

December 21, 1976  
GM Memo No. 74-76



TO: PROJECT DEVELOPMENT COMMITTEE

FROM: General Manager

SUBJECT: Recommendations of the San Francisco Bay Area Transportation Terminal Study

In September, 1976, Daniel, Mann, Johnson and Mendenhall, consultants to the San Francisco Bay Area Transportation Terminal Authority, published a report and summary entitled "Final Report San Francisco Bay Area Transportation Terminal - A Study to Establish Policies and Guidelines for Development" of which both have previously been provided to the Board.

This study was undertaken to review and summarize past reports while developing recommended policies and development guidelines for a terminal. In summary, the study confirms the need for a moderate cost major regional transit terminal which could improve the efficiency of regional transportation through 1995. Further, the study points out that what began as a land disposition project actually concluded that an expanded regional transit terminal facility was needed.

Three public hearings were held during November, 1976, to obtain input from interested agencies, groups, and individuals on the consultant's report prior to establishing policy and entering detailed conceptual and environmental studies.

Attached for your review and consideration is a list (Exhibit "A") of the recommended policies as presented in the consultant's report with additional comments by AC Transit management where appropriate.

RECOMMENDATION:

It is recommended that the policies as enumerated in Exhibit "A" be adopted for the future development of the Transbay Terminal.

This matter will be brought to your attention for consideration at the Project Development Committee meeting to be held at 4:00 p.m., Tuesday, December 28, 1976.

Alan L. Bingham

Exhibit "A" - Proposed Policies for the Future Development of the Transbay Terminal.

Exhibit "B" - "A Summary of A Study to Establish Policies and Development Guidelines for the San Francisco Bay Area Transportation Terminal Authority."

cc: Board of Directors

Proposed Policies for the Future Development  
of the Transbay Terminal

The following recommendations were presented in the consultant's report and numbered to correspond to the numbering system in the report. Additionally, any comments concerning a specific recommendation by AC Transit management have been inserted directly following the recommendation.

Recommended Policies

Transportation Policies and Guidelines

- T1 Develop a metropolitan bus transit center on the transbay terminal site which as a first priority for use provides for the consolidation of commuter, long-haul bus transit and airporter service to the San Francisco downtown area.

Additional Comments on T1:

The concept of a reasonable limit in the size of the terminal facility should be introduced due to funding and efficiency levels. Satellite terminals need to be explored as a means of handling future commuter growth from Marin and San Mateo Counties.

- T2 Provide within the transbay terminal for other CBD bus terminal requirements such as tour operators on a non-interference basis with priority operations.
- T3 Access to the peninsula freeway system is essential to the terminal project.
- T4 Provide for convenient transfer to local transit service.
- T5 If Southern Pacific's rail passenger service is extended to the vicinity of transbay terminal, passenger and baggage handling as well as convenient interface with other transit services will be handled within the terminal.

Additional Comments on T5:

Any Southern Pacific extension to the transbay terminal from the peninsula should be a separate study. Further consideration needs to be given to an adjacent facility for Southern Pacific with proper interface for passengers in the transbay terminal. Also, BART service interface should continue to be explored.

- T6 Facilities will be provided to insure the continuous operation of present transbay bus transit service during construction.
- T7 Bus storage will be provided in San Francisco as a part of the transbay terminal project for commuter transit operations.

Financial Policies and Guidelines

- F1 Seek means of funding both capital and operating requirements of the terminal which minimize the pressure to increase the "fare box" cost of public mass transit.
- F2 In financing the transbay terminal project, minimize the level of debt service which would need to be off-set by regional or local operating funds or which would need to rely on the local tax base.

Additional Comments on F1 and F2:

It would seem appropriate to further explore the possibility of continuing the new transbay terminal as an ancillary to the State Highway System, similar to present arrangement, with minimum charges to public transit operator.

Operational Policies and Guidelines

- O1 Provide within the bus terminal facility complete access for the handicapped.
- O2 Provide adequate facilities for the comfort and convenience of the transit patron.

Additional Comments on O2:

Care must be taken to avoid passenger traffic congestion and provide pleasant surroundings for passengers. The transbay terminal would be competing with the automobile and must provide more than austere utility.

- 03 Provide for the use of bicycles.
- 04 Provide for open space at the pedestrian level to the extent possible, consistent with the priority for use of this site as a terminal facility.
- 05 Provide in the design of the terminal for the personal security of the transit patron.
- 06 Provide space for retail activity within the terminal project, within the market for such space and on a non-interference basis with the bus terminal function.
- 07 The terminal will integrate modern public information systems within its design.
- 08 Develop the terminal in compliance with the zoning and master plan requirement of San Francisco.
- 09 Minimize the negative impact on the local streets and neighborhood from expanded bus service at this site.
- 010 Air quality standards will be met within the terminal project.

**For Public Review  
A SUMMARY**

**A STUDY TO ESTABLISH  
POLICIES AND DEVELOPMENT GUIDELINES**

This document has been prepared for public review and comment and does not necessarily represent the views of the Authority or its member agencies.



**For The  
SAN FRANCISCO BAY AREA TRANSPORTATION TERMINAL AUTHORITY**

**SEPTEMBER 1976**

**DMJM/LORD & LeBLANC**



**SITE MAP**

## CONTENTS

Pg.

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INTRODUCTION	1
EXISTING POLICIES AND ISSUES	4
ALTERNATIVES AND PATRONAGE UPDATE	5
BUS USAGE IN 1995 AT TRANSBAY TERMINAL	11
THE OPTIONS FOR EXPANDING TO MEET THE PROJECTED NEED FOR BUS TERMINAL SPACE	14
POLICIES AND DEVELOPMENT GUIDELINES	16

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## INTRODUCTION

In the late 1960's, with BART construction in full swing, many authorities predicted that Transbay Terminal would no longer be needed for AC Transit's transbay operations. Studies were conducted on the reuse of this site, with a major report published in 1972. From the work generated by this reuse study, it became apparent that, contrary to previous opinion, a downtown bus terminal was needed in San Francisco to accommodate both continued bus commuter use and long-haul bus service.

