

TRANSPORTATION

14.1 *Give a very precise description of, and indicate on a map, the access routes to your city by air, sea, train, road and highway, including alternative routes.*

The access routes and points to the San Francisco Bay Area are shown in Map 14.1

Air

The San Francisco Bay Area enjoys three international airports serving its air-travel needs:

- *San Francisco International Airport (SFO)*

San Francisco International Airport, the main airport serving the region, is the eighth-busiest airport in the world, serving over 40 million passengers annually. Thirty international airports are served by 381 direct flights weekly to and from SFO. SFO serves as the gateway to the Pacific Rim and is a major international hub. SFO also serves 57 domestic markets with direct flights. SFO offers direct flights to Australia, Asia, Europe, South America and throughout North America with connecting flights to Africa. SFO will be the hub for international and Olympic Family access to the region, with Oakland and San Jose International Airports providing support for international flights as needed. Oakland and San Jose International Airports can absorb much of the increase of domestic travel coming to the region for the Olympic Games.

- *San Jose International Airport (SJC)*

San Jose International Airport is the second-busiest airport in the region. Currently, direct flights are available from SJC to 26 domestic markets. The airport serves 10.4 million passengers per year and will serve 18.2 million by the year 2012. The airport also provides direct connections from San Jose to a number of international destinations described in Section 14.3.

- *Oakland International Airport (OAK)*

Oakland International Airport is the third-busiest airport in the region. Currently, direct flights are available from OAK to 21 domestic markets. Direct flights are available from OAK to Mexico, Europe and Tokyo. OAK is also planning significant airport expansion projects. OAK serves primarily East and North Bay residents from Alameda, Contra Costa, Solano and San Francisco counties. OAK's total passenger capacity is approximately 40,000 passengers per day.

Sea

The Port of San Francisco currently has one pier, Pier 35, which is dedicated to cruise ship activity. The pier can handle two ships simultaneously, accommodating more than 2,000 passengers. In addition, development has begun to replace Pier 35 with two new cruise ship piers (Pier 30 and 32). The port also has 16 sites for anchorage throughout the San Francisco Bay and can handle the 24-hour operation of shuttling passengers from cruise ships to the San Francisco waterfront.

Train

The San Francisco Bay Area is served by Amtrak, the main provider of intercontinental rail service. The main Amtrak rail stations are in Emeryville, Oakland and San Jose and provide for direct connections to the regional transit network and Olympic venues.



Table 14.1a Intercontinental Rail Service Connections to San Francisco/Oakland/San Jose

AMTRAK SERVICE	METROPOLITAN REGIONS SERVED
Altamont Commuter Express	Central Valley, Silicon Valley
California Zephyr	Sacramento, Reno, Denver, Chicago
Capitol Corridor	Sacramento
Coast Starlight	Seattle, Portland, Los Angeles, San Diego

Road and Highway

The freeway system connects the San Francisco Bay Area to the national Interstate Highway system, which connects San Francisco to every major U.S. city. Within the region, there are over 1,400 miles of highways and 19,000 miles of surface roads.

Table 14.1b Access Routes to the San Francisco Bay Area

FROM THE EAST	FROM THE SOUTH	FROM THE NORTH
I-80	I-5	I-5
I-505	I-280	I-505
I-580	U.S. 101	U.S. 101
SR 4	SR 17	

I = Interstate Highway SR = State Highway U.S. = U.S. Highway

14.2 *Describe the current state of access routes to your city and the planned changes (if necessary). In particular, mention the possible improvements to your international airports.*

The access routes to San Francisco are in excellent condition, and this condition will be maintained as the region reinvests the transportation funds received to maintain current facilities. The Regional Transportation Plan, adopted by the Metropolitan Transportation Commission (MTC), sets regional priorities for transportation investments. Between now and 2020, the Bay Area will invest over \$90 billion in the transportation system. Of that, \$74 billion, or 82%, is for maintaining and operating the current system.

Air Access Improvements

The region will have invested over \$6 billion in the regional airport system by the time of the Olympic Games in 2012. In addition, the Federal Aviation Administration (FAA) is upgrading its air-traffic-control center in Sacramento to provide state-of-the-art air-traffic-control systems for Northern California.

- *San Francisco International Airport (SFO)*

The \$2.4 billion SFO expansion is nearly complete and adds 26 new gates in the International Terminal. The recently completed International Terminal is the largest in North America, with Customs' ability to handle 5,000 passengers per hour, 12 baggage carousels, 168 high-tech, multiuse check-in counters and a wide variety of unique art projects and aesthetic treatments. This terminal is combined with new parking garages, a one-of-a-kind consolidated Rental Car Center, a new Bay Area Rapid Transit (BART) station and connection, and an airport rail system linking everything together. New roadways will separate domestic and international passenger traffic before entering the airport, delivering travelers directly to their terminals and ensuring the Olympic Family quick arrival and departure from the airport.

- *San Jose International Airport (SJC)*

San Jose is engaged in a \$1.5 billion Master Plan implementation program, which will bring major changes to the international airport. The Master Plan involves the construction of a third airport terminal and the renovation or replacement of the existing terminals. Also included will be increased baggage-handling capabilities. The new facilities will be connected by an internal people mover, which may also connect the airport to the light-rail services in Santa Clara. The airport is also lengthening one of its runways to handle expanded airline operations.

