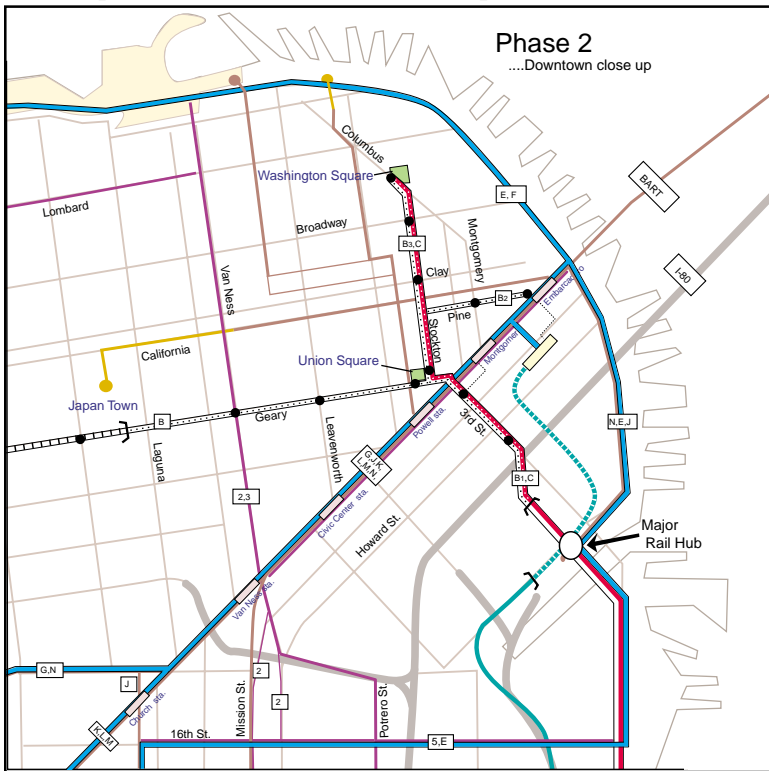


# RESCUE MUNI Transfer

No. 15,  
July 2001

## Proposed Service Expansion Plan

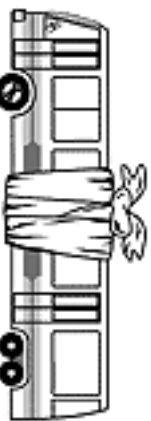


### Inside:

Steering Committee Digest	2
Rescue Muni's Proposed 30 Year Service Expansion Plan	3
Service Expansion Maps	7, 8, 10
Support AB1419 (Transbay Term.)	14
Muni Riders' Survey Results	16
RESCUE MUNI Calendar	22

## RESCUE MUNI Fifth Anniversary Party

Saturday, 9/22/01  
Mark your calendar now!



**RESCUE MUNI**

P.O. Box 190966  
San Francisco, CA 94119-0966  
415-273-1558 • www.rescuemuni.org

July 2001

## Transfer

The Newsletter of  
RESCUE MUNI

2001 Survey Results  
Muni Expansion  
YES on AB1419  
Steering Committee Digest  
Fifth Anniversary Party

ADDRESS SERVICE REQUESTED

Place  
Stamp  
Here

# Steering Committee Digest

Howard Strassner and Eric Carlson has the latest from our governing body

In accordance with RESCUE MUNI Bylaws none of the following are RM policy unless consented to by a majority of the RM Membership present at a General Membership Meeting. Endorsement of Candidates or Ballot Initiatives requires a two-thirds vote.

**July 16, 2001:** Present, Both: Eric Carlson, Charlotte Breckenridge, Joan Downey, Dan Murphy, David Pilpel (by phone), Howard Strassner and Andrew Sullivan. Visitor: Jim Lazarus

**Steercom:** We approved the following policy positions.

**Cable Cars:** (From Metro Committee) We oppose the cut in service from every 6 to every 8 minutes as an illegal violation of the Charter. 4 or 5 cars idling at California and Drumm is an intolerable portion of a service which only has a maximum of 7 cars in service. We will write a letter expressing our strong concern about this issue.

**Schedules:** (From Metro Committee) Muni should post schedules on OWL lines immediately. To Steercom for ratification. As a volunteer effort, Rescue Muni will copy and laminate schedules based on the official operating schedule we obtained from Muni and post (w/ zip ties) same.

**Schedules:** (From Service Expansion Committee) Muni should immediately post schedules for "Community" Bus service (light blue routes on Muni Map) at stops. These reliable services would have much more ridership if potential patrons knew when to expect them. They will also feed more riders into future "rapid transit" lines. **Excelsior/Crocker-Amazon Service:** (From Service Expansion Committee) Muni should increase early morning and rush hour service on the 15, 43 and 29 lines bringing passengers to Balboa BART due to evident heavy passenger loads.

**Excom:**

We have rented Car 1 for the Anniversary Party on 9/22, which will be a historic streetcar excursion. Details to follow.

The Muni Riders' Survey is done. We will announce results at the General Meeting and in this newsletter.

We decided that the General Membership meeting would be a good time to solicit volunteers for specific projects, this announcement perhaps at the end of meeting, inviting those there to approach the following contacts:

*Continued on page 21*

## Transfer

the newsletter of RESCUE MUNI

July 2001 - No. 15

Editor: Eric Carlson

Designers: David Vasquez, Andrew Sullivan

Contributing writers: Andrew Sullivan, Eric Carlson, Daniel Krause, Howard Strassner, Margaret Okuzumi

Transfer is published (roughly) quarterly by RESCUE MUNI, P.O. Box 190966, San Francisco, CA 94119-0966. Yearly membership dues are \$15 (\$5 for limited income). First-class postage paid

at San Francisco, Calif.

POSTMASTER: Send all address changes to Transfer, RESCUE MUNI, P.O. Box 190966, San Francisco, CA 94119-0966.

© 2001 RESCUE MUNI

RESCUE MUNI (Riders for an Efficient, Safe, Consistent, Utilized, and Expeditious Muni), founded 1996, is a volunteer-run, not-for-profit transit riders' association.

Hotline: 415-273-1558

www.rescuemuni.org

transit1@rescuemuni.org

# Membership Form

## We need YOU to help us Rescue Muni.

Join us by mailing this form to P.O. Box 190966, San Francisco, CA 94119-0966.

You can also join online at [www.rescuemuni.org](http://www.rescuemuni.org).

**Name:**

**Address:**

**Phone:**

**Fax:**

**Email:**

**Muni lines you ride:**

**# riders in your household:**

**I would like to volunteer!** Y N

**Membership category:**

\$5 Student / Limited Income

\$15 Basic

\$40 Sustaining

\$100 Contributing

Other: \$ \_\_\_\_\_

Rescue Muni may from time to time publish membership lists *with names only*. May we publish your name only as a member? Y N

**Signature:**

\_\_\_\_\_

### Executive Committee

Chair: Vacant (Andrew Sullivan acting)

Vice-Chair: Richard Mlynarik

Membership Sec'y: Daniel Murphy

Recording Sec'y: Howard Strassner

Corresponding Sec'y: Eric Carlson

Treasurer: Joan Downey

Coordinators:

Charlotte Breckenridge, David Pilpel,

Andrew Sullivan, Dan Krause

### Steering Committee

Chair: Andrew Sullivan

Vice-Chair: Daniel Murphy

Charlotte Breckenridge, Eric Carlson,

Joan Downey, Richard Mlynarik, David

Pilpel, Howard Strassner, Dan Krause

### Standing Committees

**Muni Metro:** addresses scheduling and reliability of Muni's light rail lines. Meets second Wed. of every month, 6 p.m., at

SPUR, 312 Sutter, 5th floor (chair: Howard Strassner, 661-8786, [ruthow@juno.com](mailto:ruthow@juno.com))

**Service Expansion** discusses ways Muni can add service. Meets every other Thursday at SPUR, 6:30 PM; contact the acting chair. (acting chair: Eric Carlson, 863-5578, [pontneuf@earthlink.net](mailto:pontneuf@earthlink.net))

### Other Rescue Muni Initiatives

**Membership** (chair: Daniel Murphy, 665-4074, [daniel@well.com](mailto:daniel@well.com))

**Surveys** (chair: Andrew Sullivan, 673-0626, [andrew@sulli.org](mailto:andrew@sulli.org))

Any member may form a committee. If it meets at least four times per year, the committee may request appointment of a representative to the Steering Committee, the policy-making body of RESCUE MUNI.