THE 1972 REUSE STUDY

The 1972 study analyzed four reuse concepts in depth.

- Concept 2: Continued use of the existing terminal as it is today with major development of the parcel facing on Mission Street.
- Concept 5: Demolition of the existing terminal with construction of a new regional transportation center to serve both commuters and long-haul passengers plus three million square feet of private development in the air rights above the terminal.
- Concept 10: Demolition of the existing terminal and the easterly portion of the loop and construction of a 3,000-space parking garage with accompanying development of three million square feet. The land underlying the easterly portion of the loop would be sold.
- Concept 20: Demolition of the existing terminal and loop structure and sale of the property.

The study concluded by recommending concept 5, a new regional transportation terminal for buses with private development in the air rights.

While there appeared to be agreement among the regional and local agencies as to the need for a terminal, there were doubts voiced by local agencies and several civic interest groups as to the wisdom of constructing several million square feet of office space as a part of the project.

In 1973, the firm of Barton-Aschman in concert with Caltrans began a transportation study to assess the extent of need for the bus terminal.

Since this 1972 report on reuse was published, several events have occurred which rather dramatically affect the terminal project.

- BART has begun transbay operations
- The first "energy crisis" has been weathered, but dramatic increases in fuel prices have occurred
- The economic downtrend and environmental considerations of the last few years have modified earlier expectations of growth
- Mass transit is receiving major emphasis across the country
- The Metropolitan Transportation Commission (MTC) has continued to develop as the regional planning agency.
- Caltrans has become an overall state transportation planning agency, operating the State highway system.
- The San Francisco Bay Area Transportation Terminal Authority has been created

Each of these events has had its effect on the ongoing studies of Transbay Terminal. What was at first a land disposition study, has evolved into the study of a major transportation center. Along the way, many proposals have been entertained ranging from a three million square foot office and hotel complex to a downtown terminal for an extended Southern Pacific Railway. Much confusion has existed as to what has been said, what is being proposed, and what is needed.

This present study, beginning in May of 1976, was undertaken to clear away some of this confusion and to focus on what is needed and what is possible today. It is divided into three task areas:

- Review of existing policies and issues
- Alternatives and patronage update
- Establishment of a set of policies and development guidelines for the San Francisco Bay Area Transportation Terminal Authority to follow

## EXISTING POLICIES

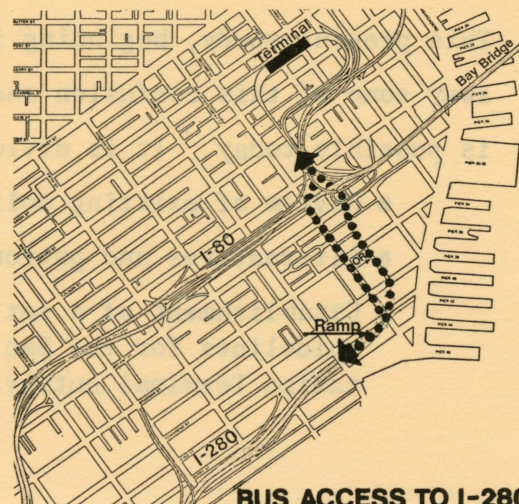
## AND

## ISSUES

The first study task reviewed what has been said about the Transbay Terminal. It catalogues the policies of the various agencies and groups in the Bay Area as these policies might affect the terminal project.

From the discussion of these policies with various agencies, a group of issues emerged. Those issues considered critical to the terminal are outlined below:

- How is the project to be funded? How are operating costs to be covered? Who should pay for the facility? This major capital cost and the anticipated operating costs would be heavy burdens for either the local county's tax base or on the region's bus transit operators. Funding mechanisms need to be found which minimize this impact on either the local tax base or the "fare box". A combination of capital grant funding and revenue from joint use of space would appear to offer the more acceptable potential.
- How do the inter-county buses access the freeway system? A direct connection to the Peninsula freeway system is needed. The proper, efficient operation of a Peninsula bus transit system (including the Airporter) is dependent upon a limited access connection to the freeways.



- What should be the staging and timing of terminal construction? The level of bus usage in downtown San Francisco is projected to treble. Timing of the project is dependent upon agreement with the potential operators on the anticipated rate of growth of bus transit and the extent to which the terminal should be used as the downtown terminal.
- Construction of a long-haul bus facility is dependent on an agreement with Greyhound as the prime tenant of the long-haul facility.
- Where are buses which go "out-of-service" during the off-peak to be kept? Space is needed for storage of buses in San Francisco. Bus transit operations will require storage of more than 500 buses in San Francisco during the day. The solution of this problem is critical to the terminal's proper operation.

Other issues have been identified and discussed including: Should Southern Pacific be extended to the vicinity of Transbay Terminal? Should the open space on Mission Street be preserved? What would be the traffic impacts from this development? Should there be joint use of the site? The analysis and discussion of these and other issues through the study process formed the basis for various policies and guidelines recommended to the Authority.

## **ALTERNATIVES AND PATRONAGE UPDATE**

The second study task was designed to determine how big the terminal needed to be and to assess the options for meeting this requirement for growth.



In the process of updating the terminal's projected patronage, it was necessary to review the overall travel projection to San Francisco. The most probable patterns of travel into the city were assessed resulting in a revised set of 1995 projections. Although there were no major disagreements with the earlier overall projections, significant differences were projected in the estimates of the number of persons using buses, BART, automobiles or the ferries in light of more recent experience.