- *Oakland International Airport (OAK)*

Oakland is currently undertaking a \$600 million renovation of the airport and a terminal expansion. The improvements will allow OAK to serve 23 new domestic markets and 16 new international markets by 2012. The new terminal design will add 12 gates to the airport. New roadways, a new car-rental center and new parking facilities are also being built. The renovated airport will be able to handle 5,600 to 6,000 passengers per hour and approximately 69,000 passengers per day.

Rail Access

Intercity rail service expansion is planned for all of the corridors serving the state of California, with service expansion between Sacramento, Oakland and San Jose to reduce average running time by 24%, or 43 minutes. Track and station upgrades will also be provided by 2012, with a focus on the Jack London Square station (Oakland) and the Emeryville station, allowing for longer trains and faster boarding and unboarding of passengers. The San Joaquin Corridor will have a second main track for the new services, and all Caltrain stations along the Peninsula are being upgraded and improved.

Road Access

The Metropolitan Transportation Commission (MTC) developed a Pavement Management System that helps local jurisdictions plan for roadway paving and maintenance in a fashion that significantly reduces the pavement and repair costs and keeps the roadway network in top shape. Several bridge and highway projects are also planned that will improve the performance of the roadway system. The San Mateo Bridge (SR 92) is being widened, from four to six lanes, to improve travel times across the bridge. Auxiliary lanes are being added to U.S. 101, which provides north-south access, to remedy bottlenecks at key congestion points. The State of California Department of Transportation (Caltrans) Seismic Retrofit program consisted of restraining sections of 1,262 bridges, and all of those structures, including Transbay bridges, will be complete by 2006.

Sea Access

The City of San Francisco is currently developing a new cruise ship terminal, which will be immediately adjacent to the Ferry Building in downtown San Francisco. This will be a port of call for cruise ships and function as a recreation and entertainment center. The pier project greatly expands the capacity of the port to handle cruise ship activities. The new terminal will increase the port's passenger-handling capacity by 8,000 passengers per day. The port will retain the current berths in operation and add two new berths at the new Bryant Street Pier.

14.3 *Which foreign countries and major cities in these countries can be reached by regular scheduled non-stop flights from your international airports (for the last five years at least)?*

Table 14.3 San Francisco International Airport

REGION	COUNTRY	CITY
Asia/Pacific	Japan	Tokyo, Osaka
	Taiwan	Taipei
	China	Hong Kong, Beijing, Shanghai
	Korea	Seoul
	Philippines	Manila
	Australia	Sydney
Central America	El Salvador	San Salvador
Europe	England	London
	France	Paris
	Italy	Milan
	Holland	Amsterdam
	Switzerland	Zurich
	Germany	Frankfurt, Munich
	Finland	Helsinki
	Russia	Moscow, St. Petersburg
North America	Canada	Montreal, Toronto, Calgary, Vancouver
	Mexico	Guadalajara, Puerto Vallarta, Los Cabos, Mexico City, Mazatlan

San Jose International Airport

COUNTRY	CITY
Canada	Toronto
Mexico	Cabo San Lucas, Guadalajara, Morelia
Japan	Tokyo

Oakland International Airport

COUNTRY	CITY
France	Paris
Holland	Amsterdam
Mexico	Cabo San Lucas, Guadalajara, Leon, Mexico City, Morelia

14.4 *Prepare a table giving the distances between your city and the airports that serve it, as follows:*

14.4.1 *Current distance (in miles and kilometers).*

14.4.2 *Traveling time by car (in minutes), in current conditions and under the conditions expected at the Olympic Games if improvements are planned.*

Table 14.4.1 and 14.4.2 Current Distance & Traveling Time (in miles, kilometers and minutes)

CITY	AIRPORT	MILES	KILOMETERS	TIME – CURRENT CONDITIONS
San Francisco	SFO	14	23	19
	SJC	46	74	61
	OAK	19	31	26
San Jose	SFO	46	74	45
	SJC	0	0	0
	OAK	36	58	40
Oakland	SFO	19	31	26
	SJC	36	58	40
	OAK	0	0	0

14.5 *Describe and indicate on a map the existing transportation networks in your city and the other localities involved in holding the Olympic Games, together with the links available between the principal venues proposed for the Olympic Games.*

Olympic venues are situated throughout the region, allowing for efficient staging of arrivals and departures for different events. Distributing transportation demand allows visitors to experience the many different communities that make up the San Francisco Bay Area, and ensures that the transportation system can meet the transportation needs for the Olympic Games without overwhelming the system in any one location. Olympic activities are grouped into Olympic Activity Centers. The main activity centers are Stanford Campus in Palo Alto, San Francisco (citywide), Oakland, Berkeley, downtown San Jose and Sacramento.

Give details about the public transportation companies of the city and of other areas involved in the Olympic Games. How do you plan to collaborate with them on the special services which must be provided for spectators and the various accreditation categories?

Driven by the geographical constraints and different land-use environments, transit services are highly customized to the needs of each county. While the San Francisco Bay Area has many transit providers, the Metropolitan Transportation Commission (MTC) is responsible under state law for ensuring the coordination of transit services. Map 14.2 shows the existing transportation networks (bus systems are not included).

Collaborative Approach

The Bay Area Partnership was formed by the MTC to coordinate and integrate local transit services and to develop new initiatives to provide high-quality transportation products to San Francisco Bay Area travelers. The Partnership Board consists of the top managers from the State Department of Transportation, transit operators, and other transportation planning and funding organizations. The Partnership, in conjunction with the MTC, would coordinate all public transit services for the Olympic Games. The MTC will be the single point-of-contact for all transportation-related issues associated with the Olympic Games.

