip. While developing the service change, the SFMTA considered the street grades in the Ashbury Heights neighborhood, which generally vary between 5% and 15% inclines, along with alternative service options. Customers in Ashbury Heights may choose to walk to Haight Street or the N line at Carl and Cole to access key destinations such as UCSF Parnasus Campus, Market Street and downtown. Alternatively, walk distances could be reduced by boarding nearby transit on the 33 Stanyan, 37 Corbett or 43 Masonic and transferring to Haight Street. Paratransit would also be available to customers who are not able to walk to an alternative route some or all of the time.

Customers traveling from the Sunset District and customers traveling along Haight Street would benefit from the service change. Their service would be more direct and less crowded. Additionally, customers on the western segment of Haight Street would have more frequent service. Six percent of the total daily 6 Parnassus ridership would be affected by the service re-route.

8X BAYSHORE EXPRESS ROUTE CHANGE

The 8X Bayshore Express is proposed for capital improvements in the southern portion of the route beginning near City College and traveling along Geneva, through Visitacíon Valley, to the San Bruno commercial corridor. At the same time, the route segment north of Broadway, from Columbus Avenue to North Point Street, is proposed for elimination



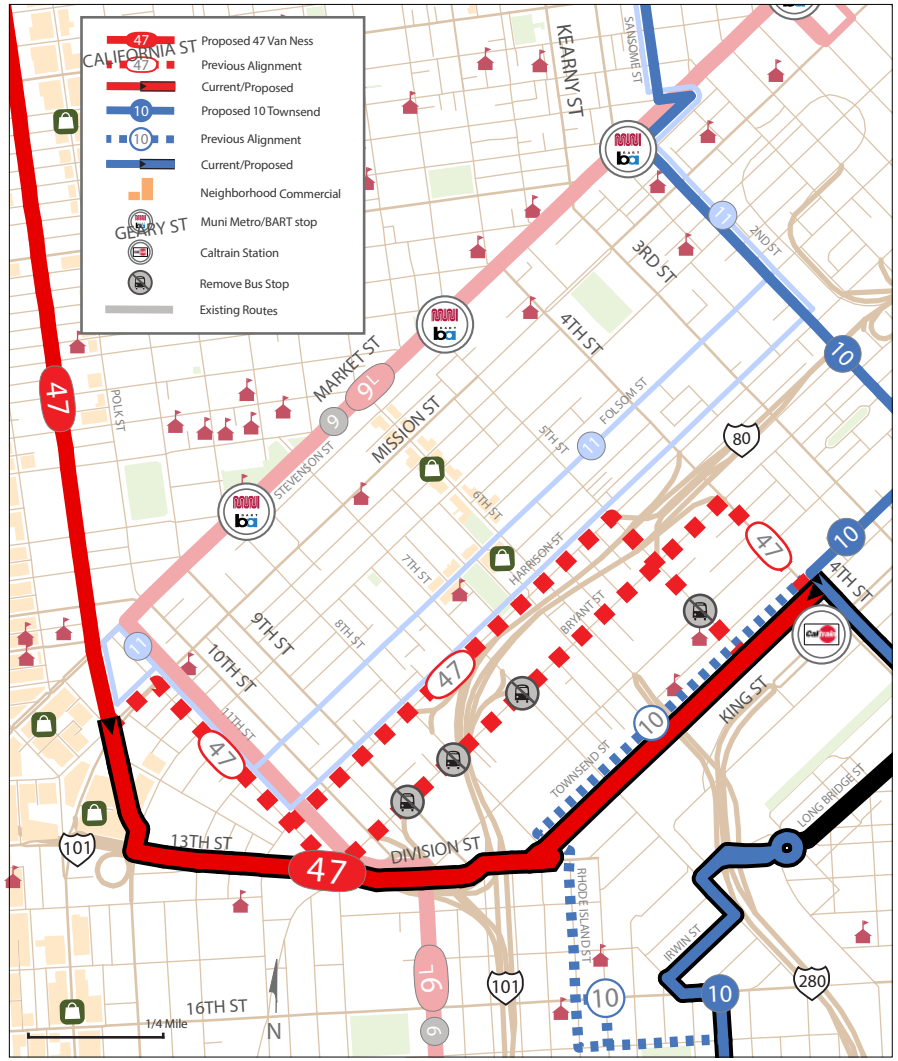
Proposed service changes to Muni's 8X Bayshore Express Route

to be replaced by a new 11 downtown Connector. This proposal would reduce overall crowding on the line, particularly for customers traveling from Chinatown to Market Street, as well as to destinations further south. The new 11 downtown Connector Route would also provide direct connections to the Financial District and Montgomery station for current 8X customers along Powell and Columbus.

The ridership information shows that most customers coming from Visitacíon Valley are not alighting in the norther segment of the route. Further, the majority of customers alighting in the Wharf are local customers that board in the Chinatown neighborhood and would be well served by the 11 downtown Connector. Some community members from Visitacíon Valley and Chinatown have raised concerns about this service change, because customers traveling from Visitacíon Valley to the Wharf would have to transfer. The SFMTA has had community discussions about this change and will continue to engage with members of the community in the public meetings being conducted prior to approval of the TEP.

10 TOWNSEND AND 47 VAN NESS ROUTE CHANGES

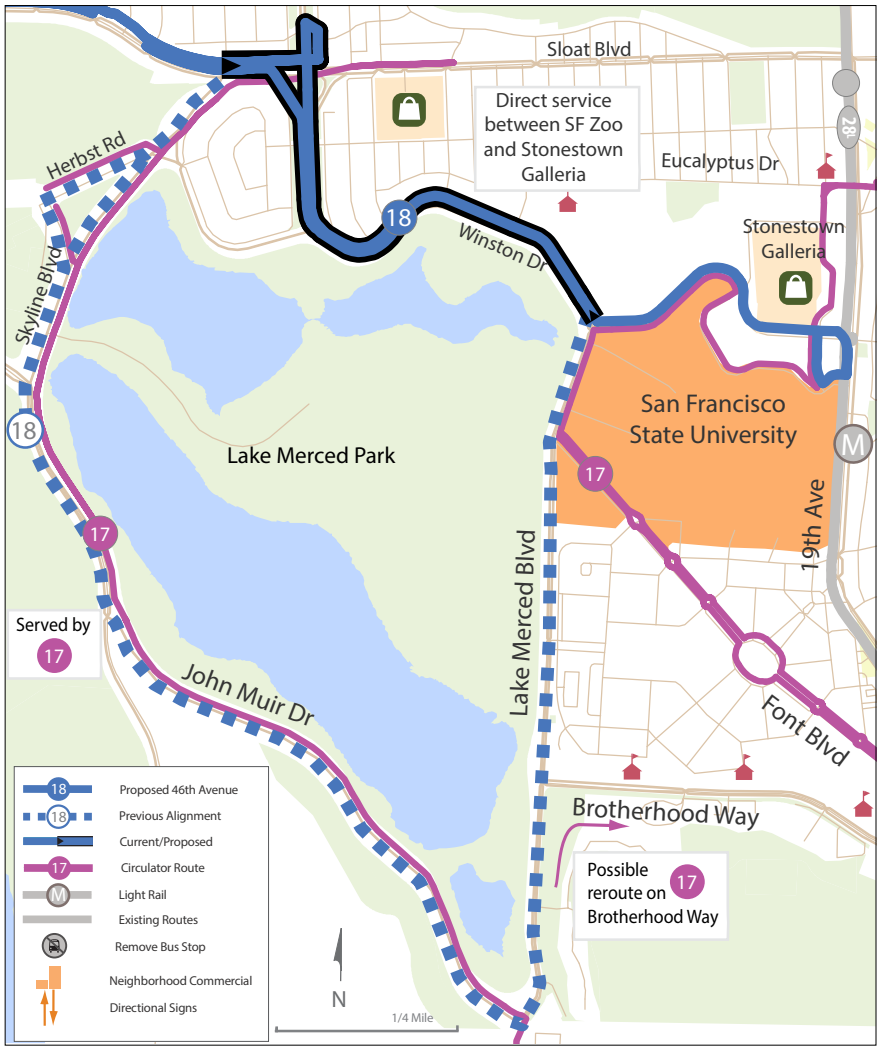
The 10 Townsend is proposed to be re-routed from Townsend Street into Mission Bay. This change would connect customers in the Potrero Hill, Chinatown, Russian Hill and Mission Bay neighborhoods via 2nd Street and Sansome. This change would also provide more direct routing to Caltrain and the Financial District, which are major destinations along the route. Because the route would no longer operate on Townsend Street, it would be renamed to the 10 Sansome. The 47 Van Ness would be re-routed via Division Street to Townsend Street to replace the 10 Sansome, maintaining connections to and from Show Place Square. This reroute would provide more direct connections between the Van Ness corridor and the Caltrain Station at 4th and King streets and would contribute to reliability improvements on Van Ness by reducing variability on the southern segment of the route. Routing on Division Street would also provide connections to local grocery stores and other destinations. In the northern segment of the route, service would be eliminated on North Point between Van Ness and Powell; however, this segment would be replaced by the new 11 downtown Connector. Shortening the 47 Van Ness Route and creating a shared terminal with the 49 Route would complement the bus rapid transit project that is currently underway to reduce travel time and improve service reliability on Van Ness Avenue.



Proposed service changes to Muni's 10 Townsend and 47 Van Ness Routes

18 46TH AVENUE: REROUTING IN THE LAKESHORE NEIGHBORHOOD

The 18 46th Avenue is proposed to be rerouted as part of the 17 Parkmerced/18 46th Avenue combined service change in the Lakeshore/Park Merced Area. The 18 46th Avenue service change would provide more direct service between the San Francisco Zoo and the Stonestown Galleria shopping center by eliminating the existing portion of the route along Lake Merced via Skyline Boulevard, John Muir Drive and Lake Merced Boulevard. The 18 46th Avenue is the most western part of the transit grid and is critical to connecting residents to major transit routes and citywide attractions, such as the Zoo, Lake Merced, and Ocean Beach. Unfortunately, the southern portion of the route is not attractive to many customers because it is circuitous. Therefore, the TEP proposal recommends rerouting the 18 46th Avenue route such that it would no longer circle the Lake Merced recreational area, which would be better served by the 17 Parkmerced community route.