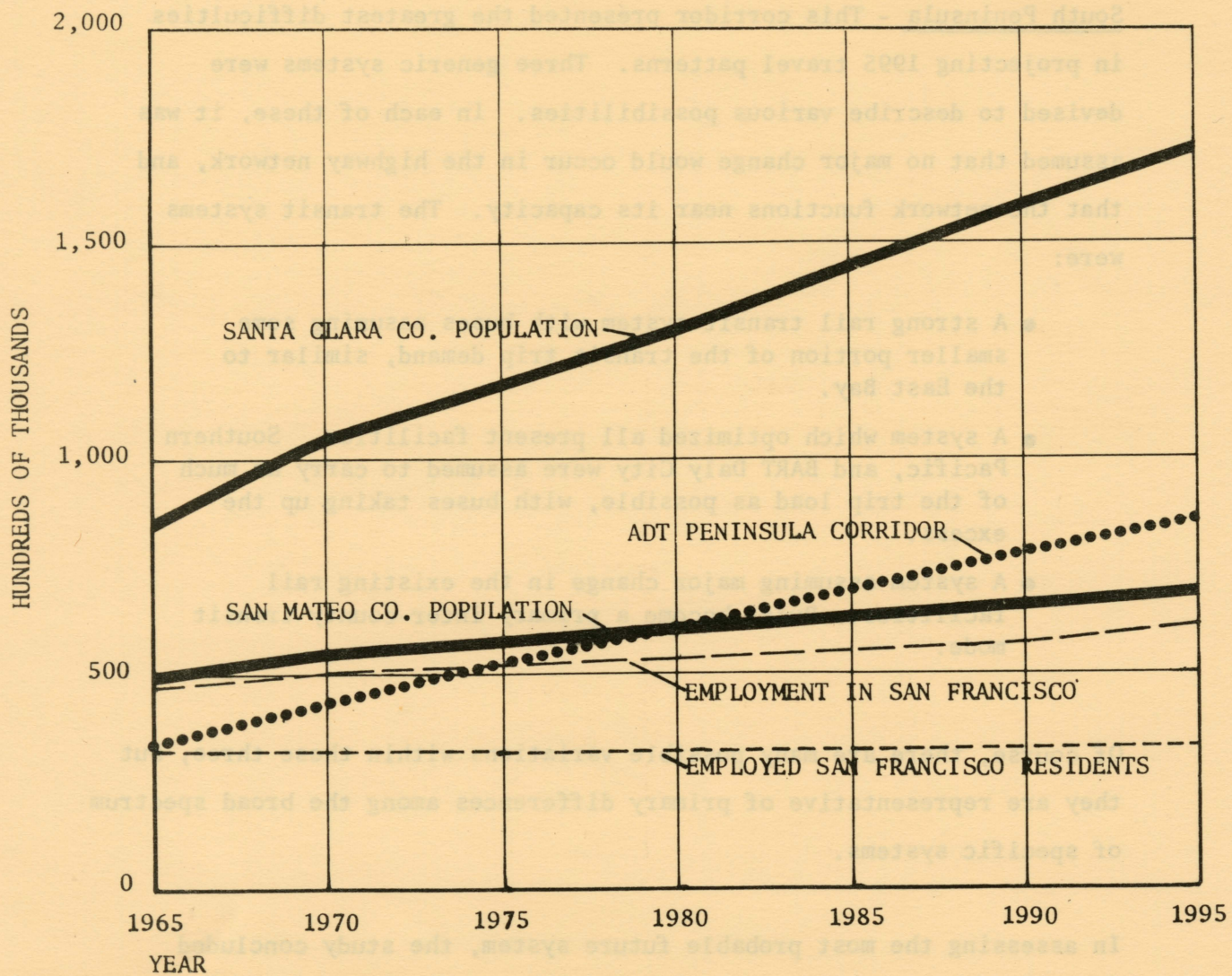
South Peninsula - This corridor presented the greatest difficulties in projecting 1995 travel patterns. Three generic systems were devised to describe various possibilities. In each of these, it was assumed that no major change would occur in the highway network, and that the network functions near its capacity. The transit systems were:

- A strong rail transit system with buses assuming some smaller portion of the transit trip demand, similar to the East Bay.
- A system which optimized all present facilities. Southern Pacific, and BART Daly City were assumed to carry as much of the trip load as possible, with buses taking up the excess.
- A system assuming major change in the existing rail facilities. Buses become a primary inter-county transit mode.

Of course, there are many possible variations within these three, but they are representative of primary differences among the broad spectrum of specific systems.

In assessing the most probable future system, the study concluded that, short of a major new transportation crisis, no decision will