The San Francisco Bay Area has a diverse public transit system operating rail vehicles, buses and ferries. The system of High Occupancy Vehicle (HOV) lanes has over 309 miles of carpool lanes and another 135 miles to be built by 2012. Local transit operators carry an average weekday ridership of about 1.5 million trips.

Table 14.5a Regional Rail Operators

COMPANY	MODE	NUMBER OF VEHICLES	WEEKDAY RIDERSHIP
Altamont Commuter Express (ACE)	Intercity Rail	20	2,000
Amtrak Capitols	Intercity Rail	60	1,500
Bay Area Rapid Transit (BART)	Urban Rail	670	320,000
Caltrain	Commuter Rail	93	26,923
San Francisco Municipal Railway (MUNI)	Light Rail	193	157,419
Santa Clara Valley TA (SCVTA)	Light Rail	56	21,293
Regional Total		1,092	529,135

With coordination between the different commuter rail operators and the region's freight operators, running longer trains at higher frequencies would enhance commuter rail capacity for the 2012 Olympic Games.



14.5 Transportation – Existing Networks

Table 14.5b Principal Regional Express and Local Bus Operators

TRANSIT COMPANY	SIZE OF FLEET	WEEKDAY RIDERSHIP
Alameda Contra Costa Transit District (AC Transit)	849	208,279
Central Contra Costa Transportation Authority (CCCTA)	152	14,434
Golden Gate Transit	328	37,975
San Mateo Transit District (SamTrans)	343	64,100
San Francisco Municipal Railway (MUNI)	1,218	533,699
Santa Clara Valley Transportation Authority (SCVTA)	653	129,962
Total Vehicles	3,543	988,449

The transportation system in the San Francisco Bay Area is intentionally redundant for two reasons: (1) accommodating people with different preferences about when/how to travel (rail, car, bus, bike, telecommute) and (2) ensuring that the region has options when special circumstances arise, such as the 2012 Olympic Games. The regional roadway network will provide service for most of the needs for the 2012 Olympic Family, with fleet vehicles and buses taking advantage of the regional HOV network. The MTC and the Bay Area Partnership will work together with the OCOG to develop systems to provide for spectator transportation, using enhanced existing services and adding bus services where needed. A brief overview of the main transit operators is provided below:

- *AC Transit*
AC Transit provides bus service in Alameda and Contra Costa counties as well as Transbay service across the Bay Bridge to downtown San Francisco and the Dumbarton Bridge to the San Francisco Peninsula.
- *Bay Area Rapid Transit District (BART)*
BART is the regional urban-rail system linking downtown San Francisco and Oakland to the San Francisco Peninsula and major activity and residential centers in the East Bay. BART serves Alameda, Contra Costa, San Francisco and San Mateo counties. BART is the largest urban-rail operator. Ballot Measure A, which passed in Santa Clara County on November 7, 2000, establishes an increment to the sales tax to fund the extension of BART into Santa Clara County. When completed, this extension will provide BART service from San Francisco through Oakland to San Jose, adding a vital link to the spectator transportation system for the 2012 Olympic Games. This service will also connect BART to Caltrain in San Jose.
- *Caltrain*
The Caltrain system is the primary commuter rail service running north and south on the San Francisco Peninsula. Caltrain is currently in the process of upgrading tracks and signals to provide more service more frequently and with faster trip times. Caltrain can offer special express train services, which could be used to shuttle Olympic visitors from venues in the South Bay to Olympic venues along the San Francisco Peninsula and in downtown San Francisco. Caltrain offers unique services for passengers who use bicycles to connect to the system, including bike-parking facilities, onboard bike storage allowing for bicycle transportation, and special programs to ensure seamless transition for bicycling to rail transit.
- *Capitols Service and Altamont Commuter Express (ACE)*
These two commuter rail options provide an important rail link to the proposed Olympic Activity Centers. These rail services link California's Central Valley to

the Silicon Valley, with the Capitols Service running from Sacramento to San Francisco/Oakland and San Jose, and ACE running across the Altamont Pass from the Central Valley to San Jose/Silicon Valley.

- *Ferry Operations*
The San Francisco Bay supports an extensive network of ferry services, which connect different activity centers along the Bay. Golden Gate Transit, the Blue and Gold Fleet, and Vallejo Transit all offer ferryboat services from North and East Bay locations to downtown San Francisco.
- *San Francisco Municipal Railway*
San Francisco Municipal Railway is the primary transit provider in San Francisco County. MUNI operates five light-rail lines and bus service. MUNI Metro offers a direct connection between Caltrain and Olympic Activity Centers in San Francisco. At the Caltrain terminal at Fourth and King streets in downtown San Francisco, where the proposed Olympic venue Pacific Bell Park is located, passengers from Caltrain connect directly to MUNI and can travel to other sites in San Francisco on MUNI light rail or buses. Most MUNI bus routes and all light-rail routes are powered by electricity.
- *San Mateo County Transit District*
SamTrans is the primary transit company serving the San Francisco Peninsula. SamTrans operates buses on local streets, express bus service on U.S. 101 and works closely with the Caltrain transit service.
- *Santa Clara Valley Transportation Authority*
The Santa Clara Valley Transportation Authority is the main provider of transit service in Santa Clara County, which is the home of the Olympic Stadium, the Officials Village and the city of San Jose. SCVTA (VTA) operates light-rail and bus vehicles and also oversees the roadway network in Santa Clara County. The VTA is constructing new rail lines, which will connect with Caltrain by 2012. The Vasona light-rail line will connect downtown San Jose to Diridon station, which is the San Francisco Bay Area's major rail hub with connections to Caltrain, Amtrak and ACE services.
- *Other Transit Providers*
The San Francisco Bay Area has many other public transit providers that would work with the MTC in planning and developing public transit services for the Olympic Games, including Vallejo Transit, CCCTA, WestCat, Tri-Delta and LAVTA. These operations have both bus and ferry service.