# RESCUE MUNI Calendar

Laminate and post at a bus shelter near you!

date	event	location
7/16, 6 PM	RM Executive & Steering Committees	SPUR, 312 Sutter, 5th Floor
<b>7/18, 6 PM</b>	<b>RM General Membership Meeting Survey Results, Service Expansion Plan</b>	<b>SPUR</b>
7/26, 6:30 PM	RM Service Expansion Committee	SPUR
8/7, 5 PM	Municipal Transportation Agency Board	City Hall, Rm. 400
8/8, 6 PM	RM Metro Committee	SPUR
8/9, 6:30 PM	RM Service Expansion Committee	SPUR
8/20, 6 PM	RM Executive & Steering Committees	SPUR
8/21, 5 PM	Municipal Transportation Agency Board	City Hall, Rm. 400
8/23, 6:30 PM	RM Service Expansion Committee	SPUR
9/4, 5 PM	Municipal Transportation Agency Board	City Hall, Rm. 400
9/6, 6:30 PM	RM Service Expansion Committee	SPUR
9/12, 6 PM	RM Metro Committee	SPUR
9/17, 6 PM	RM Executive & Steering Committees	SPUR
9/18, 5 PM	Municipal Transportation Agency Board	City Hall, Rm. 400
9/20, 6:30 PM	RM Service Expansion Committee	SPUR
<b>9/22</b>	<b>Fifth Anniversary Party! Historic Streetcar Excursion</b> <i>Further details to follow...</i>	<b>TBA</b>
10/2, 5 PM	Municipal Transportation Agency Board	City Hall, Rm. 400
10/4, 6:30 PM	RM Service Expansion Committee	SPUR
10/10, 6 PM	RM Metro Committee	SPUR
10/15, 6 PM	RM Executive & Steering Committees	SPUR
10/16, 5 PM	Municipal Transportation Agency Board	City Hall, Rm. 400
10/18, 6:30P	RM Service Expansion Committee	SPUR

Please check the web site or Hotline for announcements of special meetings and other events - there will be many more. If you'd like to sponsor an event, please let us know as well - call us or fill out the Volunteer Form on the web site.

**Clothes  
make the  
Muni rider.**

[www.rescuemuni.org/tshirt.html](http://www.rescuemuni.org/tshirt.html)



# Proposed Rescue Muni Service Expansion Plan

San Franciscans need expanded transit service. Rescue Muni's Service Expansion Committee developed this draft plan to add service citywide. **Dan Krause, Andrew Sullivan** and **Eric Carlson** wrote the report; graphics are provided by **David Vasquez**.

## I. INTRODUCTION

Rescue Muni has created this transit expansion plan to address the growing transportation crisis that San Francisco is presently experiencing. This crisis will only get worse unless San Francisco chooses to make significant investments in transit improvements and service expansion. San Francisco is a city with very high density and limited street space, with many areas not originally designed for automobiles. As San Francisco's population continues to grow and becomes more affluent, more and more people will choose to drive their cars in increasingly maddening traffic - unless there is a practical, convenient and fast alternative.

The Rescue Muni transit expansion plan is that alternative. We have created this 30-year plan to significantly expand all modes of rapid transit service in San Francisco, with the goal of providing citywide service that is much faster, more comfortable, and more reliable than the Muni of today. Our plan uses a combination of rail, rapid bus, historic streetcar, and cable car projects to provide rapid transit coverage throughout San Francisco, even in areas where rail investment does not make sense. It takes advantage of San Francisco's transit-first policy to finally allocate sufficient street space to move transit riders more quickly than auto traffic - a much more efficient use of the streets. Passengers will see results very quickly. While this plan

includes rail projects that will take many years to build, it also includes 8 lines of rapid bus service that can be in operation by 2005.

Our plan is intentionally a bold one. We feel now is the time to lay out San Francisco's ideal transit system: a system that most people will find so attractive that they will prefer to take transit instead of driving. Our recommendations are also mindful of constraints to funding, but they do not accept today's levels of transit investment. The plan is structured in a realistic way that allows for relatively inexpensive short-term projects to be completed under today's funding environment, while it acknowledges that the larger and more expensive proposals will require additional funding sources.

To truly achieve all the goals of this plan, and to improve transit around the City to "world class," there will need to be a continued paradigm shift in regards to our local, state, and national transportation priorities. To be clear, we feel strongly that much of the funding currently spent on highways could be used instead to move more people more quickly on urban and interurban transit services. Plans like ours will help this process of change, in our opinion; we will be asking San Franciscans and their elected officials to do their part in securing large increases in funding for transit.

**Note about this document:** This is a summary of the Service Expansion Committee transit expansion plan, initially developed for the SPUR lunchtime forum of 5/31/01. A more detailed version of the plan will be published within the next several months. **It is not yet formal Rescue Muni policy**, but it is likely to be voted on by the Steering Committee soon.

## II. TRANSIT NETWORK

Our plan creates a new rapid transit network for San Francisco, using three modes of service. When combined with Muni's current light rail service, this network will provide fast service to most major neighborhoods of the city. We anticipate that regular buses will serve as feeder connections or main lines in areas where these options are not practical.

We are recommending service expansion using the following three modes:

- 1) Rail (including light-rail & heavy rail)
- 2) Bus Rapid Transit (BRT)
- 3) Historic Streetcars (Including Cable Cars)

In addition, we are recommending incremental improvements to existing service, to be implemented in the initial phase:

- 4) Improve Existing Buses & Light-Rail Service

We will first discuss the modes that we are recommending, and then we will describe the corridors where we are planning service and the phases of service expansion in some detail. (A more detailed report will be forthcoming shortly.)

### Rail

An expansion of light rail and heavy rail lines is crucial to meeting transportation needs for San Francisco and its regional connections. We are proposing a significant expansion of the Muni Metro light rail system (both surface and subway), extension of Caltrain to downtown, and possible additional access to BART. New subway lines will be designed learning from design flaws in the present Market Street Metro.

We understand that rail expansion is much more expensive than other transit modes. However, we are recommending it on some corridors because it provides a faster experience, and higher passenger capacity, than even the most efficient rapid bus service. We are recommending combination of new lines and modified versions of existing Muni Metro and Caltrain expansion plans.

### Bus Rapid Transit (BRT)

For major corridors that do not warrant

rail investment, or for corridors where rail investment will take many years to implement, we are recommending Bus Rapid Transit (BRT) service as a quick and low-cost improvement. BRT is an innovative system of high-speed bus services that provide fast, frequent, reliable service at low cost relative to rail projects. BRT uses a variety of techniques to give buses absolute priority over auto traffic, making it faster than local bus service and often faster than traveling by car.

Techniques used to convert slow, delay-prone bus service to rapid transit include exclusive lanes and roadways, which keep buses out of auto traffic; signal pre-empts, which give buses the ability to extend green lights; bus stations, spaced fairly far apart, with ticket machines and platforms to speed boarding; proof-of-payment fare collection, and low-floor vehicles, again to speed boarding.

Bus Rapid Transit can be implemented much more quickly, and at significantly lower cost, than rail projects. The cheapest bus improvements just need white paint – and the political will to use it to mark exclusive lanes – but more substantial projects can also be completed at fairly low cost. In addition, rapid bus service can be implemented on a block-by-block basis, progressively speeding up service as a corridor is upgraded. This is unlike rail service, which can't run until the entire network is completed. In addition, BRT also allows Muni to acquire right-of-way for future light rail service.

Due to the relatively low-cost and fast construction times BRT offers, we are proposing eight BRT lines with an accelerated construction schedule of five years. Our plan recommends utilization of all techniques described above for speeding up bus along exclusive BRT lanes. Where there will be no exclusive BRT lanes we encourage the utilization of as many techniques as possible.

### Historic Streetcars / Cable Cars

Building on the smashing success of the existing F-Line in San Francisco, we propose to greatly expand the system of historic

to understand this better before next year's survey.

So is Muni getting better? Yes, it is. This survey shows real progress since last year, and big improvements since Muni's worst days in 1998. But there is still more to be done; in transit-first San Francisco, we should not declare victory until all of Muni's customers get service that earns an "A" grade. Service expansion will help here (see

### Steering Committee Digest continued

- Posting the schedules (contacts: Eric Carlson and Joan Downey, David Vartanoff will not be present Wed.)
- Newsletter (contacts: Eric, Howard Strassner, David Vasquez and Andrew Sullivan)
- Possible Cable Car survey (contact: Howard)
- Formal 501 (c) 3 or 4 status and more.