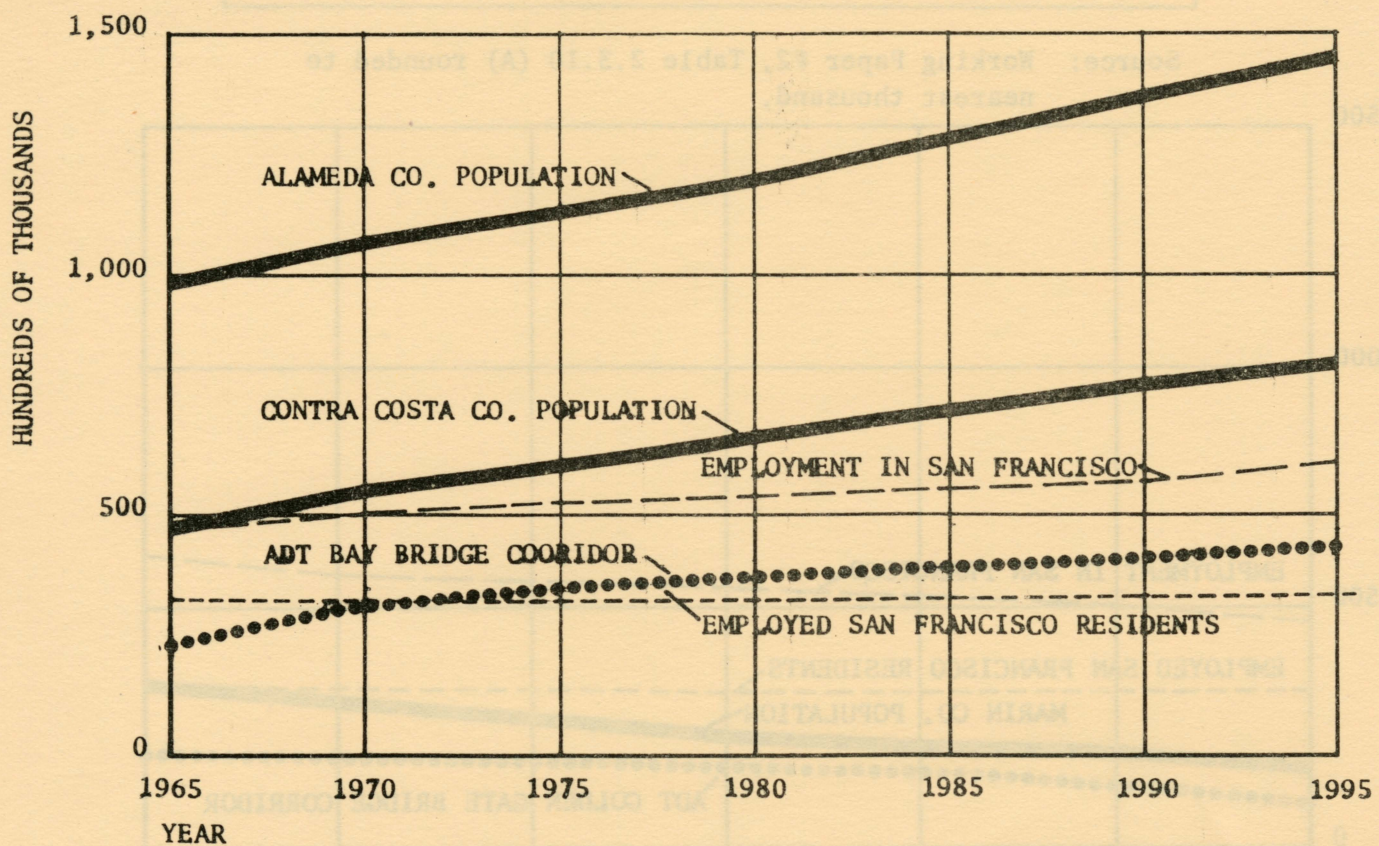
be made to develop a rail mass transit system in the next ten to fifteen year period. Even should such a decision be made, the time lag between the decision and implementation of an operating rail transit system could be ten or more years. The probable system on the Peninsula within this study's twenty year time frame ranges between the minimal action solution and the Southern Pacific upgrade solution. In either instance, a large number of trips will be made by bus.



PROJECTED POPULATION AND AVERAGE DAILY TRIP (ADT) GROWTH FOR THE PENINSULA CORRIDOR

The Bay Bridge Corridor - In this corridor, the study was able to measure the initial effects of BART transbay operations. The conclusion was that, although BART will be the primary transit carrier, buses will continue to play a necessary role in transbay transit in this corridor. In 1995, a split of transbay passengers where 70 percent used BART and 30 percent used buses would mean that at least as many buses would be needed as AC Transit ran in 1973, the peak year of operation.

This is a conservative figure. Any number of circumstances could cause more buses to be required. One such example would be the failure of BART to reach the operational level and capacity projected within this time frame.