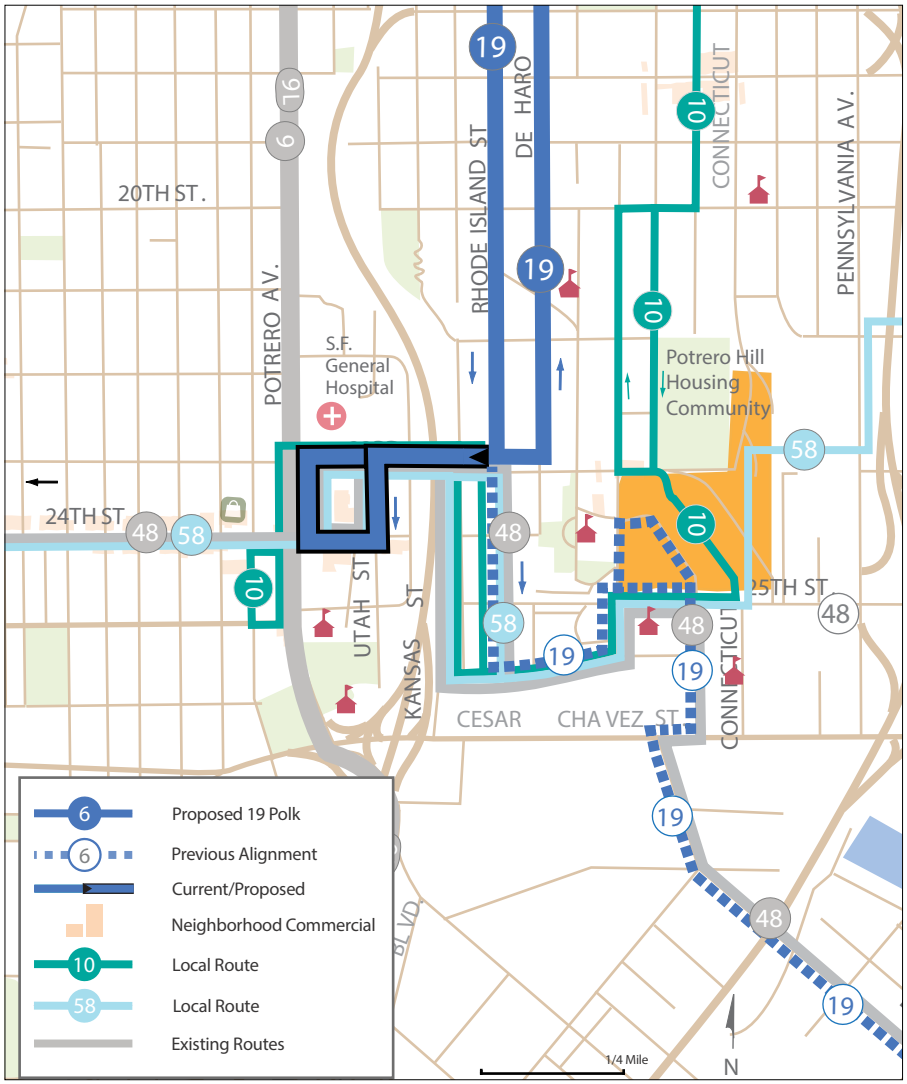
Proposed service changes to Muni's 18 46th Avenue Route

A number of comments expressed concerns about the reduction of transit access that would result from the proposed route changes, particularly the elimination of the segment of 18 46th Avenue along Lake Merced Boulevard that provides access to residents living in the vicinity of Brotherhood Way and Lake Merced Hills. SFMTA has met with the Lake Merced Hills residents to better understand their concerns and is looking for solutions to provide more convenient access to these customers under the TEP. One option would be to develop a transfer agreement with SamTrans, which currently provides service in the eliminated segment. Another option would be to modify the TEP proposal for the 17 Parkmerced such that it would turn north on Lake Merced Boulevard and right onto Brotherhood Way instead of providing service to West Lake Shopping Mall.

19 POLK: REROUTING IN THE TENDERLOIN/CIVIC CENTER NEIGHBORHOOD

The portion of the 19 Polk just north of Market Street currently operates on Hyde and Larkin streets, traveling through the Tenderloin neighborhood before turning onto Polk Street. Under the TEP proposal, the 19 Polk would remain on Polk Street until McAllister

Street in both the inbound and outbound directions to reduce travel time and make the route more intuitive to customers. Commenters expressed concern that the new route alignment would no longer travel through the heart of Little Saigon and would lead to visitors driving rather than taking transit to this neighborhood. However,



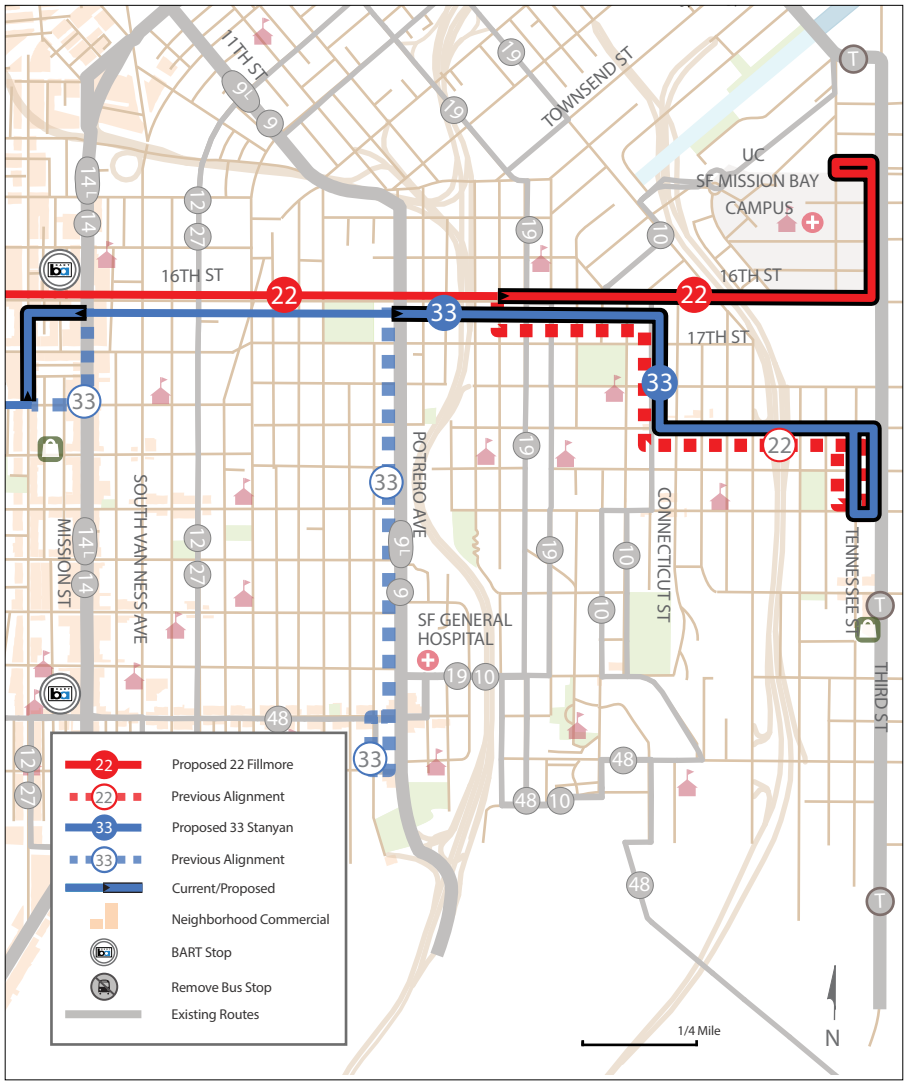
Proposed service changes to Muni's 19 Polk Route

neighborhoods with a regional draw, such as Little Saigon, are great examples of places that would benefit from less complex transit routing. Customers traveling on the 19 Polk to Little Saigon may currently get confused because the northbound 19 Polk stops are on a different street than the southbound stops. While northbound customers would have to walk an additional block and southbound customers will have to walk two blocks as a result of this change, they would benefit from a more direct transit trip.

Additional comments also expressed concern about the proposal to terminate the 19 Polk route at 24th Street and replace the southern Bayview segment, from 25th Street to Donohue Street, with the re-route of the 48 Quintara/24th Street. The proposal would provide better service between the Bayview and the Mission Districts. Currently, the northern portion of the 19 Polk north of 26th Street has a much stronger ridership than the portion south of Cesar Chavez. This reroute will strengthen service along the existing 19 Polk corridor and provide new connections for residents in the Bayview. With these changes, the current 19 Polk customers traveling from the Bayview would be required to transfer to reach the Civic Center, but would have a more direct connection to the Mission (including 24th Street BART Station), Noe Valley and the Sunset Districts. Under this proposal, the Bayview District would continue to have direct access to popular destinations including the Third Street corridor, SF General Hospital and Potrero Avenue. This change is also discussed in the section below on the 48 Quintara/24th Street.

22 FILLMORE EXTENSION TO MISSION BAY AND 33 STANYAN RE-ROUTE TO POTRERO HILL NEIGHBORHOOD

The TEP proposes to reroute the eastern end of the 33 Stanyan off of Potrero Avenue along 16th Street, terminating in the Dogpatch neighborhood and serving the 18th Street commercial district. A small reroute is also proposed from Mission Street to Valencia Street between 16th and 18th streets to improve the safety and reliability



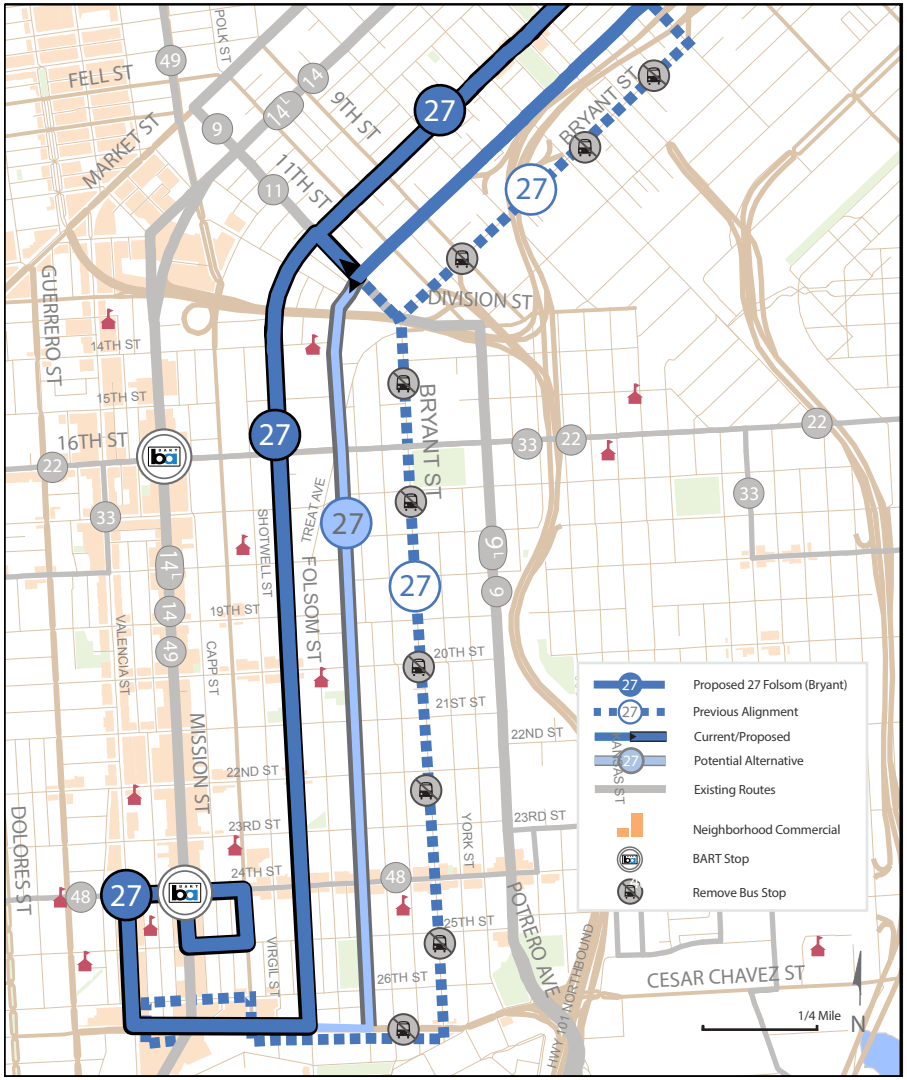
Proposed service changes to Muni's 22 Fillmore and 33 Stanyan Routes

of buses traveling up and down Mission. The rerouted 33 Stanyan would serve the portion of the 22 Fillmore that is proposed to be rerouted into Mission Bay, a major residential and employment hub. Several commenters noted that the proposed changes would require additional transfers to reach the SF General Hospital, as well as to access other routes such as the 10 Townsend and 48 Quintara/24th Street. Concerns have also been raised that the 33 Stanyan does not run as frequently as the 22 Fillmore, inconveniencing customers living in the Potrero Hill and Dogpatch neighborhoods.

The Muni system consists of many long citywide routes that intersect one another and create a transit grid. Using this grid, most destinations can be reached throughout the city without having to make more than one transfer. While the reroute of the 33 Stanyan would require some customers who currently use the route to have to transfer, the reroute would also enable new direct connections that are not currently available. In addition, the TEP would increase the amount of overall service to SF General Hospital through increased service on the 9 San Bruno/9L San Bruno Limited, as well as the introduction of the 58 24th Street and the restructuring of the 19 Polk.