Public Transit and the Environment

The San Francisco Bay Area is committed to clean technologies for transit vehicles. The San Francisco Bay Area is currently replacing all engines in old transit vehicles to provide cleaner power sources and reduce emissions from the urban bus fleet. The region is also committed to reducing the level of emissions from these buses even further by applying technologies to the vehicle exhaust system and using cleaner forms of diesel gasoline. AC Transit is currently engaging in a demonstration project to test the feasibility of fuel cells in a transit vehicle. In the future when the technology is developed, the San Francisco Bay Area will pursue fuel cell or other clean fuel technology as outlined by the recent resolution approved by the California Air Resources Board. This guarantees that the

San Francisco Bay Area will have one of the cleanest transit vehicle fleets in the country, if not the world, when the Olympic Games are hosted in 2012.

Technology Brings It All Together

San Francisco is world-renowned as the birthplace of the Information Age, and Silicon Valley is the worldwide focal point of current technological innovation and development. In fact, half of the world's leading manufacturers of information products are located within 30 miles of downtown San Jose, the heart of Silicon Valley. Benefiting from creative technology solutions, the MTC and its partners are developing a variety of products and services described below that would benefit the 2012 Olympic Games.

Smart Cards

Smart cards, known as TransLink®, are being tested for use throughout the region. A smart card is a stored-value plastic card encoded with a computer chip that is loaded with a dollar value, stored rides or time-period passes. When riders flash their TransLink® card in front of an electronic reader device onboard vehicles, in stations or at fare gates, the appropriate fare value is deducted automatically from the card. TransLink® makes possible a single transit ticket that can be used for all San Francisco Bay Area transit services.

The 2012 Olympic Games spectator transportation system will use TransLink® (or a similar smart card), providing each ticket buyer with access to the system as part of the ticket purchase price.

Informed Travel Choices

TravInfo™ is a comprehensive system to gather, organize and disseminate timely information on traffic and road conditions, public transit routes and schedules, carpooling, highway construction and road closures, van and taxi services for disabled travelers, park-and-ride facilities and bikeways – 24 hours a day, seven days a week.

This system or a similar, specially created system, can be used to distribute information about when and where Olympic activities are occurring, as well as details of routes and schedules for spectators, staff, volunteers and the Olympic Family. We anticipate that this system could actually gather information interactively, via the *My Olympic Games* Internet portal, about the transport plans of individuals and groups. This information would be used by the transportation management team to evaluate upcoming loads on the transportation system and to address them and make adjustments on a day-by-day basis.

The San Francisco Bay Area Partnership – A Demonstrated Success Story

Nothing demonstrates more clearly the San Francisco Bay Area's ability to provide transportation services under extreme circumstances than the region's response to the 1989 Loma Prieta Earthquake, which damaged the Bay Bridge and rendered the bridge inoperable for four weeks. In addition, several major freeway facilities, including the Cypress Structure in Oakland and the Embarcadero Freeway in San Francisco, were damaged beyond repair and closed. The Bay Bridge was used by over 240,000 people per day in 1989 for travel to and from San Francisco. To respond to this need, the MTC, in collaboration with regional transit providers, developed a service response plan that provided 24-hour-a-day, seven-day-a-week BART service through the Transbay tube,

additional ferry services across the San Francisco Bay, and a variety of carpooling and bus services to provide much-needed transportation in lieu of a critical link in the transportation network. The result was a 122% increase in BART ridership overnight, a 237% increase in ferry patronage, expanded hours of operation for carpool lanes, cooperative agreements between transit companies and an extensive system of transportation demand management. This ability to work together and respond quickly and effectively to transportation needs demonstrates the strong capability of the San Francisco Bay Area to host the 2012 Olympic Games.

14.6 *Prepare a table giving the distances between each of the competition venues proposed and the Olympic Stadium, Olympic Village, Judges and Referees Village (if planned), Media Village (if planned), MPC/IBC, USOC Headquarters Hotel and the IOC official hotel as follows:*