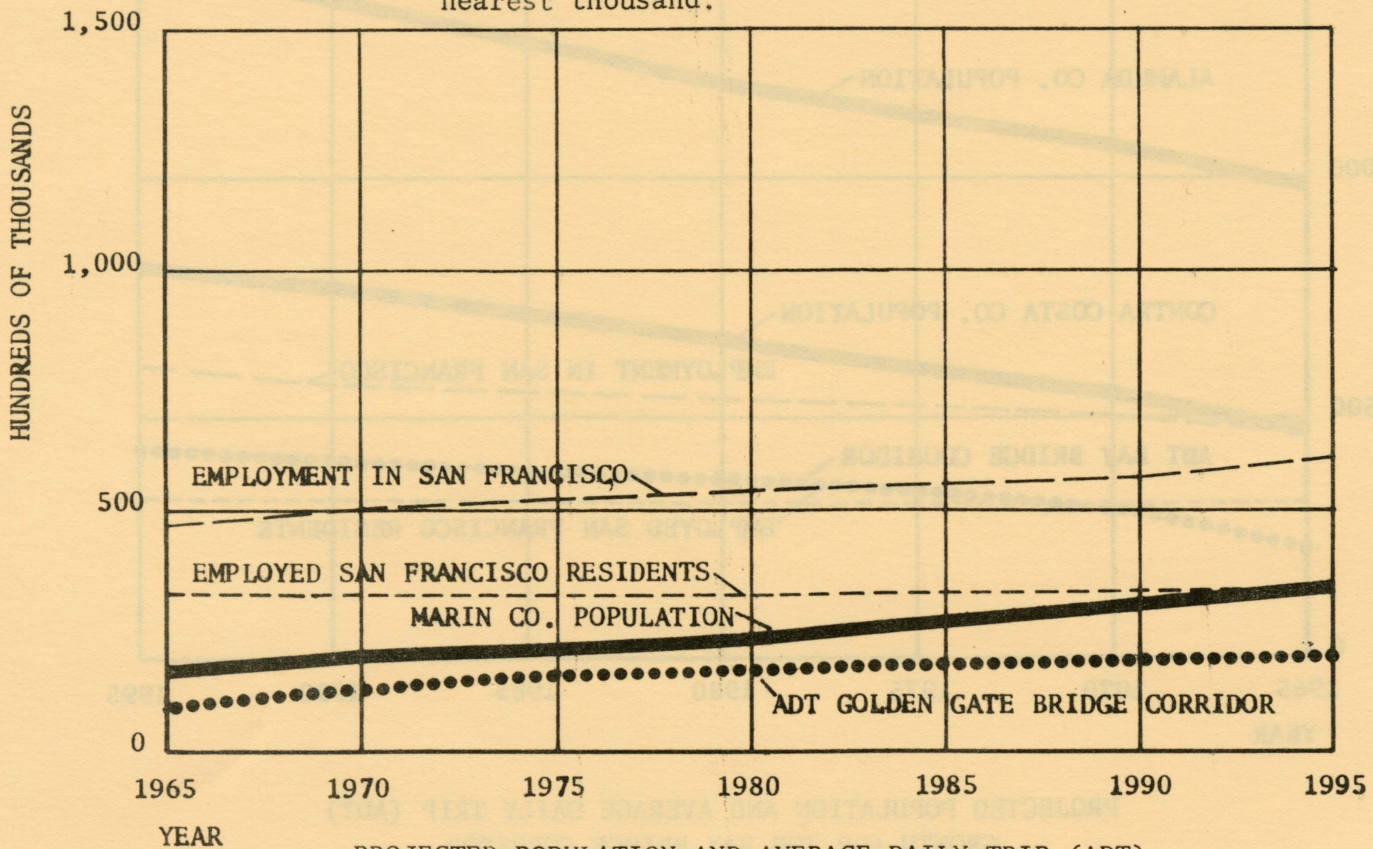
PROJECTED POPULATION AND AVERAGE DAILY TRIP (ADT)  
GROWTH FOR THE BAY BRIDGE CORRIDOR

The Golden Gate Corridor - In this corridor another mode is introduced, the ferry. There is no rail transit system, nor is one anticipated. Growth of trips in this corridor is expected to be absorbed through major increase in vehicular occupancy rates and by growth in the use of buses and the ferry. A range in bus usage was developed by testing different levels of ferry use.

Travel in the Golden Gate Corridor

	1975	1995 Scenario I	1995 Scenario II
ADT - Persons	160,529	210,000	210,000
ADT - Vehicle Persons	119,580	150,000	150,000
ADT - Transit	23,305	41,000	41,000
Bus	20,590	31,000	36,000
Ferry	2,715	10,000	5,000

Source: Working Paper #2, Table 2.3.10 (A) rounded to nearest thousand.



PROJECTED POPULATION AND AVERAGE DAILY TRIP (ADT) GROWTH FOR THE GOLDEN GATE CORRIDOR

## BUS USEAGE IN 1995

### AT

## TRANSBAY TERMINAL

By combining these probable scenarios for each corridor, an overall picture of 1995 bus use was projected. In each corridor, some proportion of the bus patrons would not desire to go to the downtown area. When these other destinations were deleted, a level of commuter bus usage at Transbay Terminal was established.

Projected 1995 Commuter Bus Usage for Transbay Terminal

	Golden Gate	Bay Bridge	South Peninsula	Total
Peak Hour (one-way)	247-281	246	239-292	732-824
ADT (one-way)	625-724	884	861-1053	2370-2661

This projection of over 2,000 buses (one-way) represents a major increase in bus usage and suggests a doubling of the terminal's present capacity for commuter buses. In comparison, approximately 800 buses used AC Terminal in 1973.

The Long-Haul Operator - Both long-haul operators, Greyhound and Continental Trailways, operate from inadequate space. The Seventh Street terminal is, at best, a temporary wooden structure very much in need of replacement. Greyhound has been searching for new facilities since the early 1960's. Continental Trailways operates off the street adjacent to the Transbay Terminal.

The Airporter - The Airporter bus service plays an important transit role in the region. It is the primary mass transit carrier between the San Francisco airport and downtown San Francisco, presently averaging about 4,000 person trips per day. As of now, the downtown terminal at Jones and O'Farrell Streets will lose its lease in 1979. No alternate site has been chosen, and indeed the operators of this service would like to operate out of a modern facility at the Transbay Terminal site. The Airporter operator estimates that with adequate terminal facilities in downtown San Francisco area, the patronage could double to 8,000 trips per day downtown in the near future. As the airport continues to grow, pressure to provide adequate airport transit service increases.