27 FOLSOM: EXTENSION TO VALLEJO

Under the TEP, the 27 Folsom is proposed to be extended north to continue along Leavenworth Street and west onto Vallejo Street. In addition, service would be rerouted off of Bryant Street and onto Folsom Street or Harrison Street (replacing the 12 Folsom). Several comments were submitted regarding the rationale for the northern extension to Vallejo Street. They expressed concerns related to



Proposed service changes to Muni's 27 Bryant Route

pedestrian safety and the street design, which are addressed in the RTC, and requested additional information about why this change is proposed. As described previously, one of the main objectives of the TEP is to improve connections between neighborhoods as well as to redesign routes to improve the efficiency of the service. The proposed route extension to Vallejo Street is intended to improve service to residents north of Broadway where north-south transit service is poor. The 27 Bryant has relatively low ridership for a Local Route. By adding additional stops and implementing other service changes along the route, the proposal aims to increase overall ridership on the route and its utility for customers.

REPLACING THE 12 FOLSOM WITH THE 11 DOWNTOWN CONNECTOR AND THE 27 BRYANT

Under the TEP proposals, the 12 Folsom is proposed to be eliminated. Although all segments of the 12 Folsom would be covered by new service, some customers who currently have a one seat ride may have to transfer to reach some destinations. The segment on Pacific Avenue would be served by the 10 Sansome (Townsend), which

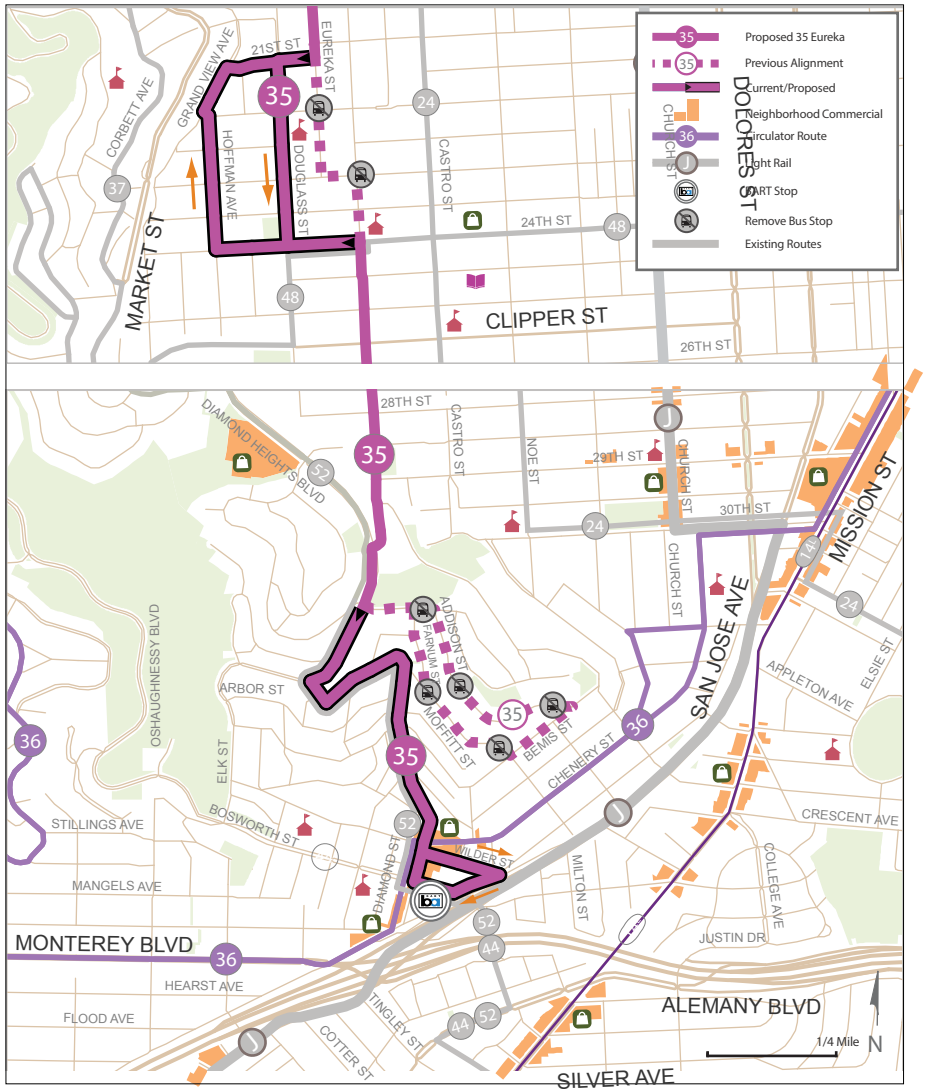
The TEP proposes to restructure routes in order to focus service where demand is high, to discontinue low-ridership segments in order to add connections between neighborhoods and to regional transit, and to expand capacity on heavy-ridership routes.

maintains connections to south of Market (SoMa) and provides new connections to Mission Bay. Service on Folsom between 2nd and 11th Street would be covered by the new 11 downtown Connector. The 27 Bryant would also be rerouted and would mirror the current 12 Folsom Route from 5th and Folsom streets to the 24th Street BART Station. This would eliminate service on Bryant Street, as well as service on Cesar Chavez between Bryant and Folsom streets. Customers who currently access service on Bryant in SoMa would have to walk to Folsom or Townsend, and customers in the Inner Mission would walk to either Potrero Avenue or Folsom Street. Proposed service frequencies on impacted segments would be the same or better than current frequencies. Service on the 9/9L on Potrero Avenue would be increased to add additional capacity and reduce wait times.

The 12 and 27 routes are both relatively underutilized local routes. By restructuring them to better capture current travel patterns and eliminating some segments, SFMTA aims to grow ridership and reduce the cost per passenger on these routes. In developing these proposals SFMTA considered topography, the proximity and frequency of alternative service, the changing travel patterns in SoMa and established community plans to strengthen the Folsom commercial corridor in SoMa. Comments on this proposal have included concerns about access to Costco and other retail destinations in SoMa from Pacific Avenue. Although not as desirable as making a direct connection, transfers are a key part of the Muni system and allow customers to reach destinations throughout the city. The transit service is very dense in this part of the city and customers would have multiple frequent transit choices for reaching key destinations.

35 EUREKA: EXTENSION TO GLEN PARK

The TEP proposes to implement route changes to the 35 Eureka by extending it to the Glen Park BART Station and rerouting the service onto Douglass Street and Hoffman Avenue in order to maintain transit service in the area that would be removed by the 48 Quintara re-route. As part of 35 Eureka reroute near Glen Park BART Station, service would be eliminated along Farnum, Moffitt, Bemis and Addison streets. Several commenters raised concerns regarding



Proposed service changes to Muni's 35 Eureka Route

the proposed extension to the Glen Park BART Station. Specifically, some comments expressed concerns regarding how grades were considered in the development of TEP proposals, while others were concerned about potential delays that could occur as a result of traffic for the proposed 35 Eureka terminal turn-around on Wilder Street.

One of the main objectives of the TEP is to improve the Muni Network by increasing route and system legibility, connecting neighborhoods, and increasing connections to quality local and regional transit. The 35 Eureka route has strong ridership in the northern segment heading towards Castro Station; however, as evidenced by the ridership data, few customers find the southern segment of the route attractive enough to use it due to limited destinations. Thus, the TEP proposal to extend the 35 Eureka to the Glen Park BART Station was developed to connect customers to the heart of the Glen Park commercial district and to high frequency regional transit. While the current service goes to the Glen Park neighborhood, it ends approximately four blocks shy of the BART station.

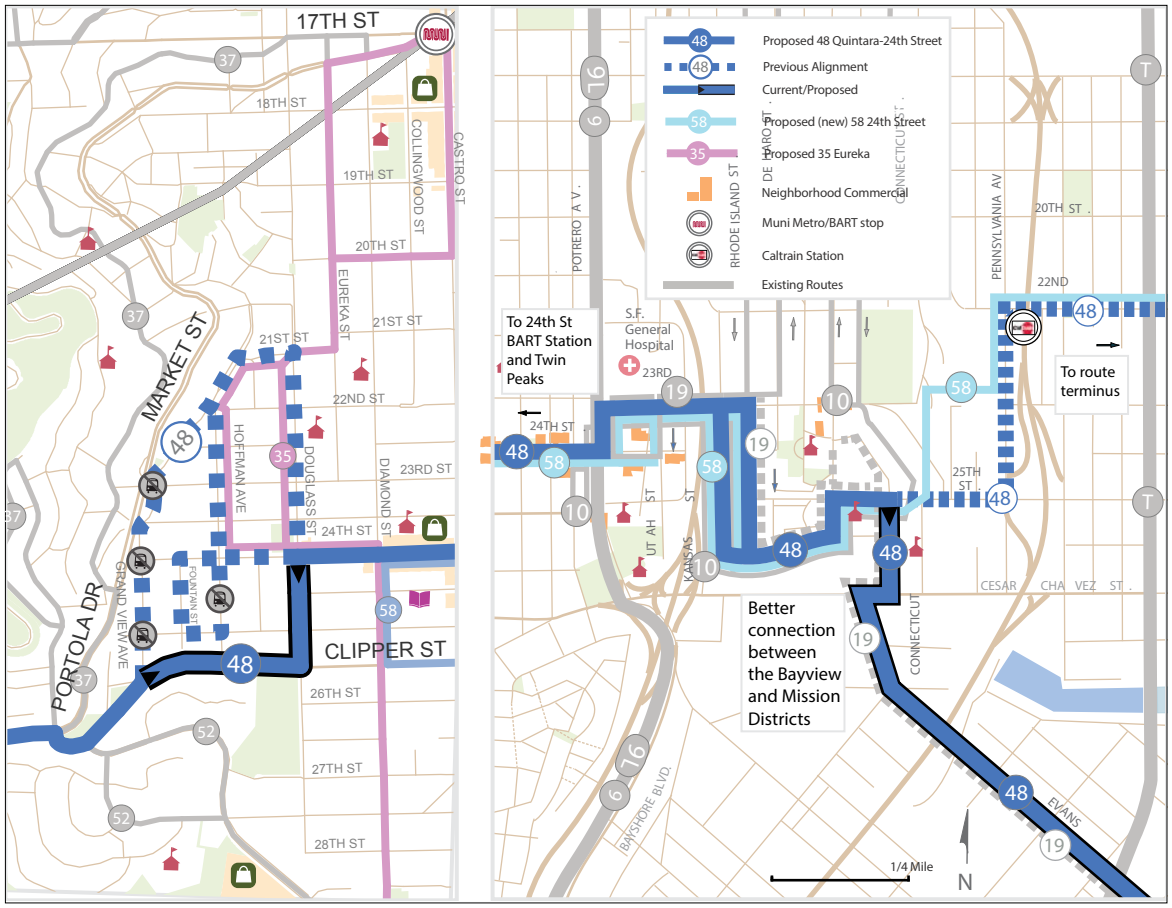
The initial proposal for the 35 Eureka called for service to remain on Moffitt and Addison and use Miguel and Roanoke to access the BART station. During the community meetings that occurred as part of the TEP planning phase, a majority of the residents in the Glen Park neighborhood were concerned about the proposed route to access the Glen Park BART Station due to the operation of the bus on narrow streets (Roanoke and Miguel). This issue exemplifies how challenging grades (hilly streets) can present significant constraints for improving transit service. Other route alignments were suggested for the 35 Eureka, but were not recommended due to operational constraints such as tight turns. In consideration of these issues, the TEP proposes a revised route using Diamond and Wilder streets. However, recently residents expressed concerns about buses turning onto Wilder Street because of pedestrian activity in this commercial district and high incidents of double parking. SFMTA staff have evaluated these issues and determined that Wilder is relatively wide and can safely accommodate the proposed bus turning movements. If this terminal loop is implemented, staff would work with local businesses to expand loading zones to minimize double parking issues.