14.6.1 *Distance in miles and kilometers*

14.6.2 *Traveling time by car (in minutes):*

Table 14.6.1 and 14.6.2 Distance and Travel Times to Venues

SPORT	VENUE	OLYMPIC STADIUM & JUDGES/REFEREES VIL.		OLYMPIC VILLAGE & IBC		MAIN PRESS CENTER		IOC/USOC HOTELS	
		mi/km	mins	mi/km	mins	mi/km	mins	mi/km	mins
Archery	Mather Park (Sacramento)	116/186	132	10/16 ¹	14 ¹	99/159	110	86/138	95
Athletics	Stanford Stadium (Palo Alto)	0/0	0	7/11	10	15/24	21	34/54	41
Badminton	Maples Pavilion Stanford (Palo Alto)	0/0	0	7/11	10	15/24	21	34/54	41
Baseball	Pacific Bell Park (San Francisco)	32/51	40	44/71	49	22/35	26	1/2	5
	Raley Park (Sacramento)	116/186	132	5/8 ¹	7 ¹	99/159	110	86/138	95
Basketball	Oakland Coliseum Arena (Oakland)	38/61	40	39/63	46	23/37	37	17/27	25
	Haas Pavilion (Berkeley)	40/64	50	43/69	45	23/37	37	17/27	25
Boxing	Cow Palace (San Francisco)	30/48	38	39/63	46	8/13	10	6/10	12
Canoe/Kayak									
Sprint & Slalom	Lake Natoma (Sacramento)	116/186	132	17/27 ¹	20 ¹	99/159	110	86/138	95
Cycling									
Track	Mather Park (Sacramento)	116/186	132	10/16 ¹	14 ¹	99/159	110	86/138	95
Road	Marina Green (San Francisco)	35/56	47	46/74	54	16/25	24	2/3	5
Mountain	Domaine Chandon (Napa)	73/117	102	80/129	106	57/92	80	43/70	60
Equestrian									
Jumping	Monterey Horse Park	85/136	90	80/129	90	99/159	110	114/194	120
Dressage	Monterey Horse Park	85/136	90	80/129	90	99/159	110	114/194	120
3-Day Event	Monterey Horse Park	85/136	90	80/129	90	99/159	110	114/194	120
Fencing	Moscone Center (San Francisco)	33/55	41	44/71	51	14/22	20	1/2	5
Football	3Com Park (San Francisco)	28/45	30	39/63	46	11/18	15	6/11	10
	Network Associates Coliseum	38/61	40	39/63	46	23/37	37	17/27	25
	Memorial Stadium (Berkeley)	40/64	50	43/69	45	23/37	37	17/27	25
	Qualcomm Stadium (San Diego)	— ²		— ²		— ²		— ²	
	Los Angeles TBD	— ²		— ²		— ²		— ²	
	Rose Bowl (Pasadena)	— ²		— ²		— ²		— ²	
Gymnastics									
Artistic	San Jose Arena (San Jose)	18/23	22	11/18	15	35/56	41	56/90	60
Trampoline	San Jose Arena (San Jose)	18/23	22	11/18	15	35/56	41	56/90	60
Rhythmic	San Jose Arena (San Jose)	18/23	22	11/18	15	35/56	41	56/90	60
Handball	Moscone Center (San Francisco)	33/53	41	44/71	51	14/22	20	1/2	5
	Haas Pavilion (Berkeley)	40/64	50	43/69	45	23/37	37	17/27	25
Hockey	Spartan Stadium (San Jose)	18/23	22	15/24	20	35/56	41	56/90	60
Judo	San Jose Convention Center	18/23	22	11/18	15	35/56	41	56/90	60

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Table 14.6.1 and 14.6.2 Distance and Travel Times to Venues *continued from previous page*

SPORT	VENUE	OLYMPIC STADIUM & JUDGES/REFEREES VIL.		OLYMPIC VILLAGE & IBC		MAIN PRESS CENTER		IOC/USOC HOTELS		
		mi/km	mins	mi/km	mins	mi/km	mins	mi/km	mins	
Mod. Pentathlon	Stanford (Stanford University)	0/0	0	7/11	10	15/24	21	34/54	41	
Rowing	Lake Natoma (Sacramento)	116/186	132	17/27 ¹	20 ¹	99/159	110	86/138	95	
Sailing	Treasure Island (San Francisco)	35/56	47	46/74	54	16/25	24	2/3	5	
Shooting	San Jose Shooting Center	28/45	30	21/36	30	42/68	55	67/107	72	
Softball	Stanford (Stanford University)	0/0	0	7/11	10	15/24	21	34/54	41	
Swimming										
Swimming	George Haines Int'l Swim Center (SC)	10/16	20	15/24	20	26/42	37	44/70	50	
Diving	George Haines Int'l Swim Center (SC)	10/16	20	15/24	20	26/42	37	44/70	50	
Synch. Swimming	George Haines Int'l Swim Center (SC)	10/16	20	15/24	20	26/42	37	44/70	50	
Water Polo	Stanford	0/0	0	7/11	10	15/24	21	34/54	41	
Table Tennis	Moscone Center (San Francisco)	33/53	41	44/71	51	14/22	20	1/2	5	
Taekwondo	Moscone Center (San Francisco)	33/53	41	44/71	51	14/22	20	1/2	5	
Tennis	Treasure Island (San Francisco)	35/56	47	46/74	54	16/25	24	2/3	5	
Triathlon	Aquatic Park (San Francisco)	35/56	47	46/74	54	16/25	24	2/3	5	
Volleyball										
Indoor	Moscone Center (San Francisco)	33/53	47	44/71	51	14/22	20	1/2	5	
Beach	Golden Gate Park (San Francisco)	35/56	50	46/74	53	16/25	24	5/8	9	
Weightlifting	Kaiser Auditorium (Oakland)	43/69	45	43/69	50	29/46	36	19/31	27	
Wrestling	San Jose Convention Center	18/23	22	11/18	15	35/56	41	56/90	60	

¹For Sacramento venues, distance and times are for the satellite village at Sacramento State University.