**June 18, 2001:** Present, Both: Eric Carlson, Charlotte Breckenridge, Joan Downey, Dan Krause, Dan Murphy, David Pilpel, Howard Strassner and Andrew Sullivan. Visitors: Jim Reid, Michael Smith, David Vasquez

**Steercom:** We approved the following policy positions.

*Re Kirkland Division:*

RESCUE MUNI OPPOSES the sale of the Kirkland Facility at Fisherman's Wharf.

WE SUPPORT Lease of the air rights with the revenue stream to fund Muni operations and WE SUPPORT use of the ground floor for storage of historic streetcars and possibly trolley coaches and hope this may (1) minimize expenses for the Geneva Yard "canopy", (2) minimize time spent bringing such vehicles in and out of revenue service and (3) alleviate pressure on rail storage space at Geneva.

WE SUPPORT use of this storage facility as a Historic Streetcar Museum and shop in lieu of the SRTP's proposed expenditures at the cable car barn.

*Re non-Muni transit operators in San Francisco:* RM supports removing the prohibition against regional transit providers picking up and delivering passengers within SF. RM rec-

our detailed report in this newsletter), and continued fleet replacement should also make a big difference, but the hard work by Muni employees to plan and provide quality service will, as always, be the key to continued progress.

*Note: For space reasons, we are not including a full report with line analysis in this newsletter, but we will publish one shortly on the web at [www.rescuemuni.org](http://www.rescuemuni.org). ★*

ommends that Muni negotiate for the use of Fast Passes and BART Plus for this service.

*Re parking on the sidewalk:*

RM endorses the following parking policies and adds item 7)

- 1) to immediately raise the fine to \$50 and to raise it to \$100 over two years,
- 2) educate drivers that sidewalk parking is both illegal and dangerous,
- 3) give sidewalk parking enforcement the same priority as given for blocked driveways,
- 4) zero-tolerance policy for egregious violations (completely blocking a sidewalk or parking on sidewalk parallel to the street),
- 5) allow people to park in the street in front of their own driveway, and
- 6) give tickets and not just warnings to repeat violators
- 7) increase enforcement in bus zones

### Excom:

We elected Dan Krause to the Excom to fill the vacancy.

We set the next General Membership meeting for 7/18. This will be our annual election meeting.

The following Excom members terms expire this month. Andrew, Joan, Howard, Charlotte and Dan Krause.

Our Fifth Anniversary Party will be on Sept. 22.

We discussed getting new members for the MTA CAC. We will endorse: Rosie or Regina from Sandoval's District; Ken Niemi from Hall's District; Nia Crowder for Newsom's District. We are seeking bicycle members for Daly's District. We need a member for Maxwell's district (10). ★

# 2001 Muni Riders' Survey: Complete Results

route	Total resps	% late	grade chg	avg 01-00 wait	norm avg wait	avg crowd†	% clean	clean 2000 grade	1999 %late	1998 %late	*	
2	28	0%	A	0:01	15%	2.21	100%	A	19%	9%		
108	21	0%	A	0:04	9%	4.10	48%	F	0%	0%		
43	49	3%	A	-8%	0:10	89%	1.75	88%	B	12%	26%	23%
6	49	4%	A	-14%	0:11	91%	2.29	100%	A	18%	21%	21%
27	22	5%	A		0:03	25%	3.91	82%	B	2%		
44	53	8%	A	-2%	0:12	83%	2.71	92%	A	10%	25%	9%
F	33	9%	A	-12%	0:04	37%	2.25	97%	A	21%	11%	13%
JKLMN	52	10%	A	-5%	0:01	46%	2.40	65%	D	15%	20%	
1	64	13%	B	-11%	0:05	65%	2.59	100%	A	24%	28%	23%
33	43	14%	B	6%	0:09	50%	2.64	62%	D	8%	12%	
9	21	14%	B	9%	0:06	57%	3.33	85%	B	5%	31%	27%
24	79	14%	B	-2%	0:06	62%	2.72	80%	B	17%	22%	30%
30	36	15%	B	-35%	0:04	67%	2.42	81%	B	50%	26%	21%
N	348	16%	B	-5%	0:07	81%	3.11	74%	C	20%	23%	42%
15	29	17%	B		0:08	92%	2.36	60%	D	19%	31%	
47	24	17%	B	2%	0:02	56%	3.17	84%	B	14%	40%	
K	31	19%	B	16%	0:08	69%	2.31	62%	D	4%	32%	41%
26	28	20%	C		0:17	94%	2.25	92%	A	36%		
49	48	21%	C	-8%	0:11	93%	2.57	87%	B	29%	23%	29%
30X	24	21%	C	21%	0:04	71%	2.92	93%	A	0%	20%	
5	39	26%	C	14%	0:05	63%	2.71	86%	B	12%	16%	28%
22	34	26%	C	5%	0:06	83%	3.00	66%	D	21%	22%	29%
42	27	27%	C	-3%	0:08	124%	2.94	100%	A	30%	36%	25%
KLM	165	28%	C	10%	0:05	100%	3.38	69%	D	18%	22%	14%
L	43	28%	C	-0%	0:06	78%	4.20	69%	D	28%	26%	53%
21	43	29%	C	14%	0:10	105%	3.17	77%	C	14%	26%	30%
67	24	29%	C		0:25	128%	2.83	67%	D			
M	24	29%	C	5%	0:10	92%	2.71	89%	B	25%	26%	31%
J	61	30%	C	4%	0:06	103%	2.65	90%	A	25%	36%	42%
38	37	32%	D	-19%	0:07	107%	3.03	79%	C	52%	33%	26%
18	13	0%	A	-11%	0:07	43%	2.77	75%	C	11%	10%	*
45	17	2%	A	-33%	0:05	46%	1.63	63%	D	36%	23%	16%*
16BX	14	7%	A	1%	0:04	37%	3.57	100%	A	6%	19%	*
71L	11	9%	A	1%	0:04	47%	3.91	100%	A	8%		*
29	10	10%	A	-8%	0:09	59%	1.80	70%	C	18%	40%	*
71	10	10%	A	-19%	0:06	54%	2.70	90%	A	29%	23%	31%*
14	13	15%	B	-17%	0:04	68%	2.75	67%	D	32%	47%	51%*
12	12	17%	B		0:04	49%	1.60	100%	A			*
23	12	17%	B		0:11	63%	3.00	80%	B	13%		*
<b>Total</b>	<b>1773</b>	<b>17.3%</b>	<b>B</b>	<b>-2%</b>	<b>0:07</b>	<b>76%</b>	<b>2.94</b>	<b>79%</b>	<b>C</b>	<b>18.9%</b>	<b>25%</b>	<b>28%</b>

Note: Routes with an asterisk (\*) in the right column had fewer than 20 responses; we are reporting them here for completeness, but these results should be considered less accurate than those in roman type.

† Crowding is on a scale of 1 (empty) to 5 (jammed).

streetcars that will link many cultural, civic and recreational destinations. Historic streetcar service is relatively inexpensive to offer compared to modern light and heavy rail systems, and its popularity makes it a logical choice for several tourist-intensive areas of town (notably the Marina). Also, we are proposing two small extensions of the cable car system that will significantly improve its utility.

## Improve/Extend Existing Bus and Light Rail Service

We are also recommending some improvements to existing bus and light rail service which will close key gaps and speed up service which is currently much too slow. Existing surface light rail lines should be sped up and some bus lines extended to make key connections.

## III. PROJECT RECOMMENDATIONS (4 PHASES)

Our project recommendations are extensive and ambitious. Therefore we have split these recommendations into four phases. Phase I will include the lowest cost projects that can be completed quickly under today's current funding environment. Phase II will be quite ambitious and we feel that some projects can be completed with current funding levels, but others will require further funding (i.e. renewal of existing sales tax, etc.) Phases 3 & 4 include our extremely bold "dream" projects and will require significant new funding sources.

Please note we are advocating completion of recommended projects during the time frame of the phase they are listed under. Consequently, many of the projects listed will have to begin the environmental and engineering studies in the previous phases. For example, Geary Rail is to be completed in Phase 2 or by 2010. The required studies would need to be underway in Phase I.

