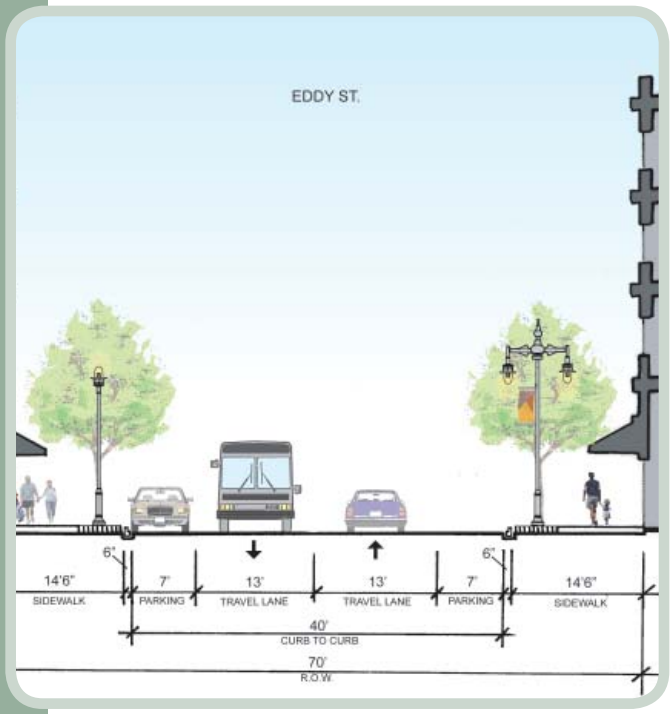
San Francisco County
Transportation Authority

Tenderloin-Little Saigon
Neighborhood Transportation Plan
Final Report



March 2007

Acknowledgements

This study has been a truly collaborative effort. The Authority would like to thank:

STUDY TEAM MEMBERS

Authority staff: Rachel Hiatt, project manager; Tilly Chang, Deputy Director for Planning; and interns Mary Brown, Aileen Carrigan, Karla Solheim, and Danny Yost.

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Technical Consultants: the Nelson/Nygaard team, including Jay Primus, project manager; Bonnie Nelson; Steve Boland; Chris Mitchell, Fehr & Peers; Thomas Kronemeyer; Sam Zimmerman-Bergman, CD+A.

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CHAPTER 1: OVERVIEW

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1.1 Neighborhood Transportation Planning Program

The Tenderloin-Little Saigon Transportation Study is a community-based transportation plan designed to prioritize community transportation needs and develop near and mid-term improvements in the Tenderloin and Little Saigon neighborhoods. The study is part of the MTC's Lifeline Transportation Program and the Authority's Neighborhood Transportation Planning program. The goal of both programs is to find consensus within communities on transportation problems and preferred solutions. Each NTP study:

- partners with community-based organizations (CBOs) to conduct outreach;
- works with the community to identify top priority transportation needs;
- develops top priority improvements through technical analysis, agency participation, and outreach; and
- builds capacity in the community to help develop the recommended projects through to implementation.

The Metropolitan Transportation Commission provided support for the study through its Community Based Transportation Planning program, which focuses on improving transportation in low income and minority neighborhoods. San Francisco's Proposition K sales tax also contributed funding. Recommended projects have been grouped into short (1 to 2 years) and medium (3 to 5 years) term phases to achieve visible change soon.

1.2 Methodology

The Authority's Neighborhood Transportation Planning (NTP) process is designed to integrate community and agency stakeholders in the planning process. Led by the Authority, the study team included a technical advisory committee consisting of implementing agency partners working alongside members of the community, and a consulting team that included both Technical Consultants and Community Based Organizations serving as outreach consultants. By creating opportunities for collaboration between residents, neighborhood organizations, implementing agencies and technicians, the project will have benefits that go well beyond the traditional planning and engineering study.

The Tenderloin Housing Clinic, the Southeast Asian Community Center, and Asian Neighborhood Design, three community-based organizations (CBOs) with strong ties to the Tenderloin community, served as outreach consultants on the study. The study also utilized traditional planning and engineering analysis in a variety of specialties including transit planning, urban design, and traffic engineering to develop solutions that are implementable within the study's time frame. The Technical Consulting team was led by Nelson\Nygaard Consulting Associates and included Fehr & Peers, a traffic engineering consultant and Community, Design and Architecture, an urban planning firm. Agency partners on the Technical Advisory Committee included MUNI, the Department of Parking and Traffic, the Department of Public Works, the Planning Department, the Department of Public Health, and MTC.

1.3 Study Area

For purposes of the study the Tenderloin was defined as the area bounded by Van Ness Avenue, Market Street, Powell Street, and Post Street (see Figure 1-1). The community identified the core residential area bounded by Larkin, Ellis, Taylor, and McAllister as a priority for focus.

Figure 1-1 Study Area

CHAPTER 2: OUTREACH PROCESS

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Introduction

The Tenderloin Housing Clinic (THC) served as the lead outreach consultant to this process, with assistance by the Southeast Asian Community Center (SEACC) and Asian Neighborhood Design. These organizations were selected through a competitive selection process because they are well-established and active in the community and provide links to the broad diversity of stakeholders in the Tenderloin and Little Saigon neighborhood.

The outreach consultants organized an array of activities to involve the broader Tenderloin and Little Saigon communities in developing and prioritizing transportation improvements that address their top needs. Activities began in Fall, 2005. The complete Outreach Plan is provided as Appendix 1.

REGULAR COMMUNITY MEETINGS

Attending regularly scheduled meetings of community organizations was one of the cornerstones of the study outreach approach. These included:

- La Voz Latina de la Ciudad Central
- Tenant Associations Coalition
- Alliance for a Better District 6

- Tenderloin Futures Collaborative
- Central City SRO Collaborative
- Community Leadership Alliance

FOCUS GROUPS AND STAKEHOLDER INTERVIEWS

The study gathered input from senior and youth groups, as well as civic non-profits, through focus groups and stakeholder interviews. These included:

- Curry Senior Center
- YMCA after school program
- Transportation for a Livable City

WALKING TOURS

The THC and SEACC, along with the Authority, hosted three separate walking tours with a wide array of stakeholders including participants invited from the community at large. Three walking tours were held over a two-week period.

These tours were held in addition to the TAC walking tour. The purpose of the tours was to visit key problem and opportunity sites in the neighborhood, and discuss and envision potential improvements. Each participant was given a disposable camera to shoot pictures of problem areas or opportunities. Figures 2-1 includes some of the hundreds of photos that were taken.

Figures 2-1 Walking Tour

MERCHANT INTERVIEWS

THC organized targeted outreach to small merchants. Merchants with a long history in the neighborhood were specifically targeted. 20-minute interviews were conducted with three merchants representing food, retail, and convenience store businesses.