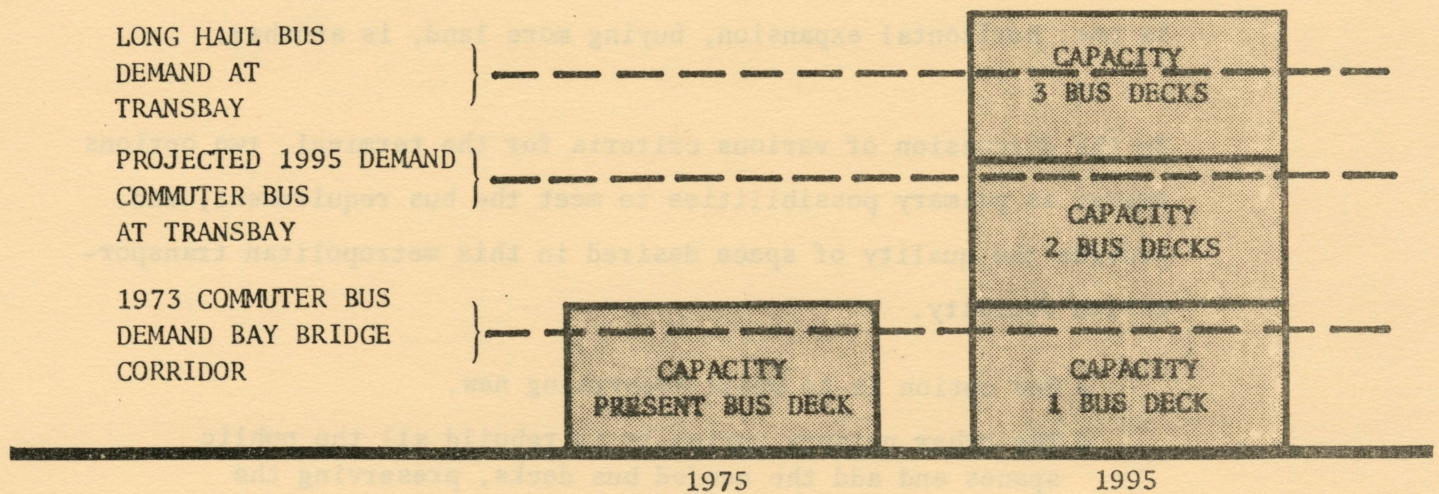
In addition to these major private operators, there are several tour operators which now use Transbay Terminal. AMTRAK also provides bus shuttle service from the Transbay Terminal to its rail terminal in Oakland.

In the combination of long-haul, tour, Airporter and AMTRAK operations, another level of need has been projected. Each now operates from inadequate, temporary facilities. None of their facilities

provide the level of service that would be desirable or appropriate for either visitor or resident of San Francisco.

TERMINAL SPACE REQUIREMENTS

Combining the projected commute and non-commute requirements produces a need for two more bus decks of a size similar to the present transit deck. The total requirement is for two commuter decks and one combined long-haul deck to meet the projected 1995 need for bus terminal space.



TERMINAL SPACE REQUIREMENTS

# **THE OPTIONS FOR EXPANDING TO MEET THE PROJECTED NEED FOR BUS TERMINAL SPACE**

The 1972 reuse study suggested taking down the present terminal and the construction of a new transportation facility which included over two million square feet of office space.

Although the reuse program was proposed some four years ago, the project was not built. There was a great deal of controversy around the proposal, concerning its impact, height, and whether or not it met transportation needs. It would seem that, for the moment, this earlier massive scheme is no longer viable.

The choice to build a new terminal without the more than two million square feet of office space does remain a primary option. When the requirement for "air rights" office use is removed, other options also become available. Remodeling and enlarging the present facility is one; horizontal expansion, buying more land, is another.

In the discussion of various criteria for the terminal, two options emerge as primary possibilities to meet the bus requirement, and provide the quality of space desired in this metropolitan transportation facility.

- One option is to build everything new.
- The other primary option is to rebuild all the public spaces and add the needed bus decks, preserving the foundation, basement and much of the first floor of the existing structure.

In each instance, the designer can properly address the questions of:

- Adequate security both in design of space and provisions of equipment
- Proper mechanical ventilation
- Proper flow of pedestrians within the terminal
- Adequate information systems
- Proper functioning of the transit operations; ticketing, baggage handling and waiting areas as well as bus movement.

Other options, using the existing public spaces and transit deck, cannot adequately address these problems and, as concluded in this study, unreasonably compromise the spatial quality or functional capacity of the facility.

#### GENERALIZED ASSESSMENT OF MAJOR OPTION CONCEPTS

Direction	1 No Expansion	2 Horizontal Expansion	3 Modify Existing <sup>2/</sup>	4 New Structures
Potential level of service	Meets 1995 Oakland Bay Bridge Corridor needs only	Can meet 1995 needs for commuter and long haul bus	Can meet 1995 needs for commuter and long haul bus	Can meet 1995 needs for commuter and long haul bus
Relative magnitude of capital cost <sup>1/</sup>	Relatively low	HIGH (cost of relocation of existing uses makes projection uncertain)	MEDIUM (\$25-million to \$30-million, exclusive of bus storage)	HIGH! (\$35-million to \$40-million)
Provides reasonable passenger amenities	Very difficult	Difficult	Moderately easy	Easiest
Air Right Compatibility	None	Possible	None	Possible
Limited Joint Use (Office Space)	Possible on Mission Street lot	Possible	Possible on Mission Street lot	Possible
Staging of Growth	Not applicable	Easily accommodated	Accommodated	Accommodated
Construction Disruption of Transit Operations	None	Minimal	Probable disruption. On-site accommodation of interim operations may be possible	Major disruption. No on-site accommodation of interim operations possible
Potential for Increased Security	Minimal	Minimal	Good	Good

<sup>1/</sup> These are broad estimates based on the development concept designed to give only a "ball park" idea of what the cost might be.

<sup>2/</sup> For this discussion, option C.1.1 (Working Paper #2) has been considered most attractive in that it provides a solution to the most functional considerations.

# POLICIES AND DEVELOPMENT GUIDELINES

The California State Legislature has established in AB 3694 that:

"(The) Authority's purpose shall be to develop a regional transit terminal in the City and County of San Francisco on or immediately adjacent to the site of the existing transbay terminal. The terminal may be developed in conjunction with such other facilities as, in the judgment of the Authority, are necessary and proper to develop the site to its highest and best use. The terminal and facilities shall be designed and developed in full compliance so that it will conform with the municipal code and Master Plan of the City and County of San Francisco."

From the discussions with the various agencies and transit operators of the issues evoked by this project; from the combinations of projected bus space requirements, possible physical and financial options for meeting these needs; and from the City's Urban Design requirements, the study has articulated a set of policies and development guidelines.