48 QUINTARA/24TH STREET: ALIGNMENT CHANGE

The SFMTA proposes to re-route the 48 Quintara from its existing eastern terminus at Third Street and 22nd Street to the Bayview Hunters Point neighborhoods via the existing 19 Polk route by turning right onto Connecticut Street at 25th Street and continuing to Evans Avenue, Middle Point Road, and Innes Avenue. The SFMTA also proposes a new 58-24th Street route that would provide complementary service between Diamond Street and the 22nd Street Caltrain Station, replacing the existing 48 Quintara/24th Street service between 25th Street and Third Street. In addition, the 48 Quintara/24th Street is proposed to be re-routed via Clipper and Douglass Streets in order to provide more direct routing from Portola Drive to 24th Street.

A number of commenters noted concerns about the loss of service on hilly streets including Grandview and Douglass streets. Others provided recommendations for new bus stops, including one at the intersection of Clipper Street and Grandview, and a few commenters wanted more information about the decision to reroute the 48 Quintara/24th Street into the Bayview Hunters Point neighborhood.

The development of this proposal considered a number of factors including an analysis of existing travel demand between neighborhoods in the city, which showed that Muni is not adequately serving the needs of passengers traveling between the Bayview and Mission Districts. Ridership and key destinations were also evaluated on the 19 Polk and indicated that the bus was significantly more crowded north of SF General Hospital. Thus, the SFMTA proposes to re-route the 48 Quintara in order to provide a direct connection between the Bayview and the Mission Districts and to reduce crowding on the 19 Polk in Potrero Hill, SoMa, Tenderloin/Little Saigon, the Civic Center, Polk Gulch and Russian Hill neighborhoods.



Proposed service changes to Muni's 48 Quintara Route

As for the Douglass Street and Hoffman Avenue re-route, the SFMTA conducted an analysis of ridership and the potential to improve the customer experience by providing a straighter (more direct) and a more convenient route that would reduce delay. The analysis indicates that a majority of existing passengers are negatively affected by meandering portions of the 48 Quintara/24th Street route. Thus, the SFMTA proposes to re-route the service in order to provide a more direct connection between the Sunset, Noe Valley and Mission neighborhoods. The SFMTA acknowledges the need to ensure transit service on Douglass Street and Hoffman Avenue, but it is challenging due to the fact that the area has steep streets and suitable alternative routes are lacking. Thus, the SFMTA proposes that service on Douglass Street and Hoffman Avenue would be replaced by the modified Route 35 Eureka. The role of Circulator (Community) routes in the Muni network is to connect hilly neighborhoods to regional transit nodes. Therefore, it is more appropriate for the 35 Eureka to cover this portion of the route, instead of the 48 Quintara/24th Street, which is part of the core transit grid.

CREATING A ROBUST AND RELIABLE RAPID NETWORK

One of the main objectives of the TEP is to improve transit reliability and reduce travel time along transit corridors. To that end, the TEP includes TTRPs, also known as "Rapid" proposals, which would implement treatments along the most heavily used corridors to prioritize transit operations over other vehicles and make transit more appealing for customers with shorter travel times, enhanced pedestrian conditions and improved safety. The TPS Toolkit of travel time and reliability improvements used in the TTRP proposals include the lane modifications, traffic signal and stop sign changes, transit stop changes, parking and turn restrictions and pedestrian improvements. SFMTA is also pursuing several other separate, but complementary, initiatives on the Rapid Network, including transit signal priority, shelter/stop upgrades, ticket vending machines, and improved branding.

For the TTRP proposals, comments focused on stop consolidation and parking trade-offs. To the extent that comments relate to the environmental analysis of the TEP proposals, they are addressed in the RTC, as part of the environmental review process. Additional information that responds to the merits of these proposals is provided in the following section.

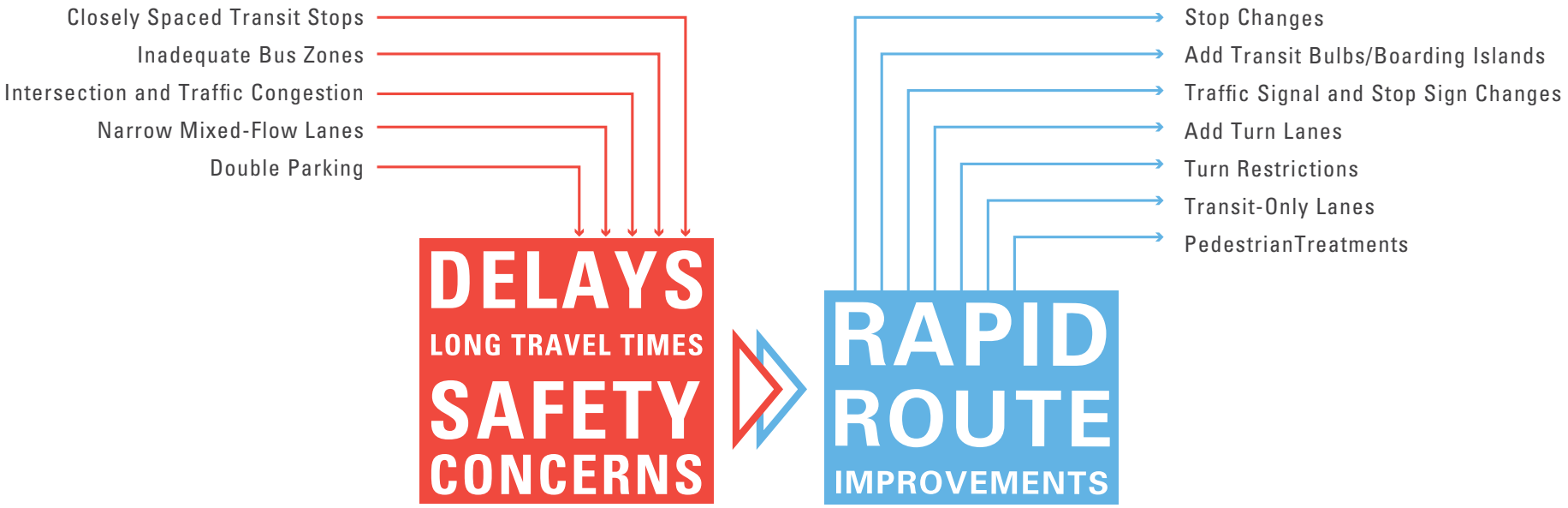
STOP CONSOLIDATION

Striking a balance between how far a customer must walk to a transit stop with how often customers already on the bus or train have to stop is crucial to designing a successful transit system. If stops are spaced to closely together, transit travel times and reliability degrade and the service is unappealing to customers. However, if stops are spaced too far apart, it may become inconvenient for customers to access the system. In a system as old as Muni, it is common for stops to be closely spaced together because transit stops get added over time and the system evolves without a holistic look at stop placement.

In order to improve the Muni experience, the TEP includes stop consolidation proposals along key high-ridership corridors, which would reduce the number of times a Muni vehicle needs to slow down, stop and then merge back into traffic by removing some closely-spaced transit stops. The proposals for stop consolidation focus on the highest ridership routes, where close stop spacing is having the greatest impact on service reliability and delays. The majority of Muni's transit stop locations would remain unchanged with implementation of the TEP. A number of comments were submitted expressing concerns about the effects of stop consolidation on access to transit for customers, particularly customers accessing transit in hilly areas of the city and customers with limited mobility, such as some seniors and people with disabilities.

In the high ridership Rapid corridors, the SFMTA proposes to increase the spacing between stops from an average of one to two blocks to an average of two to three blocks, depending on the neighborhood. In order to develop these proposals, the SFMTA considered many factors, including neighborhood street grids, ridership, grades (hills), surrounding land uses, social services, sensitive populations (such

RAPID ROUTES: IMPROVING TRAVEL TIME, RELIBILITY AND SAFETY



as the location of senior centers) and customer feedback. Closer stop spacing is proposed for streets with steeper grades and where community services are located.

While the elimination of stops along high ridership routes would potentially inconvenience some customers, the additional walking time for these passengers is a necessary trade-off to improve the overall travel experience on the most crowded corridors. In the process of finding balanced proposals that improve transit service in San Francisco, the SFMTA sought to minimize these inconveniences to the greatest extent possible. SFMTA's Accessible Services team would work with disabled customers who could no longer access transit as a result of stop spacing changes. Information about the program is available by calling the City's 311 multilingual customer information center or by calling SFMTA Accessible Services directly at (415) 701-4485. An example of how the SFMTA balanced these considerations in developing its stop placement proposals is the 8X Bayshore TTRP Proposal (TTRP.8X in the EIR). Based on stop placement best practices, moving the stop at Geneva Avenue and Howth Street from nearside to farside would improve transit operations. However, because the grade is steeper (10 percent) on the farside and the nearside stop provides service to local schools and the Community College System, the TEP staff recommended that the stop remain in place and not be further considered for changes.

Most recently, the SFMTA implemented stop consolidation as part of the 5L Flying Fulton Pilot project to improve service on the 5 Fulton route. The SFMTA removed approximately 20 percent of the route's bus stops. Analysis of ridership data indicated that about 10 percent of 5 Fulton customers were directly impacted by the proposed stop

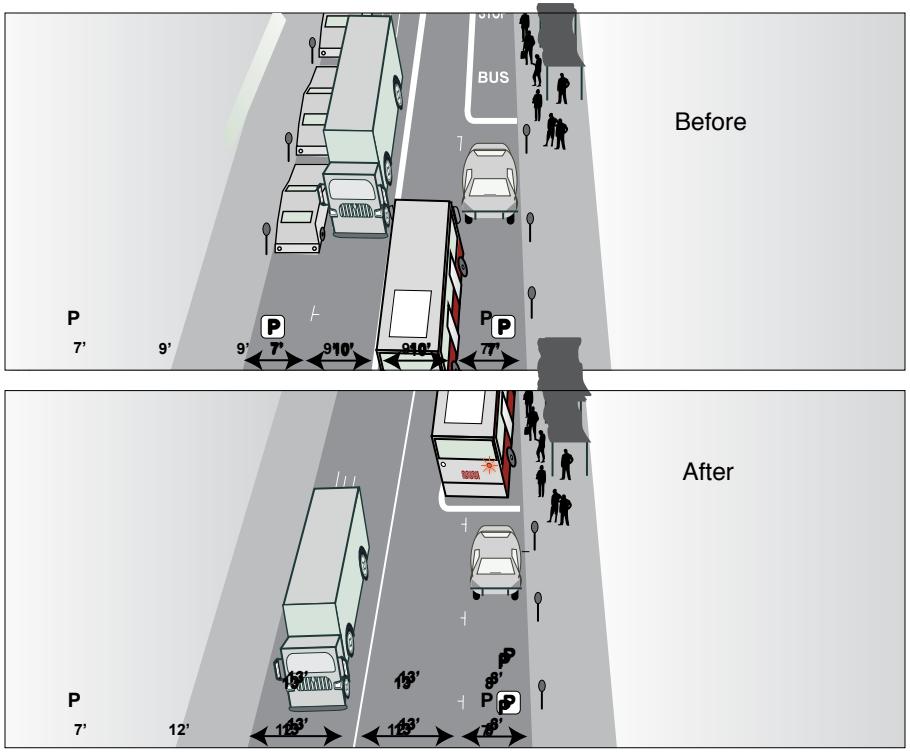
removals, while a majority of customers benefited from the resulting reduced travel delay. Stops were maintained at transfer points and at major destinations. Soon after the pilot project began, the SFMTA reinstated two stops at the intersection of McAllister and Baker streets, due in part to concerns of impacts to seniors that reside in the vicinity of the stop.