MULTILINGUAL SURVEYS

The Authority developed a survey to obtain community feedback on potential projects. These surveys were distributed by the Tenderloin Housing Clinic and the Authority at community meetings; the walking tours; at the June community meetings; and directly by SEACC (in Vietnamese) and the THC to their organizations' clients. Over 100 surveys were completed.

COMMUNITY-WIDE WORKSHOPS

Two community-wide workshops were held at key points in the study: after the initial assessment of existing conditions and needs, and after the development of potential improvements.

The first workshop was held after the study team completed technical analysis as well as outreach activities to understand transportation existing conditions and needs in the neighborhood. The purpose of this workshop was to confirm the study team's understanding of the community's transportation concerns, share technical analysis of transportation conditions in the neighborhood and work with the community to prioritize needs and issues.

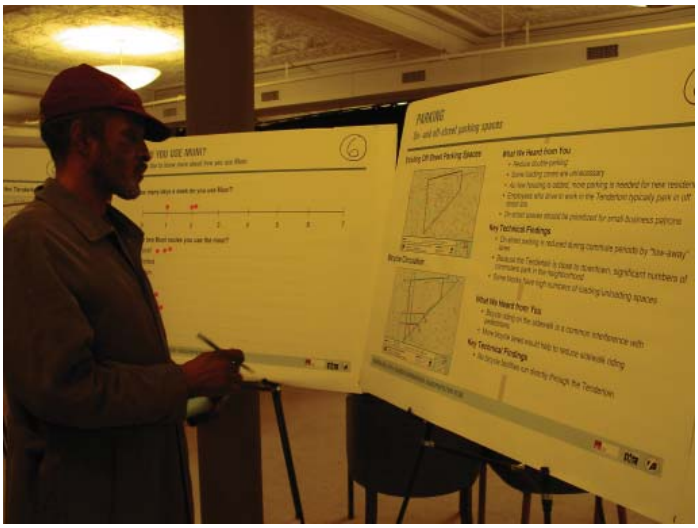
The second workshop was held after the study team hosted walking tours and developed transportation improvement concepts. The purpose of the workshop was to present a technical evaluation of the potential benefits and impacts of the array of proposed improvements, and work with the community to prioritize improvements.

THC publicized both workshops to a broad array of stakeholders, including residents, merchants, and community leaders. Publicizing strategies included announcement on the Authority's website, e-mail lists distribution, placing notices in local media, posters in businesses, flyers in apartments and other buildings, and door-to-door outreach. The media contacted to promote the community workshop included:

- Print: Central City Extra, Street Spirit, Bay Area Reporter, SF Weekly, SF Bay Guardian, SF Examiner, SF Chronicle;
- Online: Beyond Chron, SF Sentinel;
- Ethnic media: Ming Pao Daily News, Nichi Bei Times, El Tecolote, El Bohemio, El Mensajero;
- Email listservs: District 6 email list

Figures 2-2 Workshop Activities

Figures 2-2 Workshop Activities



CHAPTER 3: GOALS AND NEEDS

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This chapter summarizes the process for identifying the highest priority transportation needs in the Tenderloin, and reports the key findings. This effort resulted in community-derived goals to guide the development of improvement projects. The complete Existing Conditions and Needs Report is provided as Appendix 2.

3.1 Needs Assessment Methodology

The Tenderloin-Little Saigon Neighborhood has been the subject of a number of previous studies that all identified similar transportation issues in the community. Key among these were the need for enhanced pedestrian safety, to slow and "calm" traffic traveling through the neighborhood, to improve the condition of the sidewalks, and to improve transit reliability. These needs were further developed through technical analysis and outreach.

Technical steps to identify transportation needs included:

- 2000 U.S. Census data, used for demographic and land-use analysis;
- Travel patterns and mode shares estimated using the San Francisco County Transportation Authority's

San Francisco Travel Demand Model (SF-CHAMP);

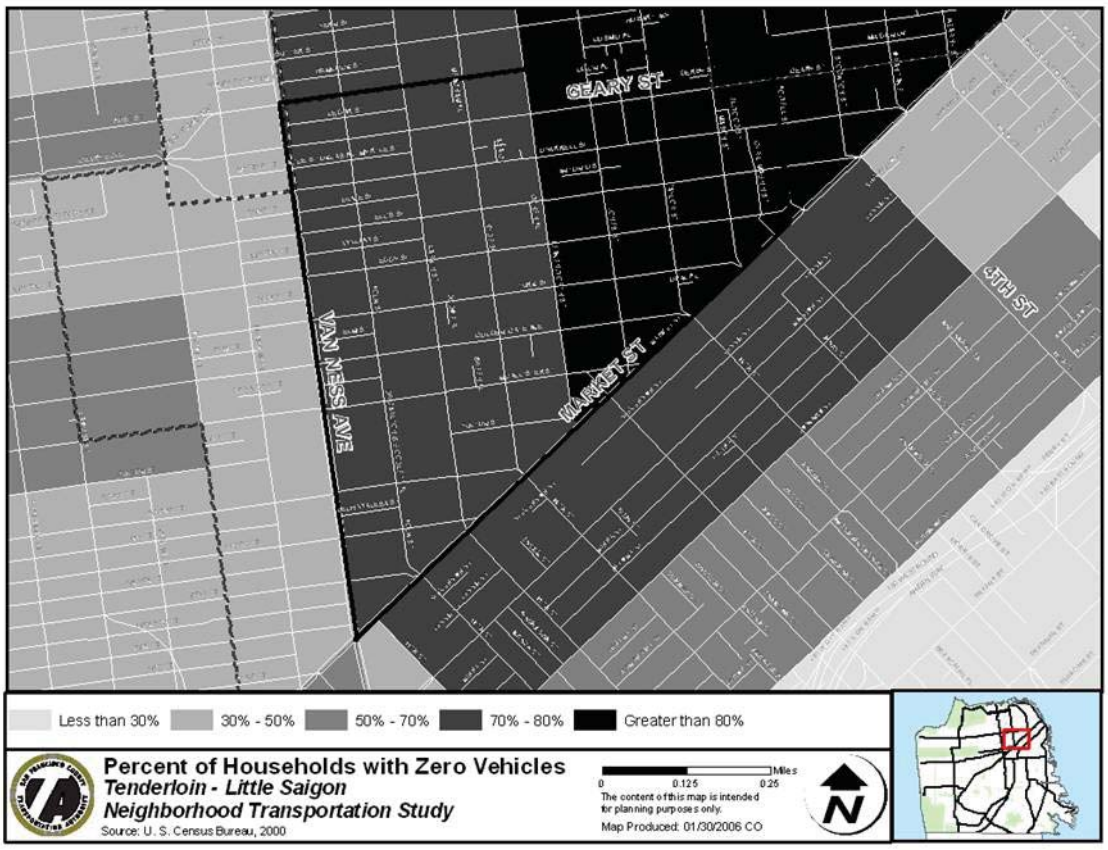
- Field observations and inventories to assess streetscape, bus stop, and pedestrian conditions;
- Statewide Integrated Traffic Records System (SWITRS) data on pedestrian accidents to assess pedestrian safety and collisions;
- Transit schedules and performance data from Muni records;
- Muni ridership statistics from Muni's National Transit Database (NTD) Data for fiscal year 2005;
- Field observations and reviews of roadway geometry (e.g. number of lanes, directionality (one-way vs. two-way) and functional classification (arterial, collector) to document automobile circulation patterns;
- City-provided data on traffic volumes were independently verified by supplemental field observations;
- City's Synchro model of traffic operations, updated with newly collected traffic counts; and
- Site visits and city diagrams to catalog parking spaces and evaluate conditions.