The next phase of the Authority's program calls for the preparation of a Project development proposal - the schematic design proposal. The general guidelines outline the objectives of this next step.

The "Project Development Proposal" - Phase III of the Authority's program will bring the project to a sufficient level of definition to:

- Seek funding for the program
- Clear the project through the E.I.R. process
- Develop the inter-agency lease or joint use agreements with the various private and public operators.

# RECOMMENDED DEVELOPMENT GUIDELINES

## ● GENERAL

The "Project Development Proposal" - Phase III of the Authority's program - will bring the project to a sufficient level of definition to:

- Seek funding for the program
- Clear the project through the Environmental Impact Report review process
- Develop the inter-agency lease or joint use agreements with the various private and public operators

## ● FINANCE

In the financing plan, seek to maximize the use of available capital grant funding as a priority in the funding of this facility.

Provide sufficient project definition in program and physical design to make application to appropriate federal capital grant programs as a first priority in funding the Transportation Terminal program.

Maximize the use of available state and regional local matching funds in development of the terminal facility.

Use the revenue from rental concession space, parking and other joint uses to offset the operating expense of the terminal and minimize the cost to the public mass transit operators.

Explore the potential of joint use of the site for office use to increase all-day activity on the site and to produce revenue which could offset operational expenses.

## ● OPERATIONAL AND PROGRAM

Elevators will be provided for handicapped persons, allowing access to all public levels within the terminal and to the street.

Restrooms will provide facilities for handicapped persons.

If special transit vehicles for handicapped are developed, the terminal will provide for their use as appropriate.

Provide space on the ramps or within elevators for bicycles to all public levels and the street, assuming that all cyclists will walk their bicycles within the terminal.

Provide for convenient bicycle storage as needed for commuters.

Initial investigation indicates a need for approximately 600 bus parking spaces. A specific requirement will be developed in joint agreement with the public transit operators.

When designing the ramp system, every opportunity to provide bus storage space will be taken advantage of.

## ● USE AND CIRCULATION

Coordinate with Caltrans the design of a limited access bus connection to Route 280 from the present Transbay Terminal ramp system to be constructed concurrently with the second commuter deck.

Allow for the possibility of future integration of rail passenger service handling within the Transbay Terminal, should Southern Pacific be extended to terminal space within the right-of-way of First or Fremont Streets.

Provide for retail activity within the terminal consistent with market potential. This activity should be designed in a manner to reinforce active use of the terminal's public spaces.

All uses at grade or mezzanine level shall be either in support of bus functional requirements or ancillary concession in support of the use of open space (cafes, newsstands, retail, etc.).

In coordination with Muni, include space for the termination of several Muni trolley and diesel coach lines on-site, providing for convenient transfer to other transit lines.

Provide to the extent possible convenient transfer to Muni's Mission Street lines.

Sheltered waiting areas should be provided along the Mission Street property line for Muni's Mission Street lines.

The program will include means of pedestrian/vehicular separation at Mission Street.

Short-term parking will be provided for "greeters" and for "Package Express" activities. A minimum of 400 to 440 spaces is indicated, based on 1995 use levels.

Off-street loading will be provided as required by code.

Other short-term parking will be provided as appropriate to support retail and office activity in the vicinity

All-day parking will be minimized.

Adequate taxi loading will be provided on-site. Preliminary investigation indicates 20 loading zones as necessary.

Adequate taxi queuing space will be planned at the curb adjacent to the site. Preliminary investigation indicates that 40 spaces are needed.

Bus parking spaces not located on the ramp system shall have direct access to the ramps.

Provide restrooms and other comfort facilities at standards appropriate to a modern transit facility.

Provide all ancillary facilities for transit operation such as ticketing and waiting rooms at appropriate modern design standards.

Provide concession space for convenience of the terminal patron. Facilities such as newspaper/magazine stands, drug stores, restaurant/bar/cafe and vending areas shall be included.

The program for development will include provisions for acceptable interim operation of AC Transit service either on-site or at a reasonable alternative site during construction.

## ● URBAN DESIGN

Provide for urban open space on the site, appropriately designed, and reinforcing normal pedestrian pattern and convenient to other urban pedestrian activities such as shopping appropriate to this site.

If joint use, high-rise office structure is included, the following guidelines should be observed:

- It shall not exceed 700,000 square feet.
- The maximum height of any structure should be less than 500 feet.
- The maximum horizontal dimension of any structure other than the terminal bus deck and extending more than 20 feet above street level should be less than 140 feet across the facade and 200 feet diagonally.
- The street and mezzanine levels of the structure will be used for support of terminal functions.
- The high-rise structure, if located on Mission Street, will be sited in a manner to allow maximum sunlight on any plaza or open space area.
- If a plaza or open space is not provided at street level, it will be provided at the mezzanine level and designed in a manner to support pedestrian use of that level for access to the terminal.
- If structures are necessary along the Mission Street frontage (i.e., with a plaza at the mezzanine level), those structures will not exceed 20 feet in height with the exception of the office tower noted above.

Announcing systems will be provided as necessary to proper transit operation and public information.

Electronic and visual information systems will be provided as appropriate.

The design program will include consideration of a unified graphic system to provide systems information to the transit user.

Organize the public spaces in a manner to increase the sense of security, minimize the need for use of obscure, semi-public, less secure spaces.

Provide electronic equipment consistent with reasonable security.

Adequate ventilation will be provided to maintain proper levels of air quality throughout the terminal.