The above two examples demonstrate the SFMTA's commitment to thoughtful and comprehensive considerations in proposing stop placement and stop consolidation. Additionally, they demonstrate the Agency's responsiveness to making modifications resulting from pertinent information received post implementation.

REMOVING PARKING TO CREATE SPACE FOR MUNI

SFMTA is responsible for the totality of the transportation network in San Francisco, including all roadway users, as well as the on-street parking supply of approximately 279,000 spaces (10% of which are metered spaces) and approximately 15,000 off-street public parking spaces at facilities managed by the SFMTA. Before proposing changes that modify the allocation of limited right-of-way, SFMTA considers the effects on all potential street users and balances competing needs based on a variety of factors such as: Is this a high ridership Rapid corridor? What are the loading needs of the area? What safety issues need to be addressed? What is the overall parking supply in the area? What are the adjacent uses? In developing the TEP proposals, staff considered many factors in an effort to balance competing roadway needs. The Transit First Policy, which was adopted by the City's Board of Supervisors in 1973 and approved by voters as part of the City's Charter shortly after, calls for the SFMTA and other City departments to prioritize sustainable modes. Specifically, regarding the use of limited public street and sidewalk space, the policy calls for departments to make decisions that "encourage the use of public rights of way by pedestrians, bicyclists, and public transit," and, "strive to reduce traffic and improve public health and safety." At the same time, parking spaces are often a valuable commodity, especially in busy commercial corridors. Further, a lack of available parking in commercial corridors can also lead to parking spillover to nearby residential areas, making it harder for residents and their guests to find convenient parking. Below is a discussion of how on-street parking trade-offs were evaluated and minimized in the TEP.

The TTRP proposals focus on reducing transit travel time and improving reliability on the heaviest ridership routes. Implementation of all the TTRP proposals would improve service for approximately 60 percent of Muni ridership. In developing the proposals, staff aimed to minimize parking loss, while still actively pursuing transit travel time improvements. If roadway conditions permitted, alternatives were developed that removed travel lanes, rather than parking. For example, on Fulton Street between Stanyan Street and Central Avenue, narrow travel lanes have led to high incidents of transit collisions. Removing parking would allow for wider travel lanes; however, because auto volumes can be sufficiently accommodated



MANY TRAFFIC LANES IN THE CITY'S CONGESTED STREETS ARE TOO NARROW TO ACCOMMODATE MUNI BUSES (TYPICALLY 10 ½ FEET WIDE). WIDENING TRAFFIC LANES IMPROVES THE SAFETY AND RELIABILITY OF TRANSIT BY PROVIDING ADEQUATE SPACE FOR TRANSIT VEHICLES TO TRAVEL THROUGH A CORRIDOR.

in one travel lane, staff proposed to retain parking in this segment and instead reduce the number of auto lanes from two lanes in each direction to one lane in each direction with a center turn lane.

As part of the development of the TTRP proposals, staff inventoried the number of parking spaces that would be affected, paying particular attention to commercial loading zones, spaces reserved for people with disabilities and passenger drop off zones. Other factors that influenced the proposals included the overall supply of parking in the neighborhood, including off-street parking opportunities, and whether or not parking management tools were in place, such as metering in commercial districts and residential parking permit restrictions. The land uses in the immediate vicinity were also a key consideration, as residential neighborhoods have different parking needs from commercial corridors and larger institutions, such as colleges and hospitals.

When it was determined that parking removal would be necessary to prioritize transit operations, the following actions were proposed to minimize the number of spaces that would be affected:

- Identify opportunities for replacing on-street parking nearby;
- Identify opportunities for reconfiguring existing on-street parking spaces to increase supply;
- Remove parking for part of the day, rather than 24 hours; and/or
- Remove parking on one side of the street only.

In addition, where commercial loading spaces would be removed, staff worked to identify opportunities to create new commercial loading zones within 250 feet.

PARKING REPLACEMENT Wherever parking removal is being considered staff evaluate surrounding streets for opportunities to replace parking. This can take the form of reconfiguring parallel parking to angled parking, which can also provide traffic calming benefits by narrowing wide streets. As part of the 5L Fulton Pilot Project described above, the SFMTA converted parking from parallel to perpendicular on one side of Fulton Street between Baker Street and Central Avenue, resulting in a net gain of approximately 20 parking spaces, in response to community concerns about parking removal associated with other project proposals at nearby intersections. Bus stop consolidation also offers opportunities to replace parking and offer spaces to be used for other community priorities including parklets and bicycle parking. For example, by removing the 5 Fulton bus stops in both directions at the intersection of McAllister and Webster streets, eight parking spaces would be added.

PART-TIME PARKING RESTRICTIONS In many cases, parking removal is proposed 24 hours a day to accommodate lane restriping and other permanent roadway changes. In other instances, however, the majority of the transit benefit can be achieved by restricting parking during daytime hours and retaining evening parking opportunities for residents and visitors. For example, truck loading issues that limited transit maneuvering capabilities were found to be a particular issue on Central Avenue between Fulton and McAllister where the bus makes some tight turns. A proposal to establish part-time parking removal from 7 a.m to 5 p.m was developed; this would address the issues occurring, particularly in the morning peak and midday periods, while retaining evening parking spaces for residents and visitors. In other proposals, parking restrictions are focused on the morning and evening commute times. While these proposals can significantly improve work trips by transit, they may not address midday congestion.

Finally, some parking changes can be very nuanced and are often refined through detailed community feedback during the implementation phase of a project. For example, SFMTA launched the Church Street Rapid Pilot on March 23, 2013 to test various service improvement strategies that would be introduced as part of the TEP. After meeting with local merchants to better understand their parking and loading needs, staff discovered that the vast majority of commercial loading occurred before 11 AM which resulted in underutilized commercial loading spaces in the afternoon (originally restricted from 8AM to 6PM). Staff also discovered that a lack of commercial loading spaces north of Market Street caused many delivery trucks to double park. In response, SFMTA staff shortened loading restrictions to 8-11 AM, freeing up additional parking spaces for customers during the afternoon and established a new commercial loading space on Church Street north of Market Street.

PARKING REMOVAL ON ONE SIDE OF THE STREET On Mission Street, as well as several other corridors, the SFMTA developed alternatives that include removing parking on the majority of a block face. Where this is the case, parking would be preserved across the street whenever possible to maintain available parking along the block. On Mission Street, one of the heaviest ridership corridors in the City, the SFMTA considered a number of proposals to improve transit travel time safety, including transit-only lanes. This and other changes proposed would result in parking removal because of the constrained right-of-way of the corridor (the Inner Mission portion of Mission Street has 9-foot wide travel lanes that are not wide enough to accommodate a 10½- foot wide bus). Thus, as part of the EIR analysis, a variant was evaluated that would create transit-only lanes through parking removal; however, the effects of parking removal on stores along the corridor would be minimized by alternating blocks from which parking would be removed on one side of the street. This would improve safety and reduce delay by providing transit-only lanes in both directions that are wide enough to accommodate a bus, potentially saving significant travel time for the Mission corridor buses and 70,000 daily Muni customers.

Parking is an important consideration and the SFMTA does everything it can to balance its removal with other key priorities that are supported by numerous City policies including the Transit First Policy. To that end, the SFMTA does extensive outreach to merchants and other affected constituencies to inform proposals. Furthermore, to the extent possible and practicable, the SFMTA sets forth alternatives to parking removal for the SFMTA Board of Directors to consider as part of their decision making process.

In the Inner Mission, for example, staff developed three alternatives that provide different degrees of transit benefits and auto/parking trade-offs on Mission Street between Duboce Avenue and Cesar Chavez Street, where there is an extremely narrow right-of-way:

- The first alternative would create wider travel lanes and transit-only lanes in both directions during peak hours by restricting parking. This alternative would improve safety and reduce delay by providing wider lanes for buses and by removing the friction between buses and parked cars and loading trucks during peak hours. However, this alternative would not improve conditions for buses during midday or evening periods.
- The second alternative is discussed above and includes creating wider travel lanes and transit-only lanes in both directions at all times by removing parking. This alternative minimizes the amount of parking removal by alternating blocks from which parking would be removed on one side of the street.
- A third alternative would create wider travel lanes and provide a transit-only lane in one direction along the corridor by removing a travel lane rather than restricting or removing parking. This proposal would remove one of two northbound general traffic lanes and would convert one of two southbound general traffic lanes to a transit-only lane (traffic congestion was observed to be higher in the southbound direction). This would result in travel changes for drivers but would minimize parking loss significantly.

In the coming months, SFMTA will work closely with Mission Street stakeholders to evaluate the various options and associated trade-offs. The SFMTA Board of Directors will consider this feedback, along with input to date, when making a final determination for this corridor. A similar dialogue will also occur for other TTRP corridors where multiple alternatives have been evaluated.

The SFMTA has and will continue to work to balance the needs of its diverse stakeholders. Constrained street space and limited resources create challenges for all City departments and require trade-offs that include parking spaces. However, with strategic transportation investments and careful consideration of trade-offs such as parking loss, these changes eventually lead to a sustainable Transit First City with transit as a backbone of safe and efficient multi-modal travel.

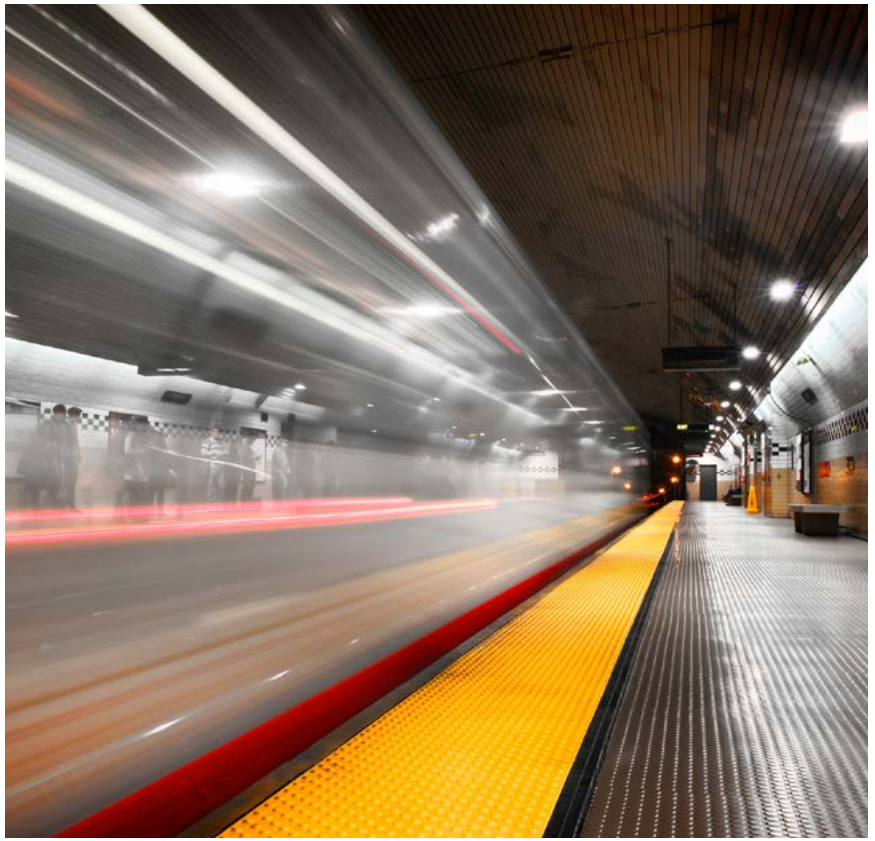
The SFMTA has and will continue to work to balance the needs of its diverse stakeholders.