3.2 Existing Conditions and Needs Assessment

The Tenderloin-Little Saigon area is unique among San Francisco neighborhoods. As a place, it is one of San Francisco's oldest neighborhoods, and its fine-grained streets provide a humane, pedestrian scale. Located next to San Francisco's urban core, it is home to a high density of housing, employment, and shops.

The Tenderloin is unique in other ways. It is San Francisco's most ethnically diverse neighborhood, providing a home to many recent immigrants who give it a dynamic and rapidly evolving character. It is also one of its poorest communities, with low household incomes and the lowest car ownership rates in the City – just 18% of households own an automobile (see Figure 3-1). To get around the City, Tenderloin residents are first and foremost pedestrians who use transit. Perhaps because of this, the key transportation needs that emerged from the community focused on improving transit and walking conditions.

Figure 3-1 Percent of Households with Zero Vehicles



Given the unique environment and transportation setting in this neighborhood, it is not surprising that the primary needs identified by the community focus on establishing a safe environment for diverse users including pedestrians, cyclists,and transit riders. One of the most critical needs identified by the community was the need to "rebalance" the transportation system to improve the pedestrian and transit environment, since most Tenderloin residents walk or take transit for nearly all their trips. The most critical needs include:

- **Improve pedestrian safety.** Accident rates are six times higher in the Tenderloin than in the city at large, and especially at intersections with Market Street and the intersection of McAllister and Leavenworth Streets.
- **Improve transit service reliability and accessibility to low income individuals.** The neighborhood is well served by multiple bus lines with frequent service, but buses are often crowded and bunched together – in other words, service is unreliable. Residents are also concerned with the affordability of transit for low-income individuals.
- **Reduce the speed of traffic through the neighborhood.** The Tenderloin's multi-lane, one-way streets, many with excess capacity, encourage speeding and careless turn movements, endangering pedestrians and lowering the neighborhood's quality of life.
- **Use the street environment as a tool to enhance security and improve the community experience.** Narrow, cluttered, damaged and often barren sidewalks aren't just unattractive; sidewalk activity in confined spaces often forces pedestrians into the street.

Improve Pedestrian Safety

As shown in Figure 3-2, the Tenderloin has a high rate of pedestrian incidents: order of magnitude estimates show that pedestrians are about six times more likely to be injured or killed by a car in the Tenderloin than in other areas of the City. Additionally, collisions are distributed throughout the neighborhood, indicating that traffic speeds are an issue in the neighborhood at large and not just at one or two "hot spots."

Figure 3-2 Locations of Pedestrian Accidents

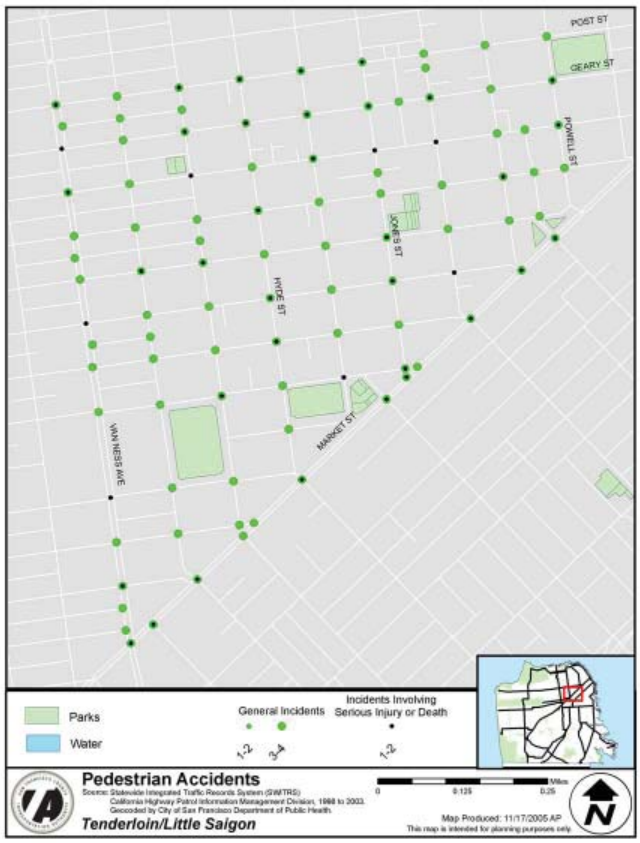
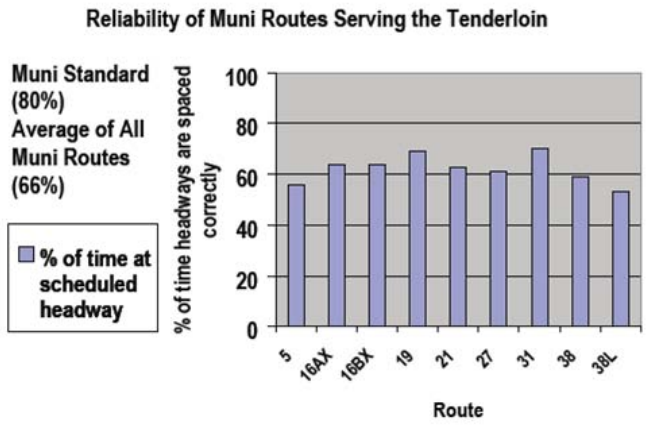


Figure 3-3 Sidewalk space is often constrained relative to demand

Figure 3-4 Reliability of Muni Routes Serving the Tenderloin



Improve transit service reliability and accessibility

Because of its central location, no neighborhood in San Francisco has a better supply of transit in terms of geographical coverage, frequency of service, regional connectivity, or amount of late night (i.e., 24 hour) service. In this sense, there is an abundance of transit in the Tenderloin.

The Tenderloin community's concerns with transit are not related to its supply, but rather to its performance. Many Tenderloin residents perceive Muni as unreliable and crowded, and data confirm these impressions. The 5-Fulton and the 38L-Geary Limited recently have surpassed Muni's load standards, and only about half of trips on those lines arrived according to scheduled headways. Every Tenderloin route except the 27-Bryant is less reliable than the Muni average.