# RECOMMENDED POLICIES

## ● TRANSPORTATION POLICIES AND GUIDELINES

- T1 DEVELOP A METROPOLITAN BUS TRANSIT CENTER ON THE TRANSBAY TERMINAL SITE WHICH AS A FIRST PRIORITY FOR USE PROVIDES FOR THE CONSOLIDATION OF COMMUTER, LONG-HAUL BUS TRANSIT AND AIRPORTER SERVICE TO THE SAN FRANCISCO DOWNTOWN AREA.
- T2 PROVIDE WITHIN THE TRANSBAY TERMINAL FOR OTHER CBD BUS TERMINAL REQUIREMENTS SUCH AS TOUR OPERATORS ON A NON-INTERFERENCE BASIS WITH PRIORITY OPERATIONS.
- T3 ACCESS TO THE PENINSULA FREEWAY SYSTEM IS ESSENTIAL TO THE TERMINAL PROJECT.
- T4 PROVIDE FOR CONVENIENT TRANSFER TO LOCAL TRANSIT SERVICE.
- T5 IF SOUTHERN PACIFIC'S RAIL PASSENGER SERVICE IS EXTENDED TO THE VICINITY OF TRANSBAY TERMINAL, PASSENGER AND BAGGAGE HANDLING AS WELL AS CONVENIENT INTERFACE WITH OTHER TRANSIT SERVICES WILL BE HANDLED WITHIN THE TERMINAL.
- T6 FACILITIES WILL BE PROVIDED TO INSURE THE CONTINUOUS OPERATION OF PRESENT TRANSBAY BUS TRANSIT SERVICE DURING CONSTRUCTION.
- T7 BUS STORAGE WILL BE PROVIDED IN SAN FRANCISCO AS A PART OF THE TRANSBAY TERMINAL PROJECT FOR COMMUTER TRANSIT OPERATIONS.

## ● FINANCIAL POLICIES AND GUIDELINES

- F1 SEEK MEANS OF FUNDING BOTH CAPITAL AND OPERATING REQUIREMENTS OF THE TERMINAL WHICH MINIMIZE THE PRESSURE TO INCREASE THE "FARE BOX" COST OF PUBLIC MASS TRANSIT.
- F2 IN FINANCING THE TRANSBAY TERMINAL PROJECT, MINIMIZE THE LEVEL OF DEBT SERVICE WHICH WOULD NEED TO BE OFFSET BY REGIONAL OR LOCAL OPERATING FUNDS OR WHICH WOULD NEED TO RELY ON THE LOCAL TAX BASE.

## ● OPERATIONAL POLICIES AND GUIDELINES

- O1 PROVIDE WITHIN THE BUS TERMINAL FACILITY COMPLETE ACCESS FOR THE HANDICAPPED.
- O2 PROVIDE ADEQUATE FACILITIES FOR THE COMFORT AND CONVENIENCE OF THE TRANSIT PATRON.
- O3 PROVIDE FOR THE USE OF BICYCLES.
- O4 PROVIDE FOR OPEN SPACE AT THE PEDESTRIAN LEVEL TO THE EXTENT POSSIBLE, CONSISTENT WITH THE PRIORITY FOR USE OF THIS SITE AS A TERMINAL FACILITY.
- O5 PROVIDE IN THE DESIGN OF THE TERMINAL FOR THE PERSONAL SECURITY OF THE TRANSIT PATRON.
- O6 PROVIDE SPACE FOR RETAIL ACTIVITY WITHIN THE TERMINAL PROJECT, WITHIN THE MARKET FOR SUCH SPACE AND ON A NON-INTERFERENCE BASIS WITH THE BUS TERMINAL FUNCTION.
- O7 THE TERMINAL WILL INTEGRATE MODERN PUBLIC INFORMATION SYSTEMS WITHIN ITS DESIGN.
- O8 DEVELOP THE TERMINAL IN COMPLIANCE WITH THE ZONING AND MASTER PLAN REQUIREMENT OF SAN FRANCISCO.
- O9 MINIMIZE THE NEGATIVE IMPACT ON THE LOCAL STREETS AND NEIGHBORHOOD FROM EXPANDED BUS SERVICE AT THIS SITE.
- O10 AIR QUALITY STANDARDS WILL BE MET WITHIN THE TERMINAL PROJECT.

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## **SAN FRANCISCO BAY AREA TRANSPORTATION TERMINAL AUTHORITY**

Mr. Dennis V. Carey, Chairman  
Vice President  
City and County of San Francisco  
Public Utilities Commission

Mr. Alan L. Bingham, Vice-Chairman  
General Manager  
AC Transit District

Director John H. Kirkwood  
Bay Area Rapid Transit District  
Board of Directors

Mr. John C. Beckett, Commissioner  
Metropolitan Transportation Commission

Director John L. Molinari  
Golden Gate Bridge, Highway  
and Transportation District  
Board of Directors

Mr. John T. Mauro, General Manager  
San Mateo County Transit District

Mr. Thomas R. Lammers, District Director  
of District 04, CALTRANS

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### **ACKNOWLEDGEMENTS**

#### **TECHNICAL ADVISORY COMMITTEE**

The Airporter; AC Transit District; Bay Area Rapid Transit District; California Public Utilities Commission; CALTRANS - District 04; Continental Trailways; Golden Gate Transit; Southern Pacific Transportation Company; The Gray Line; Greyhound Lines, Inc.; San Francisco Bay Area Transportation Terminal Authority; San Francisco Department of City Planning; San Francisco Department of Public Works; San Francisco Redevelopment Agency; San Francisco Transit Task Force; Director of Transportation, City and County of San Francisco; San Mateo County Transit District; Metropolitan Transportation Commission

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*This study was authorized by the San Francisco Bay Area Transportation Terminal Authority in cooperation with the Technical Advisory Committee Member agencies and organizations. Inquiries concerning this study should be directed to MR. DON MILLER, PROJECT COORDINATOR, San Francisco Bay Area Transportation Authority, 151 Fremont Street, San Francisco, CA 94105. Telephone (415) 557-2608.*

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