²Venue located in Southern California

14.7 *If the existing networks are unable to absorb the increased traffic caused by the movement of Olympic Games participants and spectators, describe the planned changes and improvements (car parks, ring roads, city center traffic, etc.)*

The current infrastructure is extensive and capable of handling the needs of the Olympic Family and visitors. A strong Transportation Demand Management (TDM) strategy combined with many of the current transportation services offered by the MTC and its partner agencies, along with a temporary expansion of public transit, can accommodate the Olympic Games. Clearly, some fine-tuning of the existing transportation system and more transit vehicles and subsidies to operate them will be needed, but the adjustments required are relatively minor compared to the number of visitors expected for the Olympic Games.

Transportation Demand Management (TDM)

TDM was applied in Los Angeles in 1984 and Atlanta in 1996 for the Olympic Games with great success and should prove equally successful in the San Francisco Bay Area. The network is already in place to implement strategies similar to those in Atlanta and Los Angeles to ensure that roadways are clear and provide the necessary capacity to allow the fast and efficient transportation of athletes, officials and visitors. The MTC will work with the Bay Area Partnership to develop a TDM strategy that will manage all “background” traffic during the Olympic Games. In conjunction with the Partnership, local employers will be encouraged to shift schedules for employees to allow workers to commute at times when Olympic visitors are not attempting to reach Olympic Activity Centers. Telecommuting and other alternatives to traveling to work will be encouraged. Transit service will also be augmented to serve Olympic Games needs.

Carpools, vanpools and ride matching will be important strategies for commuters and Olympic spectators alike. RIDES for Bay Area Commuters provides free assistance to

commuters who would like to carpool or vanpool. This program could be greatly expanded during the Olympic Games. This model could be used to provide on-demand services for spectators. In addition to dramatically reducing the number of vehicles on the roads, this system would address another significant issue that affects Olympic transportation planning: achieving a high ratio of riders to vehicles using the Park-N-Ride lots. By using this system, the average number of riders could be significantly increased, thus substantially reducing the requirements for Park-N-Ride spaces.

Transportation System Management

The San Francisco Bay Area relies on the active operation of technology-based devices of the Transportation Management Center (TMC) and the Traffic Operations System (TOS). The TMC is a partnership between Caltrans, the State Department of Transportation, the California Highway Patrol and the Metropolitan Transportation Commission. These operations and maintenance activities ensure the smooth flow of traffic on surface roads and highways. The San Francisco Bay Area TOS gathers real-time incident and traffic-flow data and disseminates information to motorists, monitors incidents and manages the rate of traffic flow on the freeway network. With the advance of technology, BASOC can expect this information to be available in real time in most vehicles in general and in all Olympic fleet vehicles. This information is already available in real time via MTC's traveler information system. Field equipment includes traffic sensors of various types, closed-circuit television cameras, changeable message signs, highway advisory signs and ramp meters.

Making the Pedestrian and Bicycle Connection

MTC and Congestion Management Agencies invest in building sidewalks and bicycle lanes to provide safe and convenient access for pedestrians and cyclists. Two bicycle trails are currently being built that will ring the San Francisco Bay and allow cyclists to travel up and down the San Francisco Peninsula on a grade-separated bicycle path. The city of Palo Alto, where many of the Olympic venues are located (Stanford University), has a strong commitment to providing access for pedestrians and cyclists. Regionally, the MTC and the Bay Area Air Quality Management District fund pedestrian- and transit-oriented projects throughout the region.

Given the emphasis on bicycles as a means of transportation in the San Francisco Bay Area, BASOC will mirror that emphasis in encouraging spectators and volunteers to use bicycles whenever possible. At the 1994 World Cup at Stanford, thousands of spectators rode bicycles to the venue, where special, secure "parking" areas were provided. Stanford and many other venues in the region provide such lots today, including Pacific Bell Park in San Francisco. BASOC will provide these bicycle-parking areas at all the venues for the 2012 Olympic Games where bicycles can be used. With these trails and paths available and with a widespread public information campaign, BASOC anticipates an unprecedented use of bicycles for the 2012 Olympic Games, a use that is consistent with the environmental plans and spirit of the Olympic Games.

Improvements to the Transportation System

Some improvements would help to optimize the performance of the transportation system during the Olympic Games. While not required, these improvements might include:

- Securing federal funds to reconstruct the Dumbarton Rail Bridge to create a busway
- An Olympic lane
- Providing additional Park-N-Ride lots allowing for satellite parking

Dumbarton Busway

If necessary, a grade-separated busway can be constructed on the Dumbarton Rail Bridge, currently unused and located in close proximity to the Olympic Village, to allow for athletes and members of the Olympic Family to travel quickly across the San Francisco Bay and connect to the I-880 HOV network. This grade-separated facility will allow for Olympic-only Transbay travel by all of the Olympic Family as well as buses that are transporting spectators.

The Dumbarton Rail Bridge offers a unique opportunity for the Olympic Games and the region. San Mateo, Alameda and Santa Clara counties have committed funding via their local transportation sales-tax measures to reconstruct the bridge. If federal funds can be secured for the difference, the bridge can be reconstructed for use during the Olympic Games as a busway, and afterward as a legacy project for the region. After the Olympic Games, the region will determine whether to continue using the bridge as a busway or to convert the bridge to a commuter rail or dual-mode facility.