5. NEXT STEPS

In its pursuit of modernizing and improving Muni, the TEP is as much a transportation project as it is a transit project; as much concerned about equity and the environment as it as it is about economic efficiency; and finally, as much an ongoing process as it is a finite project. This document has been a story of that process, summarizing the conversations that have taken place, highlighting the proposals that have emerged, and responding to many of the comments received this summer after publication of the Draft Environmental Impact Report (Draft EIR).

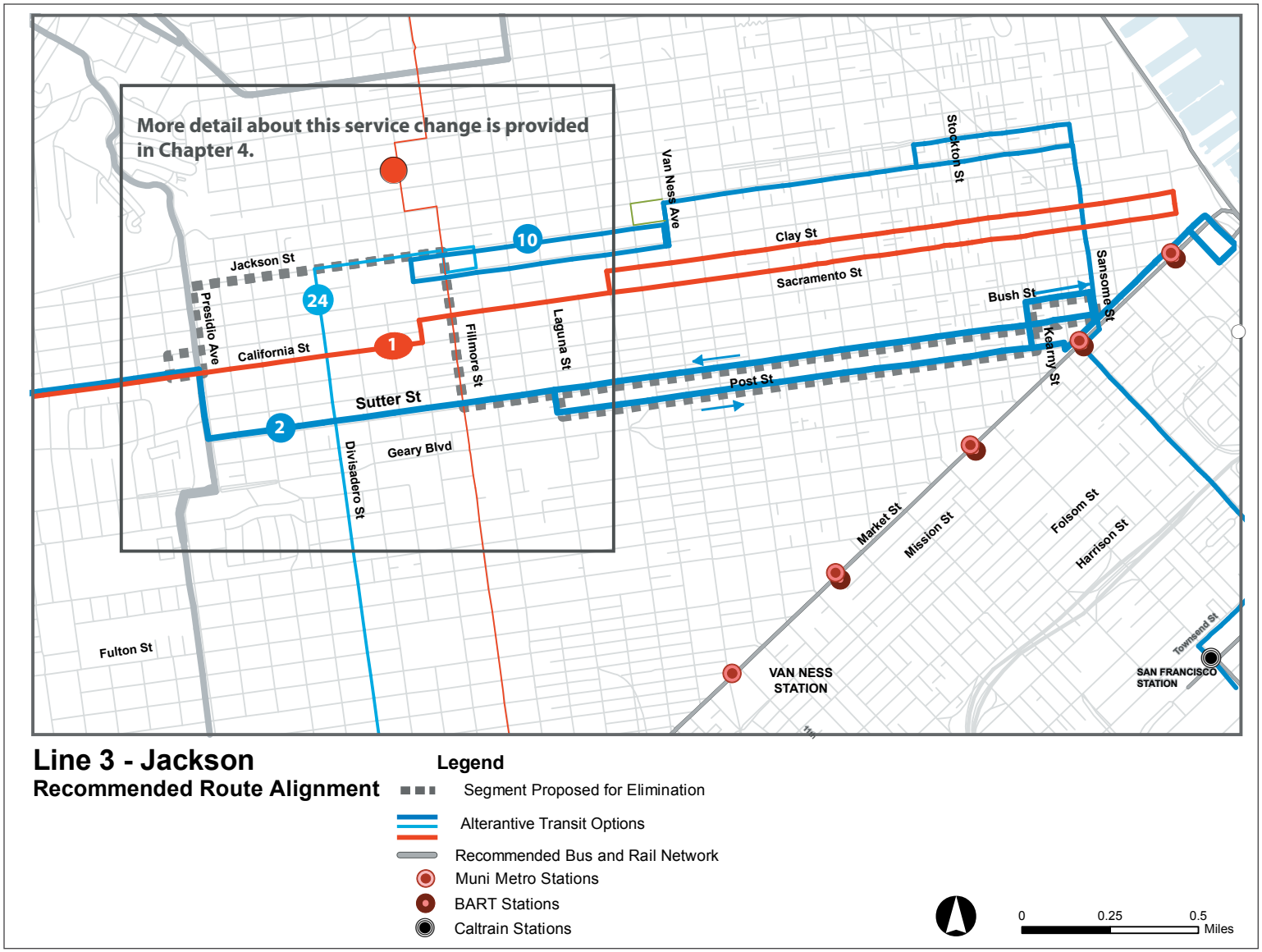
While not specifically addressed in the document, it is important to note that several commenters expressed concern that the TEP proposals did not do enough—that they could do more in light of the deficiencies in the existing system and projected future growth, and that they should do more to support San Francisco's Transit First Policy. In a perfect world, with infinite public resources, there would be no service reductions, and Muni would be able to serve all potential users, regardless of where they choose to live, how they choose to live, or whether they have a choice at all. Unfortunately, this isn't a perfect world, and there are no perfect solutions. There are only real solutions—negotiated through a process of dialogue and trade-offs—that make the best use of finite public resources, while striking an acceptable balance between competing needs.

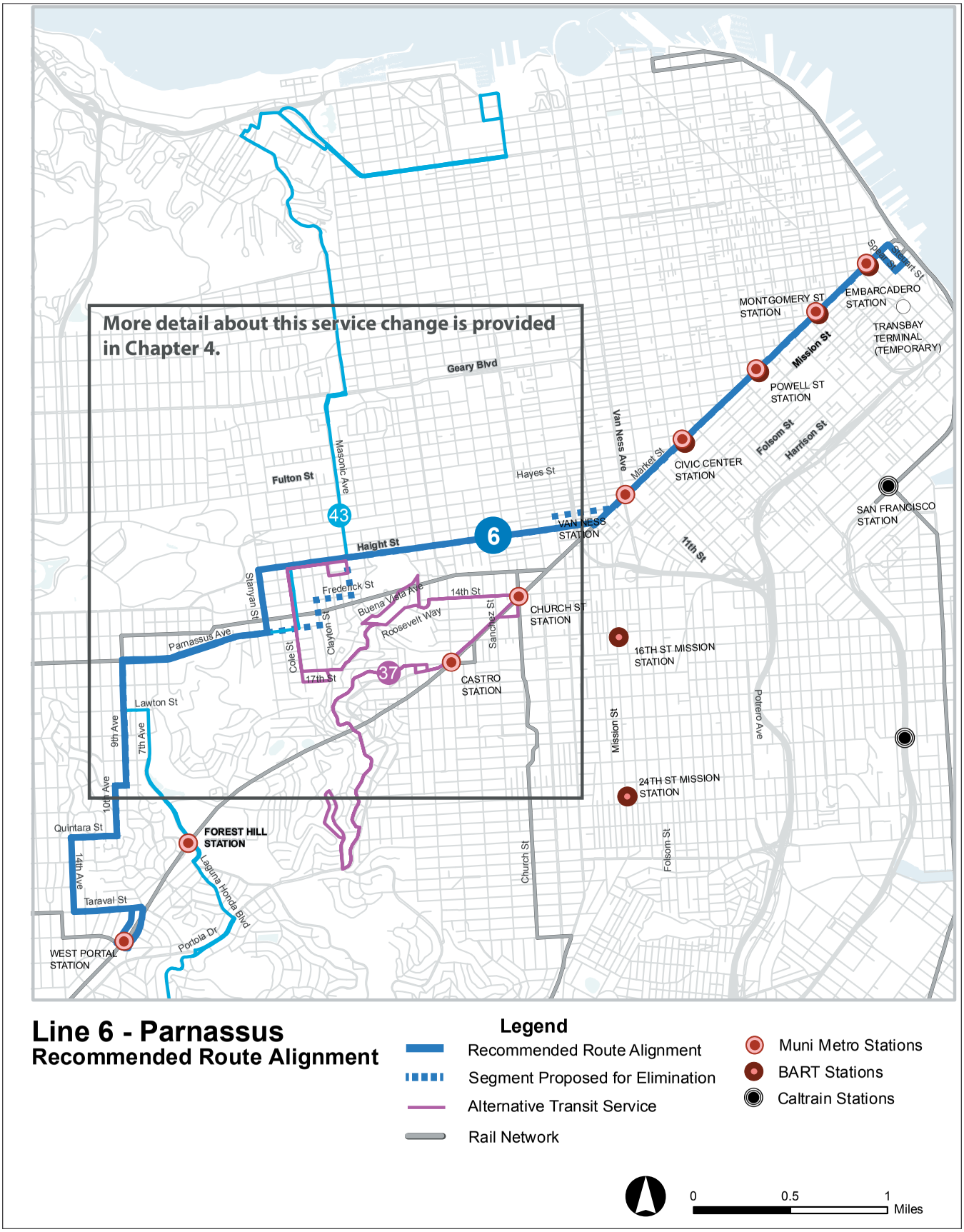
There will be many opportunities to continue that process of dialogue as the TEP moves toward implementation. SFMTA is conducting another round of public outreach, ongoing since February 2014, to explain the proposals and solicit additional community feedback. This input will inform deliberations by the SFMTA Board of Directors, who will be the final arbiters regarding which of the suite of options (variants) and alternatives are chosen for implementation as part of the TEP. The first elements of the TEP are expected to go into effect beginning Fall 2014, and continue in phases through 2016.

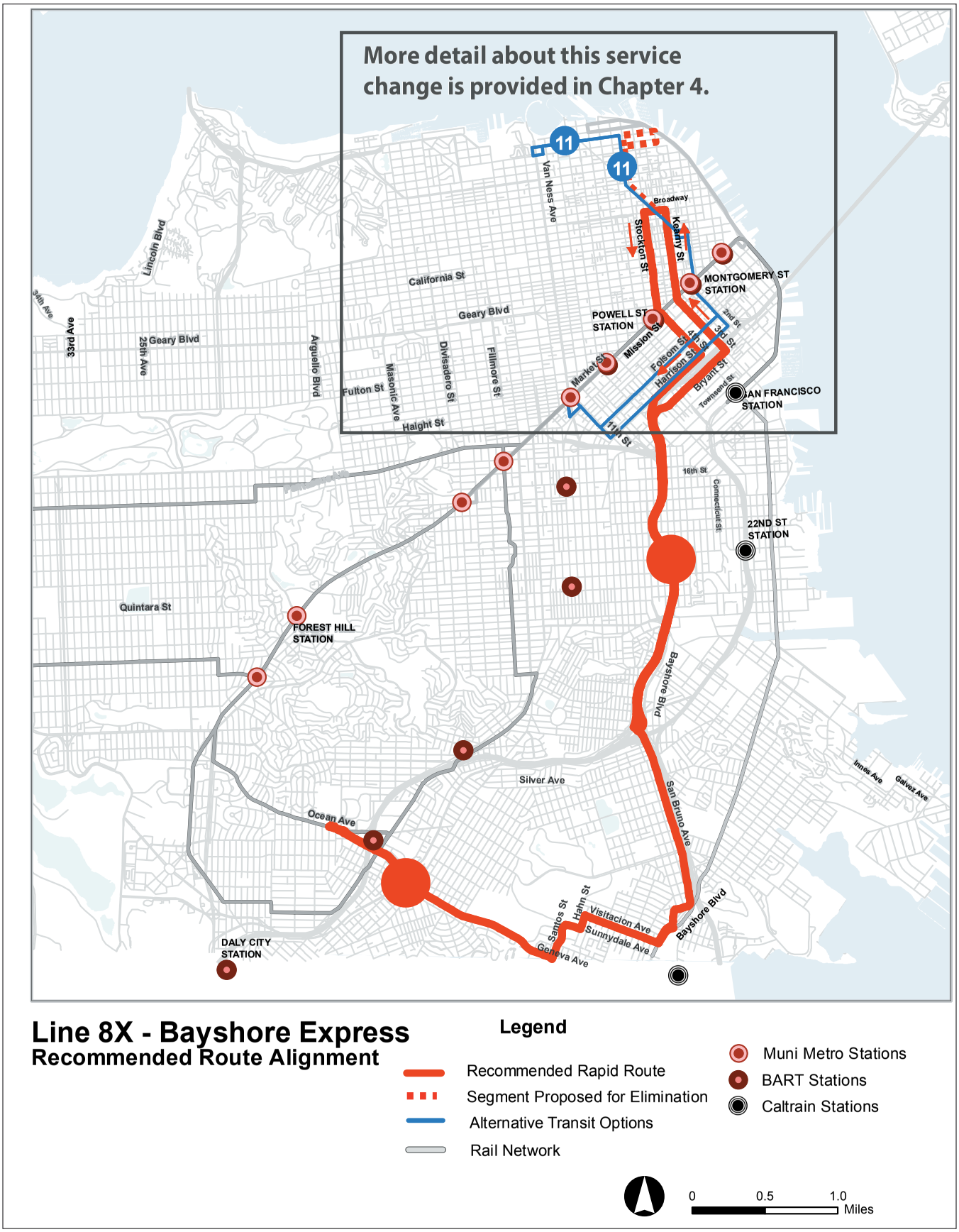


6. APPENDIX

These maps have been included for reference. For additional project information and up-to-date maps, please visit the website: www.sfmta.com/tep.