Unfortunately, the Tenderloin's location is related to transit performance problems. Transit routes are typically at their fullest when they arrive in the neighborhood. Routes that pass through the Tenderloin are among the longest in the City, so they have many opportunities to get off schedule before arriving in the Tenderloin, impacting their reliability. Moreover, it is likely that transit reliability degrades when traveling within the Tenderloin because of unpredictable delays caused by high volumes of vehicle, passenger, and pedestrian activity.

Finally, Tenderloin residents frequently mention the expense of paying for transit trips as a significant concern, particularly since a fare increase in September 2005.

Reduce The Speed Of Traffic Through The Neighborhood

While the location, density, demographics and scale of the neighborhood support walking and transit as the primary modes of travel, the streets themselves are generally designed to move large volumes of traffic going through the Tenderloin to the downtown core and the freeway system. The majority of the streets in the area are multi-lane one-way arterials designed to move cars as efficiently as possible to and from downtown or the freeway entrances and exits south of Market Street. The tension between the desires of residents living in this high-density, largely residential and mixed-use neighborhood, and the role its roads currently play for cars, is a common theme throughout this report. Community members repeatedly expressed concerns about speeding traffic and pedestrian conflicts, and the technical analysis found that in many locations there is excess auto capacity. Analysis of nine key intersections found afternoon-peak Level of Service (LOS) rankings at seven of them to be "free flowing" or Level of Service A - a very unusual result for an urban neighborhood with high volumes of traffic. The finding demonstrates the fact that cars move through the neighborhood very quickly, and indicates that the area is over-designed for automobile flow relative to other needs.

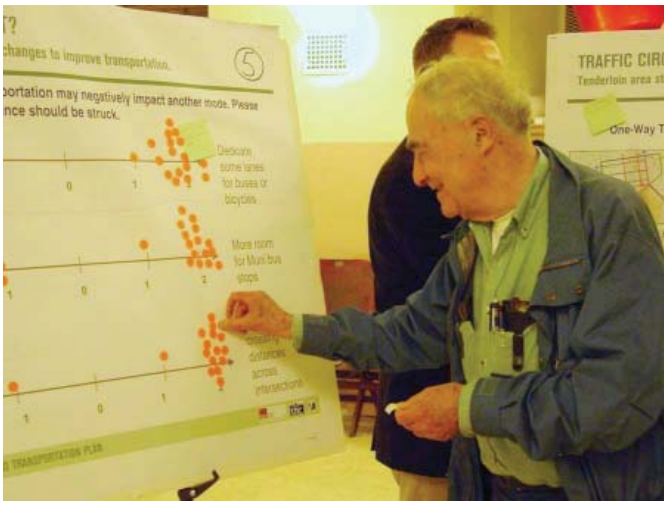
Use the street environment as a tool to enhance security and improve the community experience

One of the primary concerns expressed by community members was the condition of sidewalks, their lack of cleanliness and state of disrepair. Desire for more pedestrian scale lighting was widely voiced. Additionally, because so much of the public right of way has been dedicated to automobile travel and parking, sidewalks in the Tenderloin may be too narrow for the high volume of pedestrian traffic they carry. Although considered pedestrian and streetscape amenities, the existing street furniture, trees, and transit shelters further constrain the effective width of the sidewalks. Finally, pedestrian conditions in the Tenderloin are degraded by the quantity of automobile traffic.

Figure 3-5 Tree wells can collect refuse

3.3 Summary of Project Goals

Figure 3-6 Community Prioritization of Needs



Working with the community through stakeholder meetings, focus groups and public workshops, the high priority needs were translated into goals for the project. The relationships between transportation needs and project goals are summarized in Figure 3-7.

Figure 3-7 Transportation Needs and Project Goals

TRANSPORTATION NEED	PROJECT DEVELOPMENT GOAL
Improve Pedestrian Safety	Implement street designs that reduce likelihood of collisions
Rate of pedestrian collisions in the Tenderloin is several times higher than S.F. average	▪ Reduce vehicle speeds ▪ Increase pedestrian visibility ▪ Reduce conflicts between pedestrian and cars at intersections ▪ Reduce conflicts between pedestrians and bicyclists on the sidewalks ▪ Establish balance between pedestrian and auto traffic
Improve the street experience	Use street design treatments to improve the look and feel of the street
Sidewalks often feel dangerous, uncomfortable, unattractive	▪ Provide ample space, light, and amenities for pedestrians ▪ Buffer pedestrians and transit passengers from traffic ▪ Improve bus stop quality
Improve Transit Reliability	Implement measures that improve the transit experience
Service is unreliable, passenger experience is uncomfortable, access is limited	▪ Increase reliability ▪ Increase user friendliness ▪ Reduce physical barriers to access, including to regional services such as BART or Golden Gate ▪ Improve access of low income individuals to Muni's Lifeline Fast Pass
Reduce the Speed of Traffic	Implement street designs that slow down car traffic
Traffic is too fast	▪ Reduce "design speed" of streets ▪ Reallocate mixed vehicle capacity to other street users – transit, pedestrians, bicyclists

CHAPTER 4: PROJECTS DEVELOPMENT

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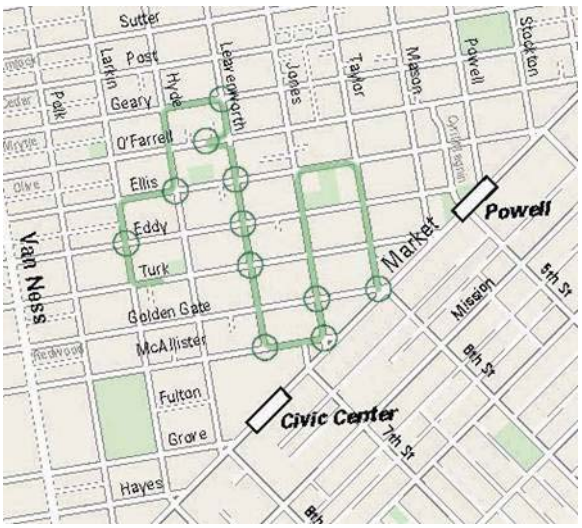
The issues, needs and goals articulated by the community during the outreach process guided the development of potential improvements. Projects were evaluated both based on technical analysis and community support, as well as their ability to be implemented in a relatively short time frame. The complete Projects Development and Evaluation Report is provided as Appendix 3.

4.1 Project Development Process

The following table summarizes the process the project team used to develop potential projects.