The project recommendations are split into the four phases as follows:

- Phase 1 (2001-2005)
- Phase 2 (2006-2010)
- Phase 3 (2011-2015)

d. Phase 4 (2016-2030)

## Phase I (2001-2005) - Short-Term Project Recommendations

This initial phase is mainly focused on low-cost projects that will help speed heavily used portions of the bus system and close gaps in the existing transit system. Therefore there is a great emphasis on Bus Rapid Transit & streetcar development.

### Rail Projects

#### I. Caltrain Electrification

Electrification of Caltrain is required to upgrade this commuter rail line to a high-speed urban and interurban transit system. Plans for massive upgrades are currently being considered, but these hinge on electrification which is not fully funded yet because San Francisco has not committed its portion. Electrification is also required for the extension of Caltrain to the Transbay Terminal.

**2. 3rd Street Light Rail** (Already approved & scheduled for completion in 2004) We are including this project because it is scheduled for completion in phase I.

### Bus Rapid Transit Projects

#### I. Van Ness BRT

Muni is currently planning San Francisco's first exclusive Bus Rapid Transit lanes, on Van Ness between 12th Street and Lombard. We wholeheartedly endorse this project, and we recommend that it be extended to accommodate Mission Street service as follows: a one-way lane (southbound on Mission Street to 16th St, one-way lane eastbound on 16th, and a one-way lane northbound up South Van Ness. We see a rail upgrade of this project as something fairly far in the future.

#### 2. Geary BRT

Geary Boulevard is our highest-priority route for new rail service in San Francisco. However, it will take some years for Geary light rail to be built, and it is critical that we implement rapid bus improvements in the interim so that this corridor's customers

can get rapid service more quickly. Our Geary Rapid Bus plan includes two exclusive transit lanes along Geary with provision for future light rail service by laying tracks for future LRV vehicles simultaneously with BRT construction outside Masonic. This line would connect via Post and O'Farrell (to accommodate subway construction on Geary) and Market to the Transbay Terminal.

### 3. Market Street BRT

This is Muni's closest thing to Rapid Bus service today. We advise upgrading Market Street a truly rapid route from Van Ness to Embarcadero by making the following improvements:

- Extend the center transit-exclusive lane along Market between Van Ness to the Ferry Terminal. This may require removal of all private cars on Market (except service vehicles) between 6th Street & Embarcadero because heavy auto traffic in the right lanes would block other Muni lines. This lane must be enforced strictly.
- Add ticket machines at key locations for faster boarding. Proof of Payment may not be realistic between Van Ness and Powell due to risk of crime and fare evasion, but where appropriate it should be implemented.
- Restore signal timing. The present situation where buses are not even able to arrive at the boarding island must be stopped. Muni's timed light system was overridden after the Loma Prieta Quake and needs reinstatement.

### 4. Potrero/Bayshore BRT

This BRT corridor would run along Bayshore Blvd. & Potrero Ave. with two lanes of exclusive right-of-way. This corridor would support the current #9 bus as well as a new Van Ness-Potrero-Bayshore route, which would start at the Bayshore Transit Center & ride in exclusive lanes for the entire journey along Bayshore Blvd., Potrero Ave, 16th Street, South Van Ness (northbound), Mission Street (southbound), & Van Ness. The design would be similar to the Van Ness corridor described above.

### 5. 16th Street BRT

This would run from Mission (BART) to Third Street via 16th Street. Rail should be laid for future historic streetcar and later Metro service. Line connects BART, inner Mission, possible Caltrain station at 16th (where Caltrain would have to be grade separated from 16th Street anyway), and Mission Bay.

### 6. Doyle Drive/Lombard BRT

The Van Ness BRT corridor presents an opportunity to upgrade service to the Marina, Presidio, Golden Gate Bridge, and Marin County as well via Lombard and Doyle Drive. We recommend adding combined BRT/HOV lanes to Doyle Drive, and exclusive transit lanes to Lombard Street. Such a project would benefit Muni and Golden Gate Transit and would enable new, rapid service to the Presidio from the center of town and points south and east.

### 7. 19th Avenue/Park Presidio BRT

We are proposing Rapid Bus service for 19th Avenue and Park Presidio, running from Geary to Daly City BART. This would share HOV lanes with cars but would include signal pre-empts at every intersection, proof of payment and low-floor buses for faster boarding.

### 8. Mission BRT

We are advocating BRT along the entire length Mission south of 16th Street to Daly City BART. Due to the dense and crowded nature of Mission, we are NOT advocating exclusive BRT lanes. For this corridor we advocate the use of bus bulb outs at every stop, signal pre-empts at every intersection, proof of payment and low-floor buses.

#### Historic Streetcar / Cable Car Projects

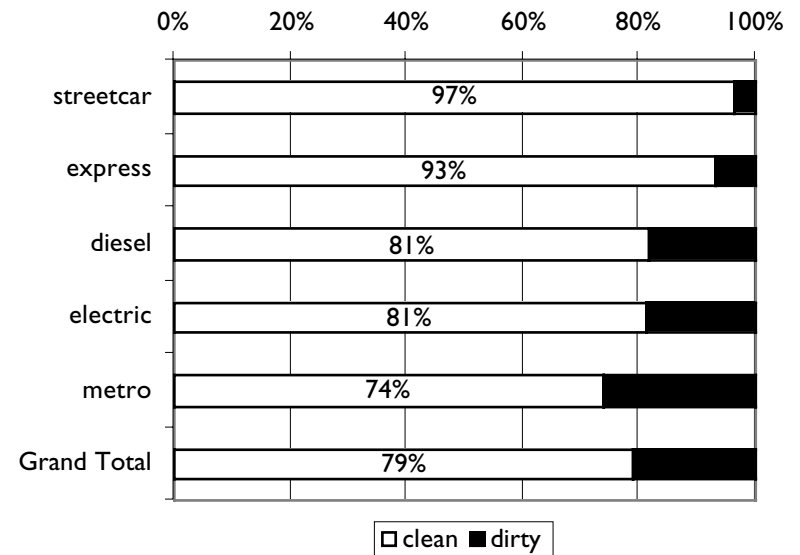
### 1. G-Line to Golden Gate Park

This proposed project already has wide community support. Service would run from downtown via the current F and N lines to Golden Gate Park, using new tracks from 9th and Irving to Music Concourse.

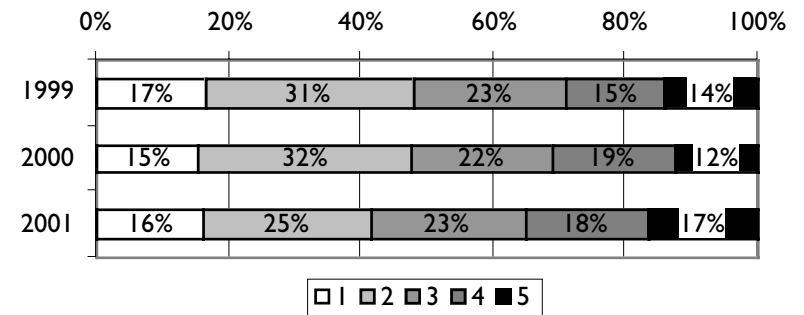
### 2. E or F-Line (Embarcadero) to Fort Mason

• Currently the E-Line from Fisherman's Wharf to Caltrain Depot is approved (with the tracks in place) and is awaiting com-