More detail about this service change is provided in Chapter 4.
Geary Blvd
Fulton St
Masonic Ave
Hayes St
Haight St
43
6
37
Van Ness Ave
Market St
Mission St
Folsom St
Harrison St
11th St
Potrero Ave
Church St
Sanchez St
Stanyan St
Frederick St
Buena Vista Ave
Roosevelt Way
14th St
Parnassus Ave
Cole St
Clayton St
17th St
Lawton St
9th Ave
7th Ave
10th Ave
14th Ave
Quintara St
Taraval St
Portola Dr
Laguna Honda Blvd
Spear St
Gilbert St
MONTGOMERY ST STATION
EMBARCADERO STATION
TRANSBAY TERMINAL (TEMPORARY)
POWELL ST STATION
CIVIC CENTER STATION
VAN NESS STATION
CHURCH ST STATION
CASTRO STATION
16TH ST MISSION STATION
24TH ST MISSION STATION
SAN FRANCISCO STATION
FOREST HILL STATION
WEST PORTAL STATION
Line 6 - Parnassus
Recommended Route Alignment
Legend
Recommended Route Alignment
Segment Proposed for Elimination
Alternative Transit Service
Rail Network
Muni Metro Stations
BART Stations
Caltrain Stations
0
0.5
1
Miles



Line 8X - Bayshore Express

Recommended Route Alignment

Legend

- Recommended Rapid Route
- Segment Proposed for Elimination
- Alternative Transit Options
- Rail Network
- Muni Metro Stations
- BART Stations
- Caltrain Stations

0 0.5 1.0 Miles

Line 18 46th Avenue

Recommended Route Alignment

Legend

- Recommended Local Route
- Segment Proposed for Elimination
- Alternative Transit Options
- Rail Network
- Muni Metro Stations
- BART Stations
- Caltrain Stations

0 0.25 0.5 Miles

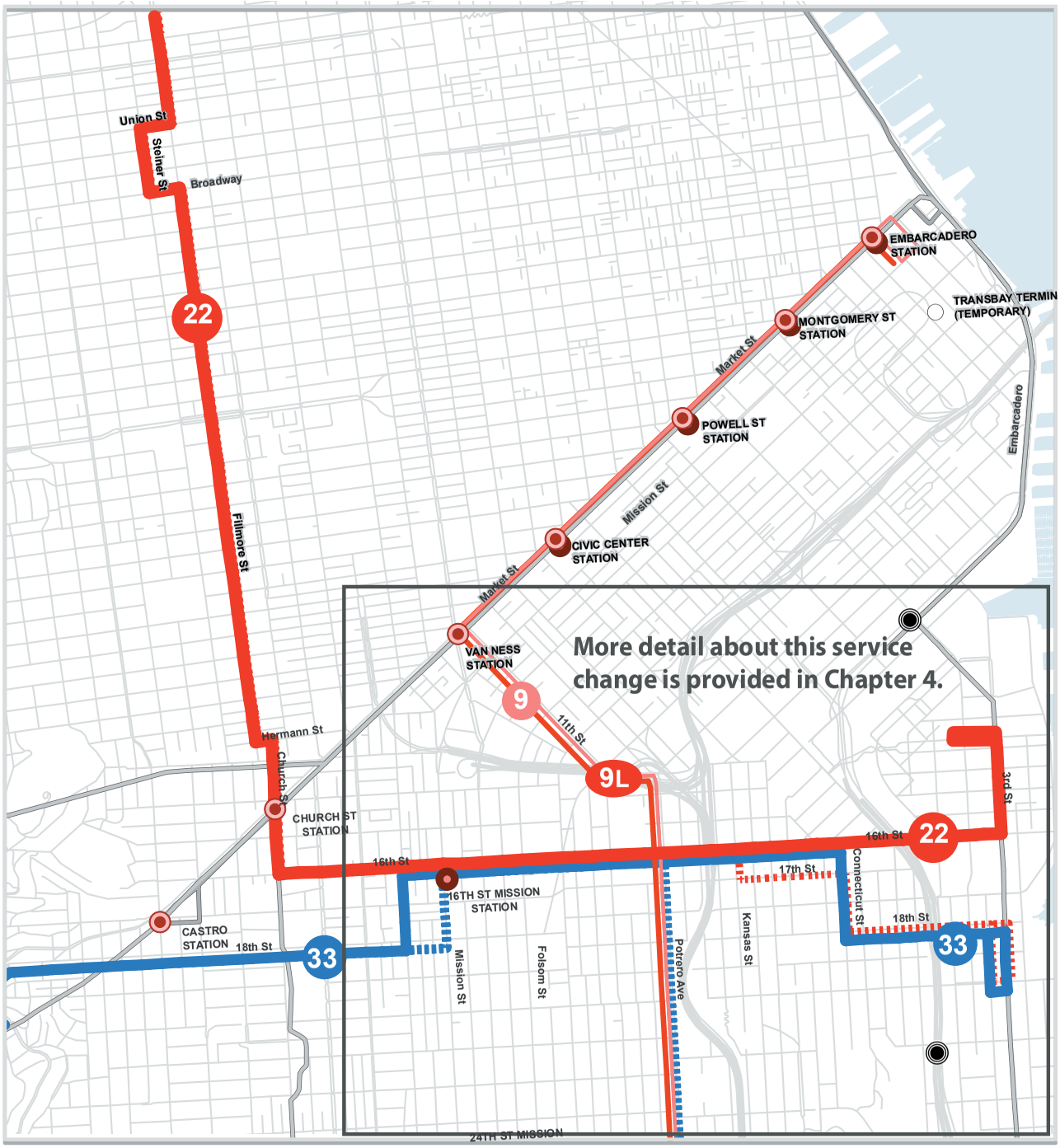
Line 19 - Polk

Recommended Route Alignment

Legend

- Recommended Local Route
- Segment Proposed for Elimination
- Alterantive Transit Options
- Rail Network
- Muni Metro Stations
- BART Stations
- Caltrain Stations

0 0.5 1 Miles

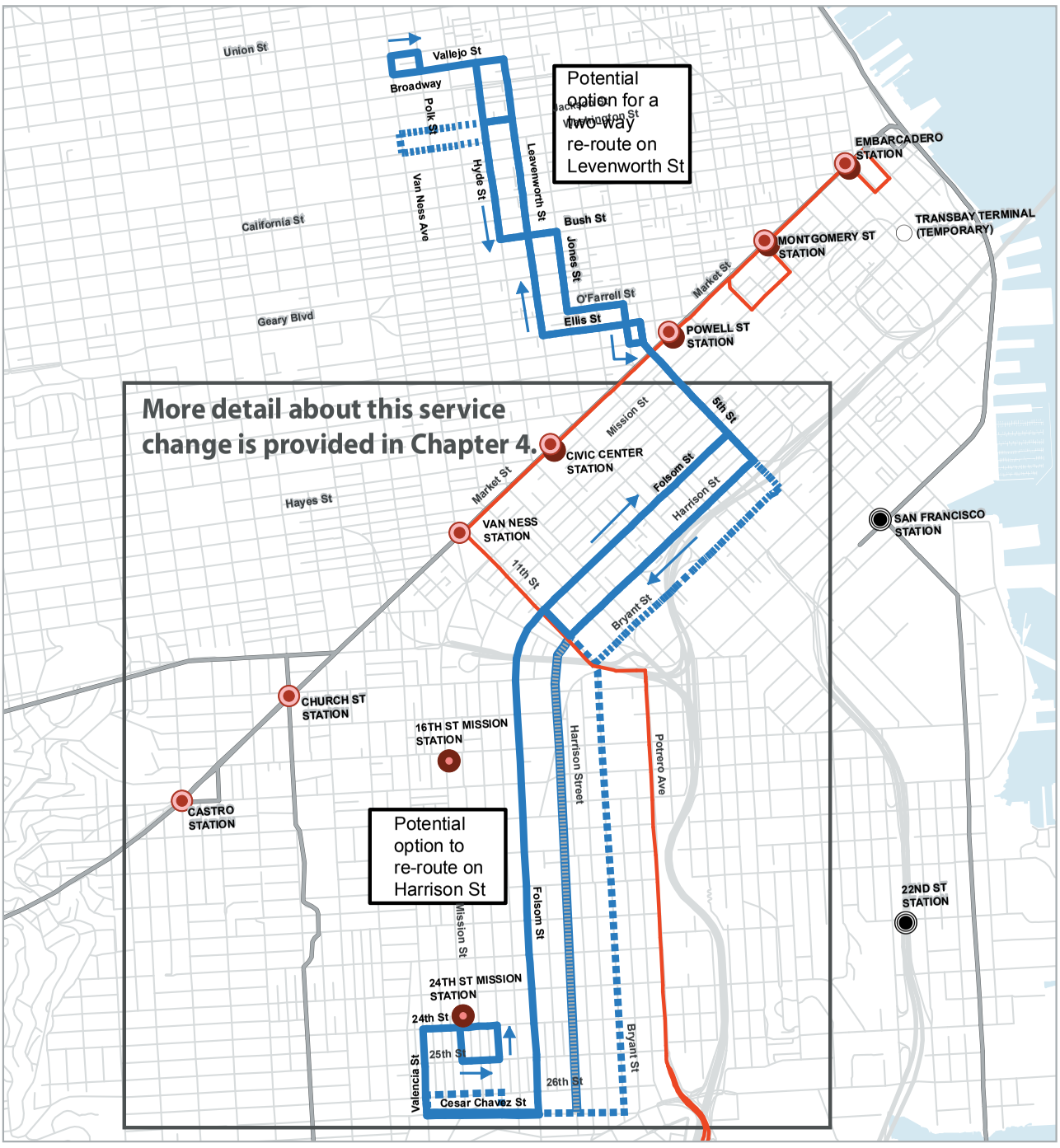


Line 22 - Fillmore and Line 33- Stanyan
Recommended Route Alignment

Legend

- Recommended Rapid Route
- Segment Proposed for Elimination
- Alternative Transit Options
- Rail Network
- Muni Metro Stations
- BART Stations
- Caltrain Stations