Figure 4-1 – Project Development Process

Time Period	Step in Process
March 2006	TAC walking tour. Before the project team started in earnest to develop potential projects, the technical team led the TAC on a walking tour of the neighborhood. The walking tour was an opportunity to review general issues and goals raised by the community, to review problematic intersections and areas, and brainstorm possible solutions. The walking tour was well attended and followed the route shown on the map. Walking tours for community members were also part of the process. 
April 2006	Develop initial project ideas to respond to those needs/goals. After digesting the results of the community outreach process and the walking tour, the technical project team developed some preliminary project ideas. After reviewing these with the overall project team, including the CBOs, the technical project team developed the most promising ideas for presentation at the June 2006 community meeting.
May 2006	Technical evaluation. Projects were evaluated for multimodal benefits and impacts according to the criteria described in Section 4.2.
June 2006	Community meeting to present and prioritize potential projects. At the June 2006 community meeting, the project team presented potential projects to the community for feedback. This information, in addition to feedback gathered from additional outreach in input from the TAC, was used in the next step, refining the projects.
Summer 2006 — Fall 2006	Refine projects based on community feedback. Community, stakeholder, and TAC feedback was used to refine the proposed projects and to develop implementation phasing. The results of the community prioritization are described in the next chapter.

4.2 Technical Evaluation Methodology

Prior to the June 2006 community workshop, the technical team evaluated potential transportation improvements. The technical evaluation documented likely benefits and impacts of projects and strategies using several criteria and quantitative and qualitative analysis. The results were presented at the community workshop to provide participants with a broad range of information to use in weighing priorities.

The evaluation addressed the following aspects of transportation in the Tenderloin:

- Transit operations and rider experience
- Pedestrian safety and access
- Streetscape environment
- Bicycle safety and access
- Traffic impacts and parking
- Cost
- Construction impacts

Key evaluation results are presented in Section 4.3. Detailed results of the technical evaluation are provided in Appendix 3, the Projects Development and Evaluation Report.

4.3 Overview of Project Alternatives

The following tables summarize the range of projects, and their evaluation, that were considered to meet each of the study goals. Potential projects are summarized by the study goal they address, although many strategies may address more than one goal area.

Pedestrian Safety		
Strategy	**Benefits** ● Crossing Experience ● Sidewalk Conditions	**Impacts** ● Parking ● Traffic Circulation ● Ease of Implementation
Intersection curb bulbs 	Reduces crossing distance by 7'-14' No change in traffic volumes or buffer from traffic. Reduces speed of right-turning vehicles. Increases sidewalk width at corners by 7'. Reduces obstruction at corners.	Minor impact on traffic circulation (slows down right-turning cars). Possible removal of 1 or 2 parking spaces where red curbs don't exist. Minor construction impact. *Implementation: Near Term*
Visible crosswalks/ advance limit lines 	No change to sidewalk width, sidewalk obstructions, crossing distance or buffer from traffic. Reduce number of cars that don't yield to pedestrians.	No traffic circulation, parking, or construction impacts. *Implementation: Mid Term (standard City design to be developed over the next year through the Better Streets Master Plan)*
Red light running enforcement cameras 	No change to sidewalk width, sidewalk obstructions, crossing distance or buffer from traffic No change to traffic volumes. Reduces number of red light runners.	No traffic circulation, parking, or construction impacts. *Implementation: Near Term*
Pedestrian countdowns 	No change to sidewalk width, sidewalk obstructions, crossing distance, traffic volumes, traffic speeds, or buffer from traffic. Improves ease of crossing for pedestrians.	No traffic circulation, parking, or construction impacts. *Implementation: Near Term*
Bike lane or sharrows 	Reduces traffic crossing distance by 6'-12'. Possible decrease to traffic speeds and volumes. Provides generous additional 5'-6' buffer between pedestrians and traffic.	Varies. Some traffic may divert to other streets. On many Tenderloin streets, bike lanes are unlikely to increase delays or congestion. No parking impacts – designs recommended using mixed vehicle lanes for bike lanes rather than parking. No construction impacts. *Implementation: Mid Term (requires further study)*

Traffic Calming		
Strategy	Benefits ● Average Traffic Speeds ● Traffic Volumes	Impacts ● Parking ● Traffic Circulation ● Ease of Implementation
Narrow street or traffic lane width	Reduce average travel speeds.	Potential slight increase in traffic on other routes due to lower travel speeds. No expected congestion or parking impacts. *Implementation: Near Term, unless linked to other longer term changes*
Bike lanes or bus only lanes 	Reduce average travel speeds.	Slight increase in traffic on other routes due to lower travel speeds. No expected congestion or parking impacts. *Implementation: Mid Term (requires further study)*
Convert one way streets to two-way 	Reduced average travel speeds and slight reduction in traffic volumes.	Will alter circulation patterns for vehicle traffic, but is not likely to increase congestion or vehicle delays on most Tenderloin streets. The circulation links with SOMA streets to the south and the Van Ness corridor to the west require further study. No impact on parking. *Implementation: Mid Term (requires circulation study)*
Retime signal progression for 	Reduce average travel speeds.	Slight increases in traffic on other routes due to lower travel speeds. No expected congestion or parking impacts. *Implementation: Near Term, unless linked to longer term changes*
Reduce number of lanes	Reduce average travel speeds.	Slight increase in traffic on other routes due to lower travel speeds. No expected congestion or parking impacts. *Implementation: Near Term, unless linked to other long term changes*
Trees in the parking lane 	Reduce average travel speeds.	Slight increase in traffic on other routes due to lower travel speeds. No expected congestion. Removes about 4 parking spaces per block face. Requires community maintenance. *Implementation: Near Term, unless linked to other long term changes*

Transit Service		
Strategy	**Benefits** • Reliability • Travel Times • Waiting Experience • Wayfinding	**Impacts** • Parking • Traffic Circulation • Ease of Implementation
Bus bulb outs 	Improve reliability. Decrease travel time. Improve waiting experience. No significant effect on wayfinding.	Minor traffic circulation impact. No parking impact unless length of bus stop is increased. Moderate construction impact. *Implementation: Near Term*
Colorize Geary/O'Farrell bus-only lane 	Improve reliability. Decrease travel time. No effect on waiting experience. Improve wayfinding.	Minor traffic circulation impact. No parking impact. Moderate construction impact. *Implementation: 5+ Years (paving moratorium)*
Reroute both directions on the same street	Improve reliability, depending on the route. Decrease travel time (potentially 2.5 min. for the 5-Fulton) No effect on waiting experience. Significantly improve wayfinding.	Minor traffic circulation impact. No parking impact. *Implementation: Mid Term (requires circulation study)*
Stop improvements (NextBus, shelters) 	No effect on travel time, reliability, or wayfinding. Significantly improve waiting experience.	No traffic or parking impacts. Minor construction impact. *Implementation: Near Term*
Expand access to Lifeline Fast Pass	Outreach to raise awareness of the Lifeline Fast Pass improves access to transit for low-income individuals.	*Implementation: Near Term*