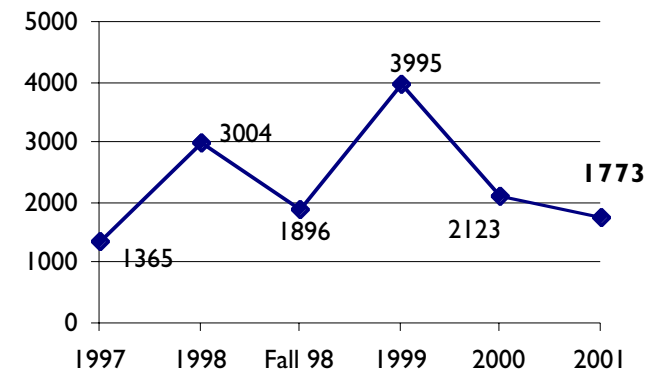
Cleanliness by mode



Crowding 1999-2001

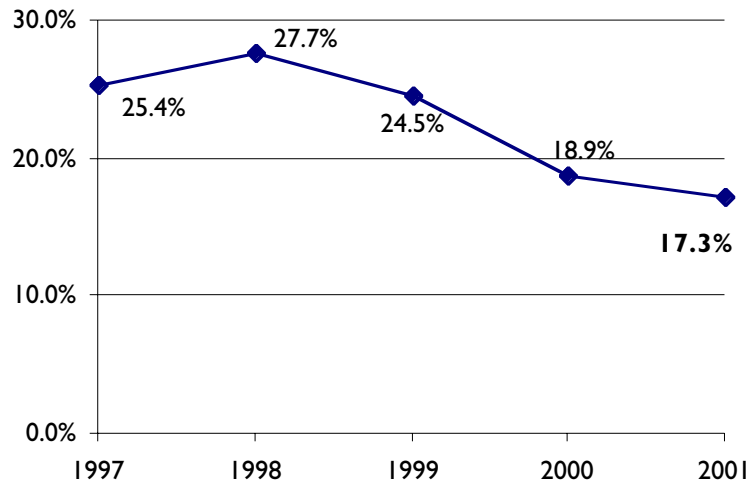


total responses

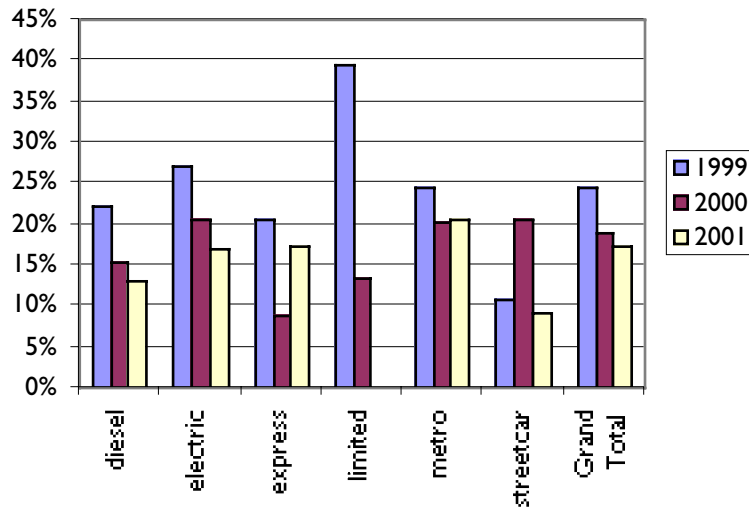


# 2001 Survey Results Summary

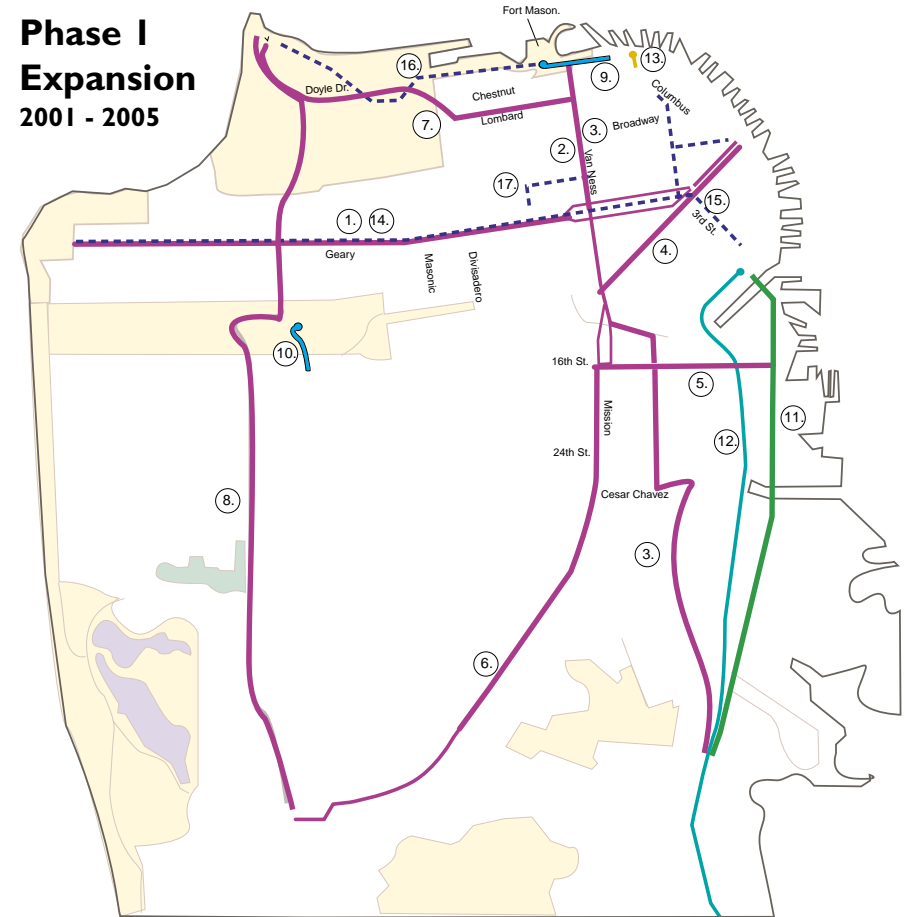
% of riders delayed



Riders delayed by mode



## Phase I Expansion 2001 - 2005



D. Vasquez 4/01

### Bus Rapid Transit (BRT) Lines

1. Geary Street
2. Van Ness-Mission
3. Van Ness-Bayshore
4. Market Street
5. 16th Street
6. Outer Mission
7. Doyle Drive-Lombard
8. 19th Ave

### Historic Streetcars

9. E-Line to Ft. Mason (use existing tunnel)
10. G-Line to GG Park

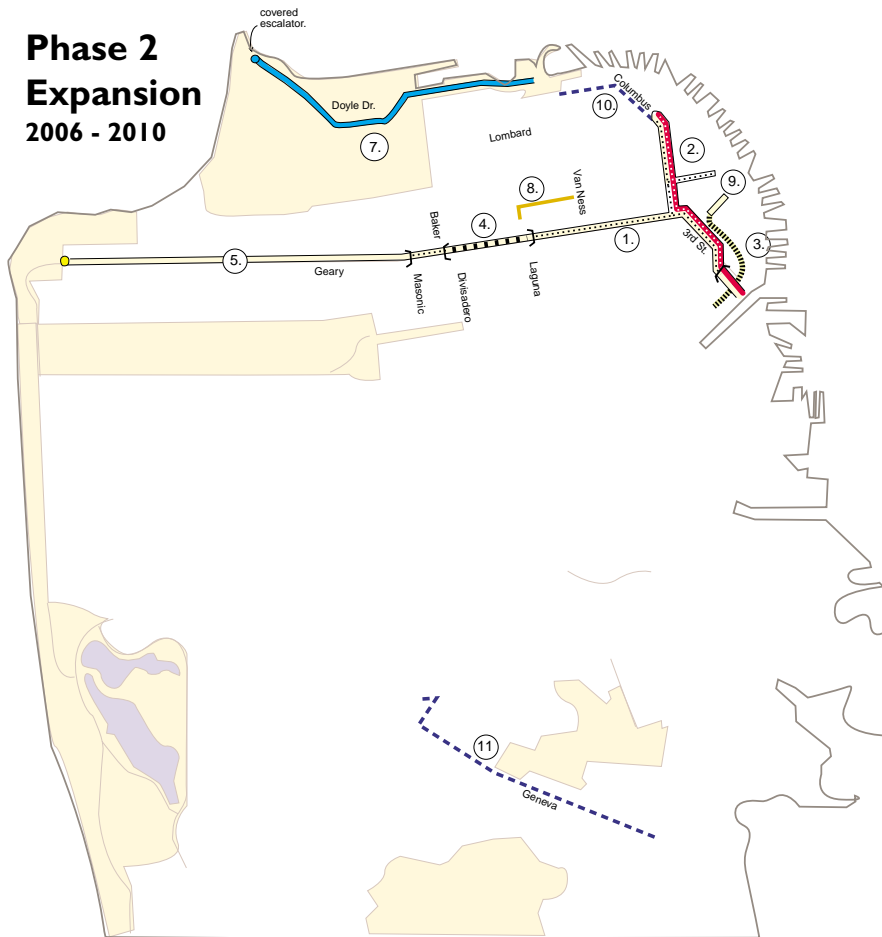
### Rail Improvements

11. J. Church /Third St. LRV.
12. CalTrain (electrified)
13. Cable Car Extension (to wharf)

### EIR/EIS/MIS & Engineering Studies

14. Geary Rail
15. Central Subway
16. F Line ext. to Presidio
17. Cable Car extension (Calif. line to Japantown)

## Phase 2 Expansion 2006 - 2010



D. Vasquez 4/01

### Subway Rail

1. Downtown Geary (3 branches); Masonic & Geary
2. Central Subway (Stockton to Geary to 3rd St.)
3. Caltrain Extension

### Elevated Rail

4. Middle Geary

### Surface Rail

5. Outer Geary (exclusive ROW)
7. F Line Streetcar extension to Presidio
8. Cable Car extension (to Japan Town)
9. Transbay Terminal Reconstruction

### EIR/EIS/MIS & Engineering Studies

10. Central Subway (extension to Van Ness)
11. Geneva Rail

vide excellent service (graded A, 9% late) while other modes showed improvement as well. Diesel and trolley coach lines both reduced delays a small amount from 2000, with **13%** and **17%** riders delayed respectively this year. (Both earned a B grade.) Muni Metro service did not get better, however: as in 2000, 20% of riders were delayed. A chart of performance by mode is on page 18.