The Olympic Lane

The High Occupancy Vehicle (HOV) lanes or carpool lanes will be used as Olympic lanes during the Olympic Games. According to Caltrans, there is sufficient capacity in the HOV network to grant full Olympic access to the HOV system. This allows buses and official Olympic Family vehicles to move quickly throughout the region. The existing infrastructure for incident management will ensure that these lanes are kept free of obstructions. Where necessary because a carpool lane does not exist, for the duration of the Olympic Games the region may provide an HOV/Olympic lane. HOV facilities will be in 24-hour operation to minimize confusion and to keep the lane available for Olympic vehicles at all times. A critical element in the success of the Olympic lane and transportation for the Olympic Family will be the participation of the California Highway Patrol (CHP). The CHP, responsible for enforcing the California Vehicle Code on the state highway network, was involved in the creation of this transportation theme and will be an active partner in enforcing all rules and laws drafted to ensure a functional transportation network.

Park-N-Ride

With federal support, the current Park-N-Ride lot system can be expanded to allow visitors to park in remote lots and to shuttle to Olympic transportation hubs.

Funding

One of the strengths of the San Francisco Bay Area is that the transportation infrastructure is well developed to support an event of the magnitude of the Olympic Games. While BASOC does not expect that major infrastructure investments would be needed to enable the region to accommodate the Olympic Games, it recognizes that planned projects may need to be accelerated to ensure their completion before the 2012 Olympic Games and that certain investments might be needed to improve transportation management.

There is precedent for federal government support for transportation infrastructure and operating systems for the Olympic Games. Under the current federal surface transportation authorization, the Secretary of Transportation is authorized to give priority in allocating discretionary funding to projects related to an international quadrennial Olympic or Paralympic event as long as the project would otherwise be eligible for federal surface-transportation funding. This has resulted in highway funding totaling over \$80 million being directed to the Salt Lake City area as it prepares to host the XIX Olympic Winter Games in 2002. In addition, transit assistance of close to \$17 million in transit funding was provided to support the spectator transportation system for the Centennial Olympic Games in Atlanta in 1996, and over \$90 million in transit funding has been appropriated for temporary and permanent infrastructure improvements, as well as operating costs, of the spectator transportation system for the Salt Lake City Winter Games.

While BASOC does not depend on federal government support to ensure the success of the San Francisco Bay Area transportation systems in meeting the needs of the Olympic Games, BASOC expects to ask for federal funding assistance for limited improvements that might be beneficial to the region as a whole and would make sense to try to complete in advance of the 2012 Olympic Games.

- 14.8** *Have you obtained a guarantee from the competent authorities that the alternations (if necessary) needed for the Olympic Games (as described under points 14.2 and 14.7) are authorized, supported and deemed useful for the positive development of the city and the region? The original documents must be given to the USOC (Theme 19 – Guarantees).*

MTC Resolution No. 3320 endorses the BASOC effort to bring the Olympic Games to the San Francisco Bay Area. The original resolution is provided in **Theme 19 – Guarantees**.

- 14.9** *State the number of buses, minibuses, cars and other vehicles you plan to use to transport the Olympic Family.*

BASOC plans to provide transportation for the Olympic Family through three distinct systems, each serving a specific population. The purpose of this plan is to ensure that the specific transportation requirements of each group are met in the most appropriate manner. All three systems would be based on dedicated vehicles traveling via the Olympic lane designated within the regional highway network.

All vehicles will meet or exceed Very Low Emission (VLE) standards.

The three Olympic Family transportation systems are:

- Athletes and Officials Transportation System
- Media Transportation System
- IOC/NOC Transportation System

Athletes and Officials Transportation System

The athletes and officials transportation system will be made up of two subsystems. The first subsystem will serve athletes primarily and will provide transportation between the Olympic Village, located at Moffett Field, and all competition, noncompetition and practice venues located throughout the Olympic Activity Centers. The second subsystem will serve officials primarily and will provide transportation between the Judges and

Referees Village, located on the Stanford University campus, and all competition, non-competition and practice venues. Service will be based primarily on large, 24-passenger vans and, where necessary, coach buses. Equipment will be transported by cargo vans.

Based on 10,000 athletes and 5,000 coaches and officials, BASOC will dedicate 1,800 passenger vans, 180 coach buses and 180 cargo vans to the athletes and officials transportation system. However, the recent experience of the 2000 Sydney Olympics suggests that the actual numbers of participating athletes and officials might be as many as 17,500. If this were the case, BASOC will dedicate 2,100 vans, 210 coach buses and 210 cargo vans to the athletes and officials transportation system.

Media Transportation System

The media transportation system will be made up of five subsystems. The first subsystem will be a regularly scheduled service operating between the Main Press Center, located at the San Mateo County Expo Center, and each Olympic Activity Center. The second subsystem will feature regularly scheduled shuttle service between the Media Hotels, located at the San Francisco International Airport Hotel Cluster, and the Main Press Center, and between the Media Village at Stanford and the Main Press Center. Service will also be provided from the Hotel Cluster and the Media Village to the IBC, located at Moffett Field. From the IBC, service will be provided to each Olympic Activity Center. Finally, there will be a more limited service operating between the Media Hotels and Media Village and each Olympic Activity Center each morning and evening during the Olympic Games. Service will be provided via over-the-road coach buses. Based on 16,000 media, we would expect to use 700 buses for the media transportation system.

IOC/NOC Transportation System

Transportation for officials from the International Olympic Committee, the National Olympic Committees and International Federations will be provided through a motor pool system made up of 2,000 automobiles and minivans and 100 coach buses. Vehicles will be staged as needed at motor pools within each Olympic Activity Center, the IOC and NOC hotels and at the region's airports.