Streetscape Environment		
Strategy	Benefits ● Street Identity ● Land Use Integration ● Connectivity	Impacts ● Parking ● Traffic Circulation ● Ease of Implementation
Pedestrian-scale and sidewalk lighting 	Establishes recognizable theme for individual streets. Use a distinctive fixture design to "brand" the Tenderloin or Little Saigon neighborhood. New "full spectrum" light bulbs add more pleasing, less harsh light. Implement on a corridor basis that includes key destinations (Civic Center BART Station/ UN Plaza, Powell BART, Little Saigon) to improve connectivity within the Tenderloin and to adjacent neighborhoods.	No traffic or parking impacts. Minor construction impact. *Implementation: Mid Term (requires standard City design, to be developed through Better Streets Master Plan)*
Widened sidewalks	Widens buffer between traffic and pedestrians by about 3'. Provides flexible sidewalk space that can be used by commercial and retail activities.	Minor traffic circulation impact (slows traffic). No parking impact. Significant construction impact. *Implementation: Near Term (unless linked to other long term changes)*
Trees in parking lane 	Creates a double-row of trees that establishes a distinct streetscape identity. Reduces noise pollution on sidewalks by visually narrowing travel lanes and increasing buffer between pedestrians and traffic.	Minor traffic circulation impact (slows traffic). Removes about 4 parking spaces per block face. Moderate construction impact. *Implementation: 1-2 Years; requires community maintenance*
Pedestrian-scale directional signs	Implement on a corridor basis that includes key destinations (Civic Center BART Station/ UN Plaza, Powell BART, Little Saigon) to improve connectivity within the Tenderloin and to adjacent neighborhoods.	No traffic or parking impacts. Negligible construction impact. *Implementation: Near Term*

4.4 Community Evaluation

The community weighed in on preferred and top priority types of improvements through the survey (in Spanish, Vietnamese, and English) as well as through conversations at regularly scheduled community meetings, merchant interviews, and walking tours.

PEDESTRIAN SAFETY

A number of pedestrian safety improvements enjoyed broad support in the community:

- Countdown signals
- Visible crosswalks
- Corner bulbs
- Conversion of double-turn lanes to single-turn lanes
- Greater enforcement of traffic laws
- Additional signage
- Traffic Calming

TRAFFIC CALMING

Two of the potential traffic calming projects were also especially favored by the community:

- Wider sidewalks
- Retiming traffic signals for slower speeds
- Two traffic calming proposals were more controversial:
- Bicycle lanes. While survey respondents generally supported the concept, noting that Eddy and Ellis are flat streets connecting to bicycle routes beyond the neighborhood, many voiced reservations, including the possibility that skateboarders might use the lanes on hilly streets such as Jones.
- Conversion of one-way streets to two-way traffic. While the overwhelming majority of survey respondents supported the idea, community members raised a number of concerns. Arguments expressed for conversion included:
  - ✧ Pedestrian safety
  - ✧ Economic development
  - ✧ Land-use benefits
  - ✧ Improved sense of place
- Arguments against conversion included:
  - ✧ Traffic congestion, including impacts on circulation beyond the neighborhood, in the larger street network
  - ✧ Problems for left-turning vehicles
  - ✧ Increased noise pollution from emergency vehicles consolidated onto two-way streets (although the street most impacted by sirens is Hyde, which this study does not recommend as a candidate for conversion)
  - ✧ Increased emergency response times

  As an alternative, some community members suggested reducing mixed-traffic capacity while retaining one-way operations. Overall, the sense that emerged was the need for a careful study of traffic calming alternatives, recommended by this plan.

TRANSIT SERVICE

Several ideas for improving transit service were popular among respondents:

- Increased affordability, including increased access to the Lifeline Fast Pass program for low-income riders
- Real-time bus arrival information
- Strategies to improve the cleanliness and comfort of bus stops, including bus bulbs and more widely available trash receptacles

Another concept was more controversial:

- Consolidation of transit routes onto two-way streets. Arguments for re-routing included:
  - ✧ Reduction of delays caused by circuitous routing
  - ✧ Improved wayfinding

  Arguments against included:
  - ✧ Greater pollution along streets with increased service

STREETSCAPE

Finally, the proposed streetscape improvement most widely supported was:

- Pedestrian-scale lighting

Two proposals, meanwhile, received a mixed response:

- Trees in the parking lane. Concerns included:
  - ✧ Trash collection
  - ✧ Impacts on street cleaning
  - ✧ Removal of parking spaces
- Conventional sidewalk tree-plantings. Concerns included:
  - ✧ Reduction of light reaching the sidewalk
  - ✧ Increased maintenance responsibilities

CHAPTER 5: PRIORITY PROJECTS

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5.1 Potential Strategies and Projects

This section outlines recommended improvements, categorized by goal area. Projects are further described, prioritized, and priority locations are illustrated in section 5.2, Phasing Strategy.

5.1.1 PEDESTRIAN SAFETY

The community outreach process identified improving pedestrian safety as the primary goal of this transportation plan. Pedestrians in the Tenderloin are involved in collisions at a rate several times higher than the citywide average.

The following list summarizes the improvements proposed, from simple low-cost maintenance issues to larger, transformative improvements.

- Improve Existing Crosswalks
  - ✧ Repair Existing Worn Crosswalks
  - ✧ Install Advance Limit Lines at Crosswalks Where Needed

- ✧ Develop and Install High-Visibility (Non-School Area) Standard Design

- Install Pedestrian Countdown Signals
- Install Permanent or Low-Cost Corner Bulbs
- Traffic Calming (see section 5.1.2)

5.1.2 TRAFFIC CALMING

Much of the auto traffic impacting the Tenderloin is not local traffic. The neighborhood's unique location adjacent downtown results in large volumes of through traffic to and from the Bay Bridge, the Financial District, and other areas of the City. Many of the roads are designed as auto-oriented, high-capacity facilities, with multiple lanes and one-way configurations.

The residents of the area have expressed a strong desire to see the neighborhood's streets become more livable by shifting the balance away from maximizing auto throughput toward an improved environment for pedestrians and public transit. Slowing traffic speeds or "traffic calming" through the neighborhood is one way to achieve this goal.

The following list summarizes the improvements proposed, from relatively low-cost strategies to larger, transformative improvements.