Service was also more **consistent across various lines**. For the first time this year, **no line was graded F** and only one (the 38-Geary) was graded D, with 32% of riders delayed. Of course, many lines were graded C, with delays in the 20-30 percent range, including many high-ridership lines (J, L, M, 22, 42, and more); but the huge variations in quality we saw in 1997-99 are not present here. Muni deserves significant credit for this progress - although no line should delay even 20% of its customers, the appalling behavior of lines like the "L-Terrible" in 1998 (53% late!) seems to be no more.

8 of the 30 lines with sufficient data to report (20 points or more) were graded A, including four diesel lines that use new equipment: 2-Clement, 108-Treasure Island, 43-Masonic, and 27-Bryant. Clearly fleet replacement is making a difference for on-time service.

**Crowding** is an area where service is not improving. In 2001, more vehicles were crush-loaded (17%, up from 12% last year) and many more were standing room only (59%, up from 53% last year). Our crowding chart on page 19 shows this clearly. Some of this is the result of increased ridership (a good thing!) but Muni needs to monitor crowding closely and make sure that sufficient equipment is provided. The L-Taraval and 108-Treasure Island both had average crowding over 4 on a 1-5 scale - clearly too many of these trips were overcrowded.

Finally, we measured **cleanliness** for the first time. Here Muni has some room for improvement. **79%** of Muni vehicles were clean systemwide, but several lines had a

problem staying clean; the 108 was the worst, with over half of its vehicles dirty. JKLMN service from Castro to Market was also a problem here. The F was one of the best again; this is in part due to the hard work done by the Market Street Railway to keep the historic cars in shape. Maintenance crews of the other lines should take note - and Muni staff should consider asking operators of lines where cleaners are not available during the day to "pitch in" and collect the garbage when customers don't do their part. Enforcing a zero-tolerance policy against litter (as on BART) could help as well.

This year, we noted another **drop in participation** in the survey. Our volunteers were as dedicated as in previous years, but there were fewer of them; our 1773 data points for a full month of service were the fewest for a systemwide survey since the first survey in 1997. (See the chart on page 20.) This unfortunately means that we do not have good data for as many lines - the "B" grade given the 14-Mission, for example, is only based on 13 data points, clearly not a sufficient sample. For Rescue Muni, of course this is bad news; but it may be reflective of higher confidence in Muni, as customers feel that they don't have to submit a survey if service is "okay." We will study the comments submitted to try

Table 2: Cleanest and dirtiest lines

line	% clean	grade
Best:		
2	100%	A
6	100%	A
1	100%	A
42	100%	A
F	97%	A
Worst:		
JKLMN	65%	D
33	62%	D
K	62%	D
15	60%	D
108	48%	F
<b>Total</b>	<b>79%</b>	<b>C</b>



# 2001 Riders' Survey Results

Slight improvement this year. **Andrew Sullivan** explains.

Is Muni getting better? This is the question we ask every year when we conduct our annual **Muni Riders' Survey**. This year, we are once again pleased to report that Muni service quality is improving, although at a slower pace than last year. Muni's on-time performance improved again, with **17.3** percent of our riders experiencing delays on average, earning Muni another **B-minus** for on-time service; Muni's service quality also became more consistent across the various lines and modes.

Rescue Muni conducted its fifth annual survey (sixth total) in February of 2001. This year, **65** volunteers recorded **1773** bus and streetcar rides, noting how long they waited and how long the trip took. Some volunteers also stood at fixed points and recorded all vehicles that came by; 350 of the 1773 trips were recorded that way. As we have done since 1997, we compared riders' actual waiting times with the headways advertised on Muni's *Street and Transit Map* (posted in all bus shelters) and service bulletins. Riders who waited more than the full headway are considered delayed - this

is a fairly liberal measure, but one that is consistent with riders' expectations. We also asked riders to record crowding on a scale of 1 to 5, and (for the first time) whether a vehicle was clean or not.

(Note that this year, service was added on the 12-Folsom line as part of the South of Market service realignment during the survey period; all 12 trips were taken after this change, so the new timetable was used.)

**On-time service** improved systemwide as measured in our survey. As noted above, Muni's overall rating improved to **17.3** percent of riders delayed (B-minus grade), a small but significant improvement from 2000. Compared to Muni's nadir in 1998, however, this is more impressive: **28%** of riders were delayed then, so Muni has reduced delays by more than a third. Normalized waiting time got slightly worse systemwide; customers waited an average of 76% of posted frequency (a 50% average is optimal).

On-time service was more consistent this year across the modes, with the **F-Market** historic streetcar continuing to pro-

mencement of service in a couple of years. This line will run from Fisherman's Wharf to 4th & King in Mission Bay.

- Extend line via Fort Mason tunnel to Fort Mason via Aquatic Park and the Fort Mason tunnel to provide service to the Marina. (In this phase service would terminate at the Fort Mason parking lot.)

### 3. Powell-Mason Cable Car Extension to Beach Street

- This small extension would significantly improve access to Fisherman's Wharf for cable car customers.

### Improvements to existing LRV and Bus lines

- LRV Signal pre-empts, dedicated right-of-way, and other delay eliminations, especially on the Embarcadero, Inner Sunset and West Portal.

- 35 line to Glen Park BART

- 14 Line to BART at Daly City or Colma

- 22 line to Fort Mason to connect with streetcar and serve that facility (as Muni may already be planning.)

- 28 Line extended to Van Ness and Wharf area. This service would have many cash fares, would use Lombard, Doyle, Park Presidio and 19th Avenue BRT lanes.)

### Phase 2 (2006-2010) - Mid-Term Project Recommendations

With an extensive Bus Rapid Transit system put in place in Phase 1, Phase 2 focuses on Muni LRV, Caltrain and the E/F-Line Streetcar. Geary BRT is upgraded to rail. Projects would have been studied in Phase 1 for cost effectiveness.

### Rail Projects

**1. Geary Light Rail**- surface from Point Lobos to Laguna (possibly elevated between Baker and Laguna), subway to connection with Central subway at Union Square. Then:

1. South via Third Street Central subway
2. North to Chinatown and North Beach
3. North, then east via Pine Street spur to Financial District/ Embarcadero Station, with easy connection to Transbay. We prefer Pine spur to Muni alternative of Folsom Street.

**2. Caltrain Downtown Extension** to new Transbay Terminal

**3. New Caltrain Stations** at Oakdale/ Palou and 16th Street (eliminate Paul Ave). Upgraded station at 22nd Street.

**4. Central Subway** - currently planned for Third, Geary, Stockton Street; we would build to Washington Square.

### Historic Streetcar / Cable Car Projects

**1. Fort Mason to Golden Gate Bridge** (via Marina, Letterman & Crissy Field)

**2. 4th/King to Castro via 16th Street** - 4th St, 3rd St., 16th St. (sharing BRT lanes), Church, and 17th St. (existing non-revenue tracks).

**3. California Cable Car** extension to Japantown

### Phase 3 (2011-2015) - Long-Term Project Recommendations

This phase focuses on rail only with all BRT & streetcar expansions complete.

### Rail Projects

**1. Central Subway Extension** - From Washington Sq. to Aquatic Park via Columbus and North Point to Aquatic Park/Van Ness.

**2. Geneva** - From Bayshore Transfer Center to Balboa Park via Geneva. Connects BART, Caltrain, Third street Rail, buses and both Muni rail yards.