Total Vehicles for Olympic Family Transportation Systems

Based on the requirements described above, the total number of vehicles BASOC plans to use for the Olympic Family transportation system is:

– Over-the-road motor coaches	980 – 1,100
– Large passenger vans (12 passenger)	900 – 1,050
– Automobiles and minivans	2,000
– Cargo vans	180 – 210

14.10 *Indicate the number of drivers you plan to employ to transport the Olympic Family and the proposed method of recruitment (professional drivers, army drivers, volunteers, etc.).*

BASOC plans to employ a combination of professional drivers and volunteers for the Olympic Family transportation systems. All drivers for motor coaches will be professional drivers. All other drivers will be volunteers.

BASOC will contract for motor coach services as an all-inclusive service, meaning that we would contract for specified numbers of buses and hours of service. The contractor(s) would be responsible for providing the buses with drivers at the contracted service levels. Part of this agreement would be a provision that the contractor(s) train their drivers extensively on routes, policies and procedures. However, to ensure that problems such as occurred in Atlanta and Sydney where coach drivers did not know their routes, we will provide trained and tested volunteers to ride on each coach. These volunteers will be thoroughly versed in the routes to Olympic venues and sites. They will also be equipped with communications devices connected to the transportation management system.

For the Olympic automobile and van fleets, 12,000 to 15,000 volunteer drivers will be recruited. Individuals wishing to be volunteer drivers must have a valid driver's license and a good driving record.

Driver training will be an essential element to ensure the success of the volunteer-based motor pool. All volunteer drivers will receive extensive training on vehicle operations and safety procedures. A major focus of the training will be wayfinding, including specific routes to be followed, alternative routes and travel times. Finally, drivers will also receive hospitality training to prepare them for their hosting role for the Olympic Games. Individual vehicles will be equipped with communications equipment as outlined in Section 14.5

14.11 *Describe your parking plan for the Olympic Games (for various different groups, key sites, etc.).*

The San Francisco Bay Area has an extensive inventory of parking, serving all of the Olympic Activity Centers. In addition, the region is well known for its extensive system of Park-N-Ride facilities feeding into the regional public transit systems. Nearly all of the proposed Olympic venues exist today and have established parking facilities. As a result, the parking plan for the Olympic Games is focused more on parking management than on creating additional parking.

The major emphasis of the parking plan is to accommodate spectator travel to venues through transit-based services, rather than providing parking at the venues. As described earlier, all Olympic Activity Centers are well served by rail and bus transit alternatives. Spectator parking will be provided off-site with local feeder bus service to the Olympic venues. Shared parking arrangements with local office parks and shopping centers as well as the extensive system of Park-N-Ride found throughout the region will provide the bulk of parking services for Olympic spectators. Special shuttle services will be provided from off-site, existing parking facilities and transit stops to Olympic venues.

Given that spectator parking will be accommodated away from the venues themselves, portions of the parking facilities at the venues will be available for use as event staging areas and media compounds. The remaining parking areas will be used as staging areas for Olympic Family transportation systems, parking for appropriate constituencies (such as some members of the media and key staff) and loading areas for spectator shuttles.

14.12 *Which authorities (state, region, city, etc.) are responsible for traffic regulation in the Olympic areas?*

The region recognizes the need for a single coordinating body for the Olympic Games. The San Francisco Bay Area already established a body for transportation coordination throughout the region known as the Bay Area Partnership. The Partnership, with staff support from the MTC, will provide a single point of contact for coordinating all transportation activities associated with the Olympic Games. Caltrans, CHP and MTC are all currently working together in managing the highway network, and this model would be followed throughout the Olympic Games.

For an activity as significant as the Olympic Games, a regional decision-making framework needs to be established. As was done in Sydney by the creation of ORTA, the MTC would establish a regional agency partnership, similar to the Bay Area Partnership, to streamline and expedite the decision-making process. The regulatory agencies could meet on a regular basis to jointly consider, evaluate and implement the different elements of the Olympic transportation plan.

Traffic Regulation Responsibilities

Freeway Network	Public Transit	Local Streets and Roads	Law Enforcement
Caltrans	MTC and the Bay Area Partnership	Cities and Congestion Management Agencies	California Highway Patrol

14.13 *Would your transport plan be under the authority of the Organizing Committee or a public authority? If so, which authority?*

The MTC is the regional planning and programming agency for the San Francisco Bay Area. All state and federal funds flow through the MTC to the region. The MTC has relationships with all relevant city and county government organizations associated with transportation issues in the region. For all Olympic planning, coordinating and funding issues, the MTC will take lead responsibility in establishing the appropriate decision-making bodies to implement the transportation plan for the Olympic Games. MTC staff understands the complexities of federal and state funding issues and are able to plan, program and distribute funds in accordance with all guidelines and in a timely fashion. MTC also understands the importance of a multimodal system and has staff with backgrounds in highway, transit, bicycle, pedestrian and ITS planning. This combined expertise allows MTC to assist the region in hosting the Olympic Games. Funding will be allocated by MTC, which will pass through funds from state and federal sources associated with the Olympic Games to the local organizing committee and with any operators as appropriate. MTC will retain an independent accounting firm to ensure proper use of funds.

For the purposes of operating and coordinating the different transit systems, for obtaining the additional vehicles necessary for the Olympic Games, for driver recruitment and retention, and for all direct operations associated with the Olympic Games, the MTC will work with the Organizing Committee for the Olympic Games (OCOG), which will be responsible for the planning and management of the Olympic Family transportation system within the above-described framework.