- Red Light Cameras
- Retime Traffic Signals
- Signal Mast Arms
- Comprehensive Traffic Calming and Circulation Study
  - ✧ Study Converting Some Streets to Two-Way Operation. Candidate streets include the one way pairs Ellis / Eddy Streets and Leavenworth / Jones Streets.
  - ✧ Develop Detailed Design for Reconfiguration of Some Intersections, especially McAllister/ Leavenworth and Golden Gate/Taylor/Market/ 6th.
- Sidewalk Widening
- Landscaping/Trees (see section 5.1.4)

Figure 5-1 Potential Two-Way Configurations

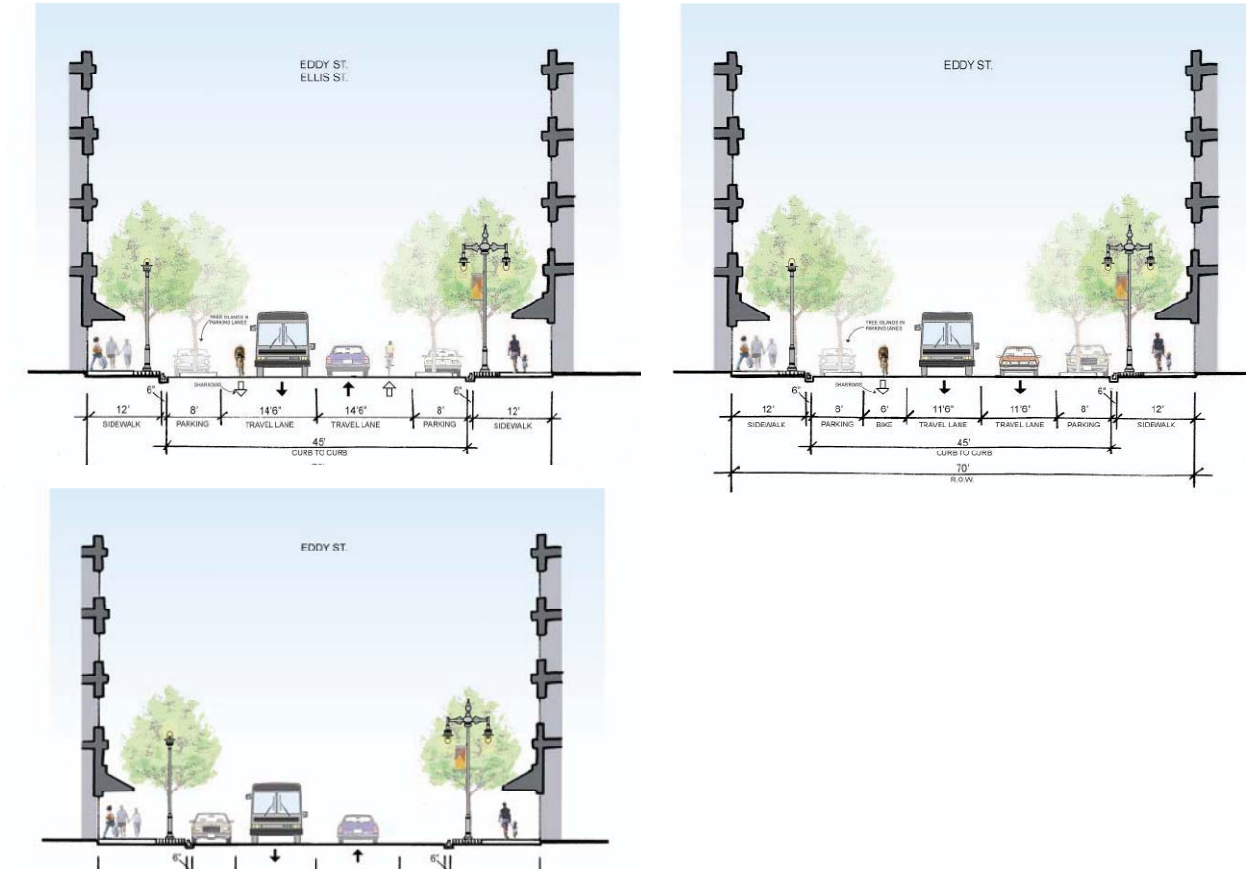


Figure 5-2 Candidate Streets for Two-Way Conversion

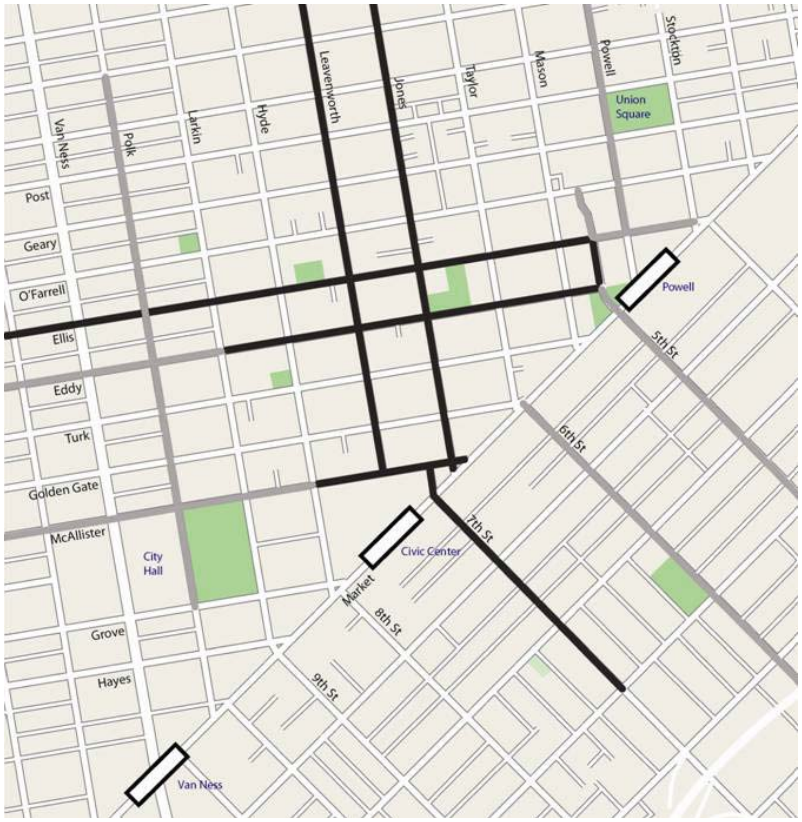
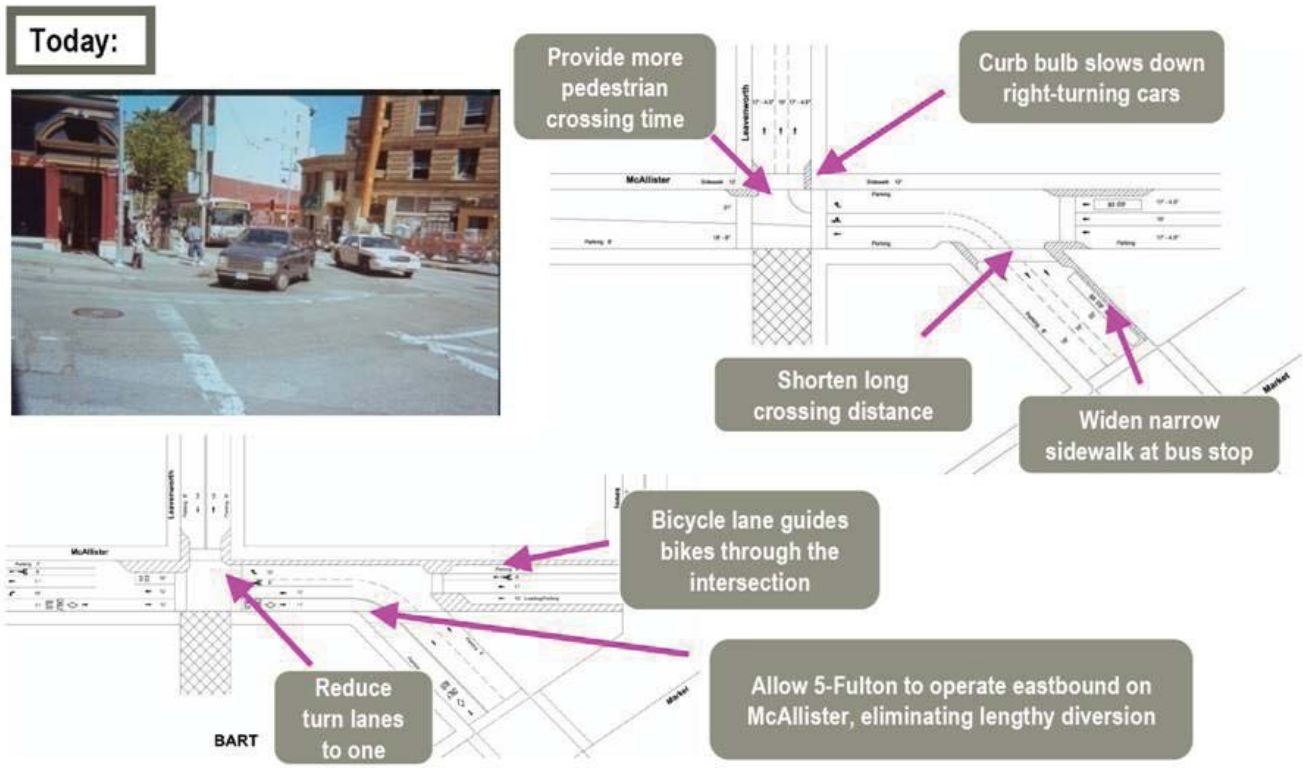