**3. Possible 30th Street BART Station** (Requires further study)

### Phase 4 (2016-2030) - Very Long-Term Project Recommendations

Again, rail is the focus of this phase. The projects in this phase are only possible with massive funding increases over current projections.

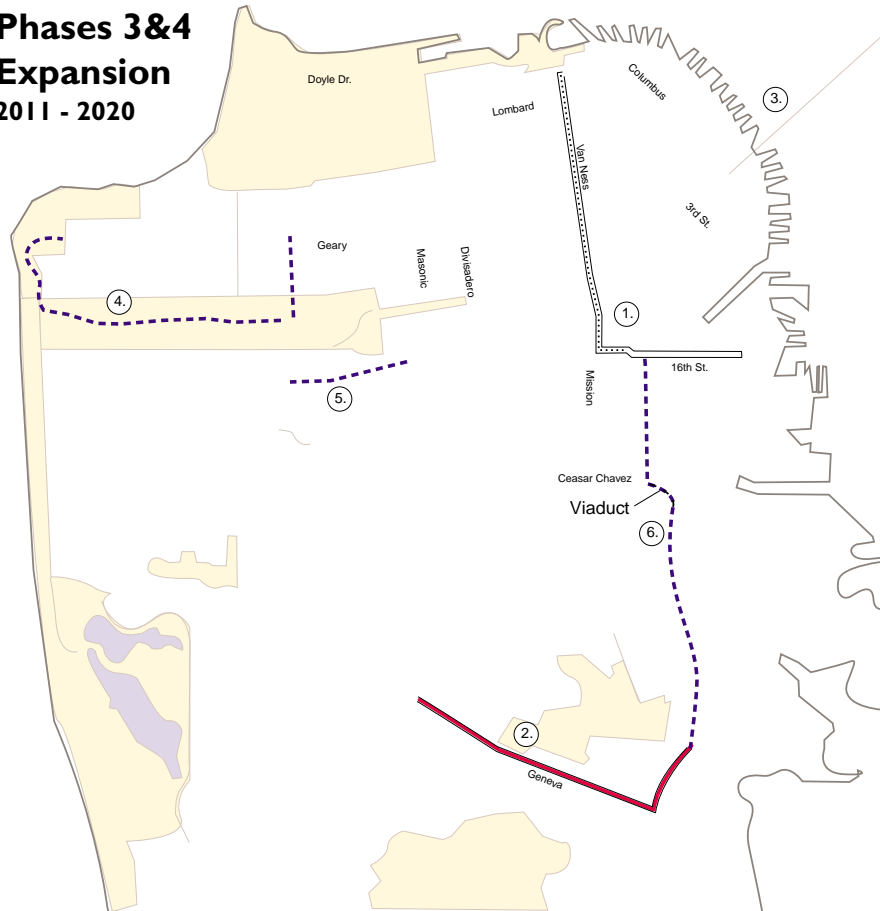
### Rail Projects

**1. Extend Central Subway into Circle Line** (From Aquatic Park via Van Ness and South Van Ness (BART link) in subway; 16th St. and 3rd St (on surface via existing tracks) to Central subway. (Possible new Central Subway portal south of Mission Creek)

Table 1: Best and worst lines; systemwide performance

route	% riders late	Grade	change 01-00	2000 % late	1999 % late	1998 % late	Total responses
<b>Total</b>	<b>17.3%</b>	<b>B</b>	<b>-1.6%</b>	<b>18.9%</b>	<b>25%</b>	<b>28%</b>	<b>1773</b>
<i>Best five lines:</i>							
2	0%	A			19%	9%	28
108	0%	A	0%	0%		0%	21
43	3%	A	-8%	12%	26%	23%	49
6	4%	A	-14%	18%	21%	21%	49
27	5%	A			2%		22
<i>Worst five lines:</i>							
21	29%	C	+14%	14%	26%	30%	43
67	29%	C					24
M	29%	C	+5%	25%	26%	31%	24
J	30%	C	+4%	25%	36%	42%	61
38	32%	D	-19%	52%	33%	26%	37

**Phases 3&4  
Expansion  
2011 - 2020**



D. Vasquez 4/01

**New/Extended Light Rail**

- 1. Downtown Subway loop  
(connects to both ends of Central sub-  
way)
- 2. Geneva St.  
(surface line; 3rd. St. to Balboa Park)

**New/Extended Heavy Rail**

- 3. Transbay tube for Caltrain  
(connects to Downtown Loop line)

**EIR/EIS/MIS &  
Engineering Studies**

- 4. G Streetcar line (extend to beach;  
connect to Geary)
- 5. N-Judah line (Subway under  
Parnassus to 9/Judah)
- 6. Potrero/Bayshore St. rail

**Sample Letter on ABI419**

[Subject: Please Support ABI419!]

Dear Senator:

I urge you to approve the passage of ABI419 without undue amendments, re-  
quirements or restrictions.

The Transbay Terminal Project is extremely important to me. Our region needs  
a modernized and electrified Caltrain integrated with a new downtown San Fran-  
cisco Transbay Bus Terminal for our mobility and economic vitality. This project is  
requisite to improved transbay and express bus access from the East Bay and  
around the Bay Area. The future success of intercity and high speed rail to Sacra-  
mento and southern California depends upon it.

ABI419 transfers land around the Transbay Terminal from Caltrans to the City  
& County of San Francisco for transit-oriented development. This transit-friendly  
development will in turn help pay for the new Transbay Terminal while providing  
tremendous benefit to the entire region. It represents a gigantic leap forward in  
the creation of a convenient and seamless regional and state-wide transit net-  
work. It will be a model for smart land use planning and provide thousands of  
units of much-needed affordable housing. We urge you to work for its passage  
through the Senate.

Sincerely, Name and Mailing Address

Here are email addresses and fax numbers for the Senators. Remember that fax  
and regular mail is better - postal addresses are on PR2000's web site,  
www.rail2000.org.)

*John Burton*, President Pro Tempore and San Francisco senator:

fax 916-445-4722, email senator.burton@sen.ca.gov

*Jackie Speier*, San Francisco senator:

fax 916- 327-2186, email senator.speier@sen.ca.gov

*Kevin Murray*, Chair, Senate Transportation Committee:

fax 916-445-8899, email senator.murray@sen.ca.gov

*Don Perata*: fax 916- 327-1997, email senator.perata@sen.ca.gov

*Liz Figueroa*: fax 916- 327-2433, email senator.figueroa@sen.ca.gov

*Tom Torlakson*: fax 916- 319-2111, email senator.torlakson@sen.ca.gov

*Byron Sher*: fax 916-323-4529, email senator.sher@sen.ca.gov

*John Vasconcellos*: fax 916-324-0283, email senator.vasconcellos@sen.ca.gov

**Where's that Streetcar (or Bus)?**

Get real-time **Muni Metro (surface) location** updates at:

[www.nextbus.com/muni-metro](http://www.nextbus.com/muni-metro)

**Underground streetcar** locations can be seen at:

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

**22-Fillmore** locations (pilot project only) are at:

[www.nextbus.com/muni](http://www.nextbus.com/muni)

# YES on AB1419: Help Fund the New Transbay Terminal

*Muni, AC Transit, and Caltrain need your help to fund the new Transbay Terminal. Margaret Okuzumi of Peninsula Rail 2000 urges you to write your State Senator.*

The **Transbay Terminal** project, to build a major regional bus and rail facility to replace the old bus terminal in downtown SF, is key to transit connectivity and capacity in the Bay Area for scores of transit providers including Muni, AC Transit, Caltrain, Golden Gate Transit and SamTrans. With this project, Caltrain will finally be extended to the heart of San Francisco's downtown for convenient connections to transit to the rest of the city and the region, and customers of the bus lines using the terminal will have better connections all around the Bay.

A state bill, AB1419 (Aroner) was written to facilitate the construction of this project. While AB1419 passed in the Assembly, we've learned that it may be in trouble in the Senate. **We need your help to get it passed!**

If you support this project (Rescue Muni's Steering Committee has voted to), please **write to your Senator ASAP in support of AB1419**. Faxes

and mailed letters are best--contact info below. An email is better than nothing, but we encourage you to send **faxes or letters** via postal mail instead. If you have time, fax AND call the Sacramento and/or local offices.

Also, if you have friends in southern California, please ask them to contact their local state senator in support of AB1419. Caltrain extension to the terminal is a critical first step towards high-speed rail to San Francisco, which is useful for travelers all around the state!