0 0.225 0.45 Miles

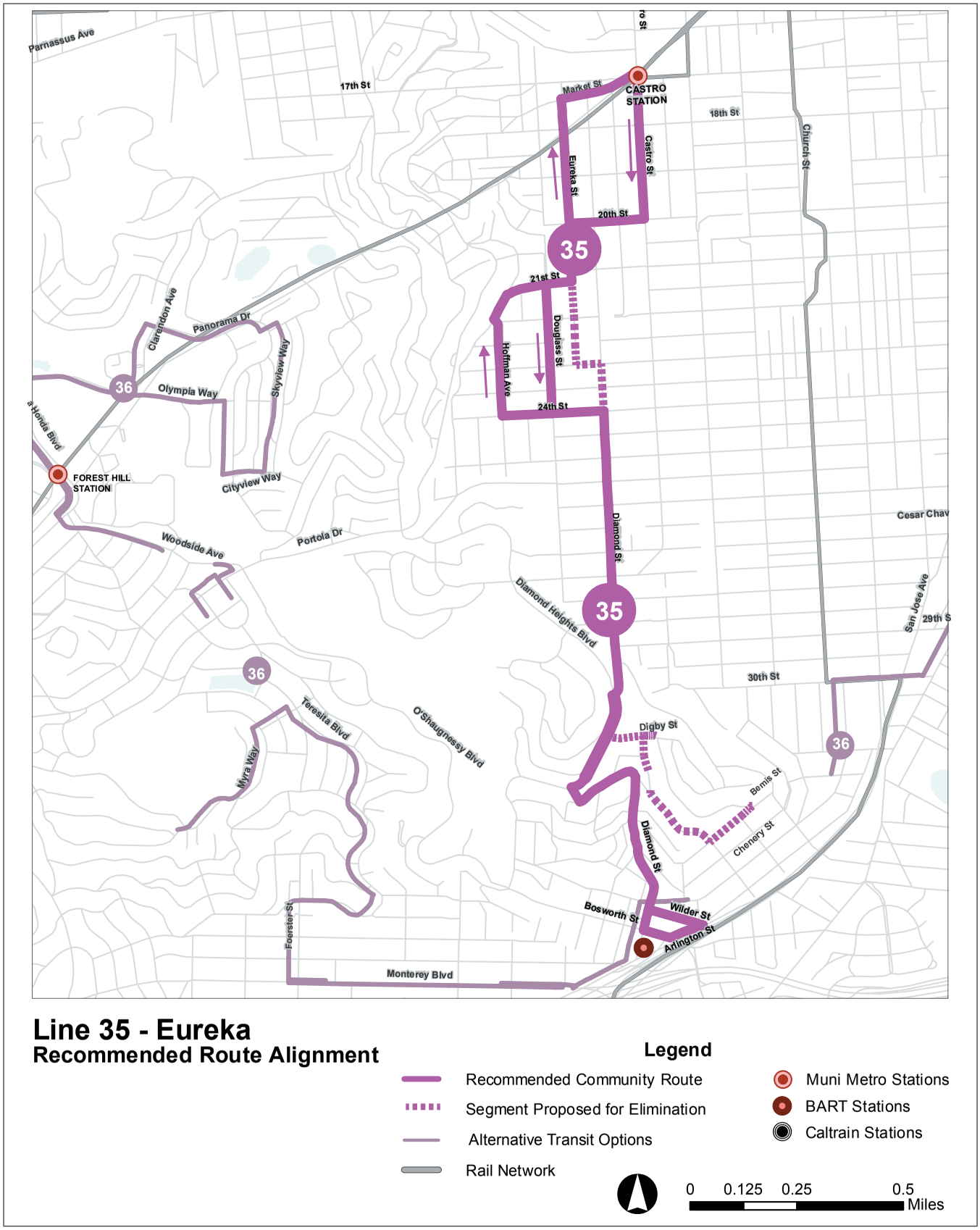


Line 27 - Folsom
Recommended Route Alignment

Legend

- Recommended Local Route
- Segment Proposed for Elimination
- Potential Route Option
- Alternative Transit Options
- Rail Network
- Muni Metro Stations
- BART Stations
- Caltrain Stations

0 0.225 0.45 Miles

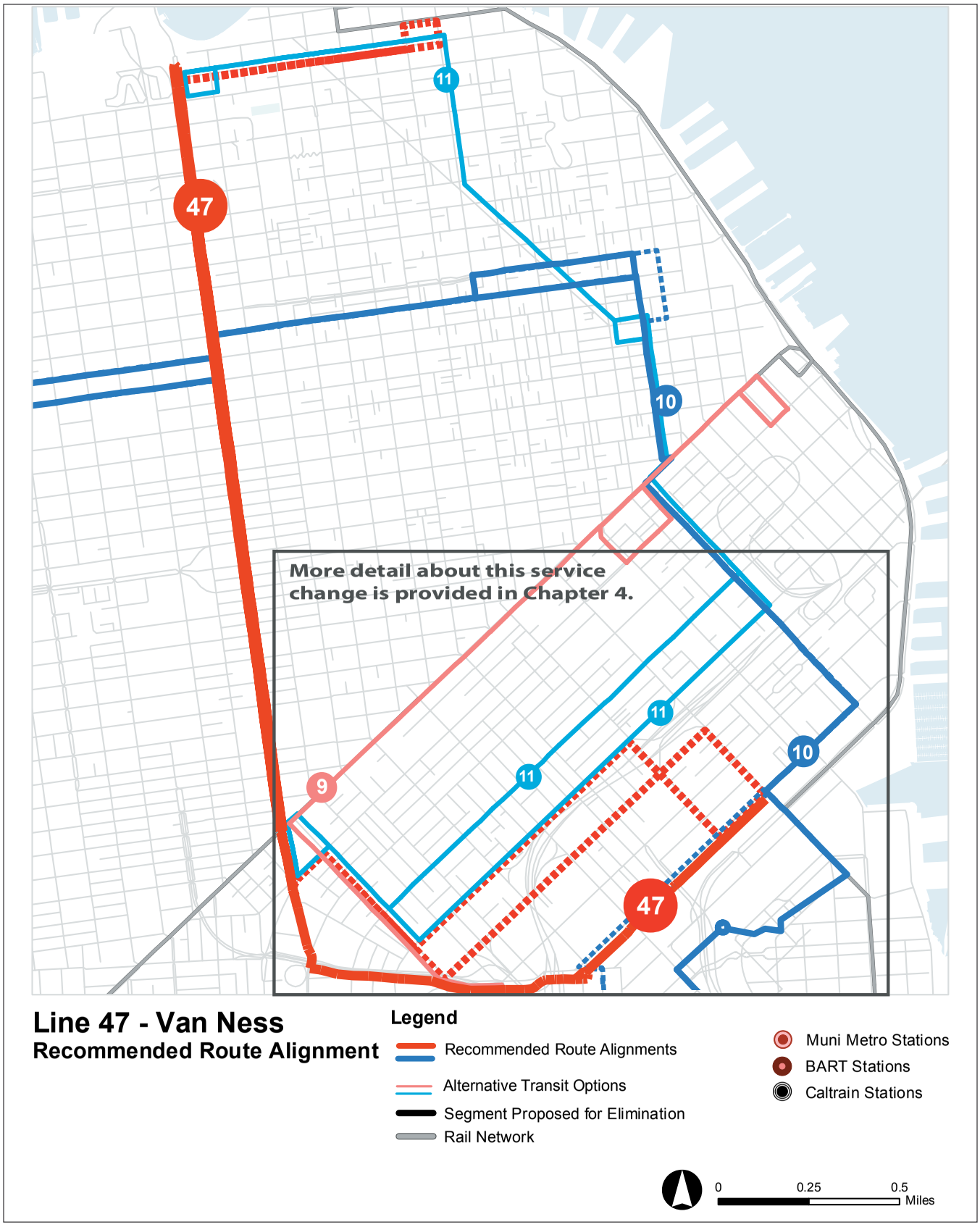


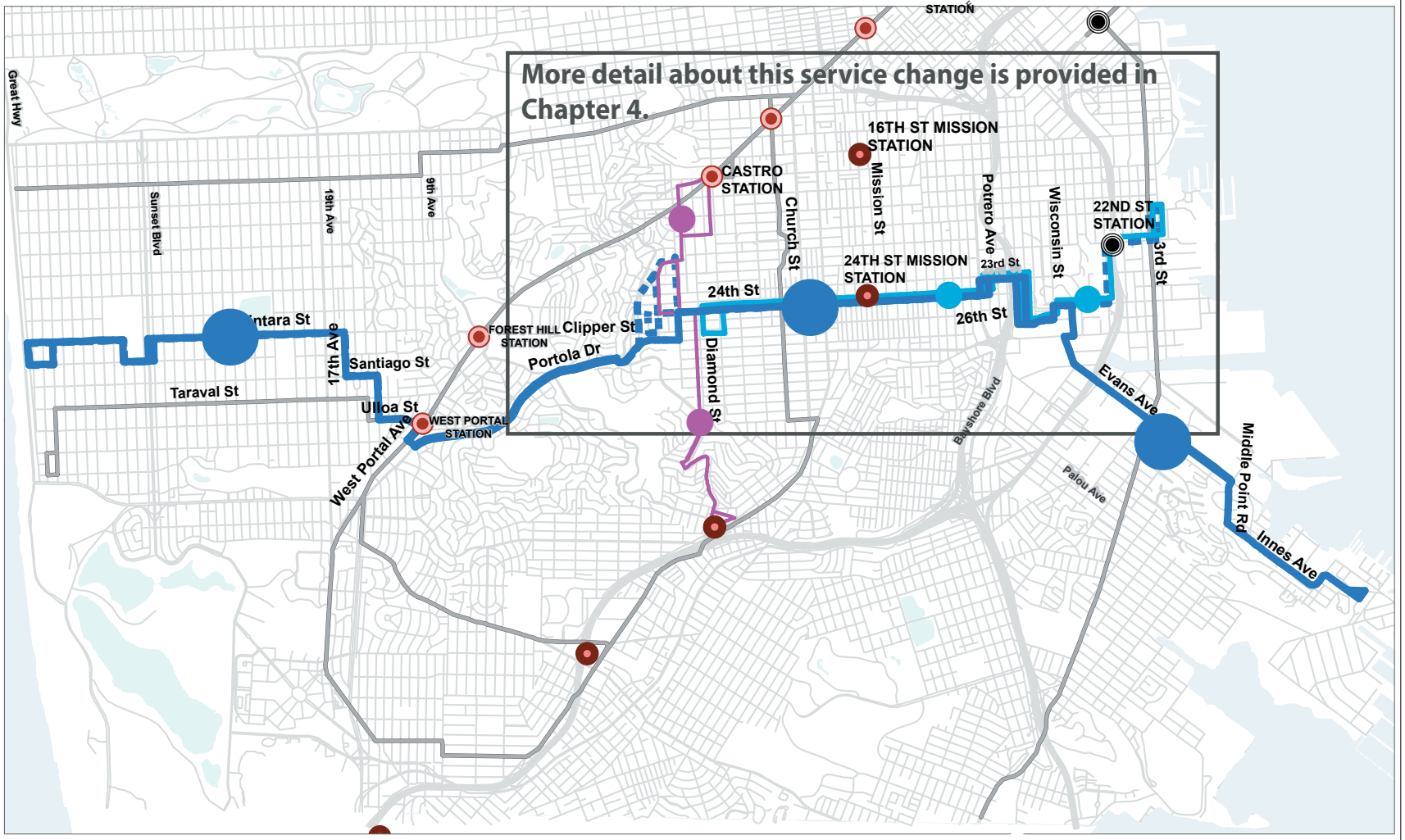
Line 35 - Eureka
Recommended Route Alignment

Legend

- Recommended Community Route
- Segment Proposed for Elimination
- Alternative Transit Options
- Rail Network
- Muni Metro Stations
- BART Stations
- Caltrain Stations

0 0.125 0.25 0.5 Miles


47
11
10
More detail about this service change is provided in Chapter 4.
9
11
11
10
47
Line 47 - Van Ness
Recommended Route Alignment
Legend
Recommended Route Alignments
Alternative Transit Options
Segment Proposed for Elimination
Rail Network
Muni Metro Stations
BART Stations
Caltrain Stations
0
0.25
0.5
Miles



Line 48 - Quintara/24th

Recommended Route Alignment

Legend

- Recommended Route Alignment
- Segment Proposed for Elimination
- Alternative Transit Options
- Rail Network
- Muni Metro Stations
- BART Stations
- Caltrain Stations

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