Below is a **sample letter** to your Senator. (It's also on the Rescue Muni web site, [www.rescuemuni.org](http://www.rescuemuni.org).) Please personalize your letters as much as possible with reasons or examples how the Transbay Terminal and Caltrain extension project would benefit you or someone you know personally.

*For more info on the Transbay Terminal project, please see the Transbay Terminal FAQ on the PR2000 web site at [http://www.rail2000.org/dtx/tt-q\\_and\\_a.html](http://www.rail2000.org/dtx/tt-q_and_a.html). ★*

## 2. Extend Caltrain to East Bay via new Conventional Rail Transbay Tube.

We also would like to see high-level studies done of the following alternatives for Phase 4:

- Potrero / Bayshore rail, feeding into Circle Line in either direction
- Van Ness BART Extension (16th Street to Aquatic Park via South Van Ness; connects to BART to SFO as an alternative to Muni Metro Circle Line)
- G-Line Extension via Golden Gate Park to 48/Geary
- G line extension north on 8th Avenue to Geary
- N-Line Subway under Parnassus to 9/ Judah

## IV. TRANSIT-ORIENTED LAND USE RECOMMENDATIONS

Rescue Muni supports development patterns that will make the transit investments cost effective by promoting higher ridership. The following transit-oriented development we are proposing are directly linked to specific projects recommended in this report. Also, Rescue Muni believes development around transit can be a tool in alleviating the current housing crisis. Therefore, we are proposing a significant amount of housing in the proposed development areas discussed below, with a large percentage being for low-to-moderate income households.

The following is a list of potential "transit village" developments that could fund Muni expansion while providing housing and commercial space that is convenient to our new transit corridors. In each of these we would expect Muni to work with the community to develop plans to increase the density and general utility of the corridor

## Transit Oriented Development Areas



**PUNI**

the book

**Wash that Muni rage right outta your hair!** It's cheaper than therapy. Need a gift for someone you love (or sit next to on the bus)? Puni is for you.

Paperback, full color cover, includes 82 classic Puni strips, character bios, and Puni bus lines. Also includes the unreleased APOCALYPSE MUNI saga, a parody of Francis Ford Coppola's Apocalypse Now.

Send \$12 to: (U.S. check or money order only)  
**Dan Siegler, P.O. Box 193-556, SF, CA 94119**  
For more information, see <http://www.sfweekly.com/specialprojects/punibook/punibook.html>

or location in question, with the twin goals of increased Muni funding and improved quality of life. (A more detailed list of land-use recommendations will be included in our final report.)

1. Geary/Masonic Transit Village (Project Links: Geary Bus Rapid Transit & Geary Rail)
2. Geary Corridor (Van Ness to 33rd Ave - Project Links: Geary Bus Rapid Transit & Geary Rail)
3. Van Ness Corridor (Project Links: Van Ness Bus Rapid Transit & Subway Rail Service)
4. South Van Ness Corridor (Market To 16th St. - Project Links: Van Ness Bus Rapid Transit & Subway Rail Service)
5. 16th Street Corridor (Mission To 3rd Street - Project Links: 16th Street Bus Rapid Transit & E-Line Streetcar Service)
6. Bayshore Corridor (Marin To Industrial - Project Links: Bayshore/Potrero Bus Rapid Transit & Rail)
7. Bayshore Station Transit Village (Project Links: 3rd Street Light Rail, Geneva Rail, Bayshore/Potrero BRT, Caltrain Station)
8. 3rd Street Corridor (Project Link: 3rd Street Light-Rail)
9. Geneva Corridor (Project Link: Geneva Extension of 3rd Street Light-Rail)

## V. COST ESTIMATES AND FUNDING STRATEGIES

As noted repeatedly in this document, this is a very ambitious plan that will require a multi-decade funding and construction commitment, in addition to Muni's ongoing service improvement work, to succeed. The following are our very high-level cost estimates for the four phases of this program, based on our reading of various

official documents about capital projects already in the pipeline. We invite your comments on this section in particular over the next several months.

We are estimating a total cost of **\$8.5 billion** for this 30-year service expansion program. This is broken down into phases and modes as described in Table 1.

Note that we are more sure of the costs associated with projects in the earlier phases (the Rapid Bus projects in particular) and less sure of the costs of Caltrain and BART expansion, in particular the proposed new transbay tube.

Some of this program is already funded in Muni's capital improvement program (e.g. the Third Street light rail project and part of the Central Subway as far as Sacramento Street); however, the vast majority of the program will require additional funding from local as well as state and federal sources. We expect that a significant portion of this money will need to be raised locally; to build phases one and two, for example, the total cost is almost \$4 billion; we would expect that at least \$1-2 billion would need to be raised from San Francisco and regional sources.

(Note that this is figure, while large, is similar in scale to Muni's current 20 year capital improvement program, \$6.5 billion, and also Santa Clara County's recently adopted BART and other transit expansion program, approximately \$6 billion.)

For phases three and four (particularly the new transbay tube, but also several of the subway projects), we would need a significant new source of funding that would probably only be available via re-allocation of regional highway dollars, which we understand is a fairly difficult task politically.

Table 1: Estimated Capital Costs (\$Millions)

phase	BRT	LRT	Historic	Caltrain /BART	total
1	\$ 630.95	\$ 290.70	\$ 62.25	\$ 135.00	\$ 1,118.90
2		\$ 1,988.80	\$ 196.00	\$ 700.00	\$ 2,884.80
3		\$ 709.60		\$ 300.00	\$ 1,009.60
4		\$ 1,400.00		\$ 2,000.00	\$ 3,400.00
<b>total</b>	<b>\$ 630.95</b>	<b>\$4,389.10</b>	<b>\$ 258.25</b>	<b>\$ 3,135.00</b>	<b>\$ 8,413.30</b>

We would argue that our best chance of success here will come from the increased demand for transit and rail expansion region-wide as well as the successful completion of the first phases.

We propose several strategies to raise local funding for transit expansion. A successful transit expansion initiative would by necessity include several of these:

**1. Sales Tax:** This offers the biggest bang for the buck. Renewal of the current 1/2 cent sales tax, currently scheduled to expire in 2009, is absolutely critical. Another half-cent sales tax for transit would double the amount currently dedicated to Muni; we feel that this would have a strong chance of passage if tied to a strong Muni expansion program.

**2. Parking Tax:** This tax already funds Muni operations, but it could be increased to pay for service expansion - and this would also have the effect of reducing traffic.

**3. Joint Development:** Muni has the potential to develop lands it owns near new transit service, as discussed above, and use the proceeds to fund service expansion.

**4. Tax Increment Financing:** This not only encourages transit-oriented development, but the tax increment from transit-oriented development zones may be reserved for transit. This can work well with a program of up-zoning in transit corridors.

**5. Regional gasoline tax:** This could be introduced throughout the nine-county Bay Area for transit improvements.

**6. Congestion road pricing:** San Francisco and Caltrans could raise bridge tolls much higher at rush hour or (at greater political cost) create a downtown street pricing zone.

**7. MTC Funds:** San Francisco should demand more equitable distribution to San Francisco of transportation dollars by the Metropolitan Transportation Commission. Funding should consider daytime populations not just 'census' populations.

**8. BART Contribution:** San Francisco should demand its overdue share of BART expansion money used to fund Muni rail. It is our understanding that the frequently

proposed **downtown transit assessment district** (similar to the one defeated in 1994's Proposition O) would not be legal under Proposition 218. A citywide assessment is an option, but this too may not be possible under Proposition 218. We would be interested in comments from knowledgeable parties on this issue.

## VI. CONCLUSION

San Francisco needs better public transit. This is quite clear. The increased demand for transit service, along with increased auto traffic, tell us that there is a need for improvements to our transit system. While it is essential to make the current system more reliable, as the people of San Francisco voted in 1999's Proposition E, we also feel that it is important to expand San Francisco's rapid transit capacity to meet this increased demand.

Our plan of rapid bus, light rail, streetcar, Caltrain, and BART expansions is an aggressive one, and we understand that San Franciscans would need to make public transit a major priority in order to fund it. But we believe strongly that this is the right choice. San Francisco is such a pleasant city in part because it is a *walking city* - and for this to continue in the face of population and income growth, it needs a world-class public transit system. We believe that our new transit network, the first phase of which would be *running in five years*, would be a major step in this direction. We hope to receive your feedback - and ultimately your support. ★