Figure 5-3 Potential Pedestrian Safety Improvements for Key Intersections



5.1.3 TRANSIT SERVICE

While some of the projects recommended below are related exclusively to transit, others would also serve to improve pedestrian conditions; bus bulbs, for example, would improve Muni reliability, provide additional sidewalk space, and reduce street crossing distances to improve pedestrian safety. Because transit riders begin and end every trip as a pedestrian, recommended pedestrian improvements will also make using transit easier and more pleasant.

The following list summarizes the projects recommended to improve transit service.

- Improve Muni Performance in Neighborhood
  - ✧ Reduce double parking on transit routes by re-assessing the location of loading zones and of Parking Control Office enforcement patterns.
  - ✧ Bus Bulbs
  - ✧ Colorize Transit-Only Lanes
  - ✧ Consolidate Route Operation on Two-Way Streets
- Improve Experience of Using Muni
  - ✧ Install NextBus Muni Real-Time Arrival Information at Some Stops
  - ✧ Bus Shelter Improvements, including increased maintenance and cleaning, larger shelters, and lighting improvements (see section 5.1.4).
- Improve Affordability of Muni for Low-Income Riders
  - ✧ Improve Access to Muni's Lifeline Fast Passes

Figure 5-4 Potential Consolidation of Transit Routes on Two-Way Streets

TODAY

Two-way street operations provide opportunity to reduce travel times and improve wayfinding.

POTENTIAL

Confusing routing: Current routes must operate on different streets in each direction

Deviations cause delay: One-way street pattern requires awkward deviations to reach Market street (e.g., the 5-Fulton), adding delay

Route 27: Consolidate onto one street; better serve the heart of the Tenderloin.

Route 19: Consolidate onto McAllister. Avoid deviation around Civic Center.

Route 5: Eliminate deviation on Hyde. Consolidate on McAllister.

Route 31: Both directions on Eddy.

5.1.4 STREETSCAPE ENVIRONMENT

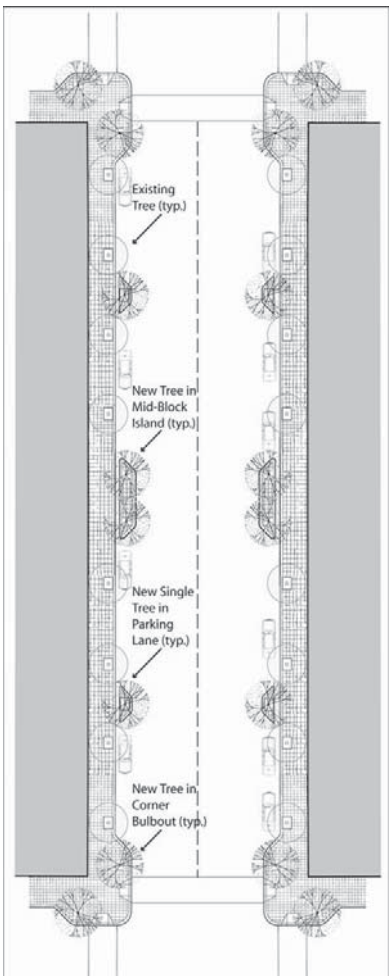
The recommended improvements outlined below address specific needs articulated by members of the Tenderloin/Little Saigon community for improving their overall experience and security traveling through the neighborhood: improved lighting, increased sidewalk width and quality, and improved visual appearance of the streetscape. Streetscape components also contribute to broader goals, such as reducing traffic speeds and improving pedestrian safety.

The following list summarizes the projects recommended to improve the streetscape environment.

- Street Furnishings
  - ✧ Trash Receptacles
  - ✧ Corner Bulb Outs
  - ✧ Bus Shelters
- Lighting
  - ✧ Mid-Term Lighting Improvement strategies, such as switching from High-Pressure Sodium to Metal Halide Lamps, or installing building-Mounted fixtures.
  - ✧ Install High-Quality Pedestrian-Oriented Light Fixtures
- Street Trees
  - ✧ Street Trees in Corner Bulbouts (Select Species with Airy Canopies)
  - ✧ Street Trees in Parking Lanes (Select Species with Airy Canopies)
- Sidewalks
  - ✧ Sidewalk Repairs, including notifying property owners of required repairs, and replanting in or filling (e.g., with decomposed granite) empty tree wells.
  - ✧ Sidewalk Widening
  - ✧ Bus Bulbs

Figure 5-5 Pedestrian Scale and Sidewalk Lighting Options

Figure 5-6 Potential Approach to Planting Trees in Parking Lane

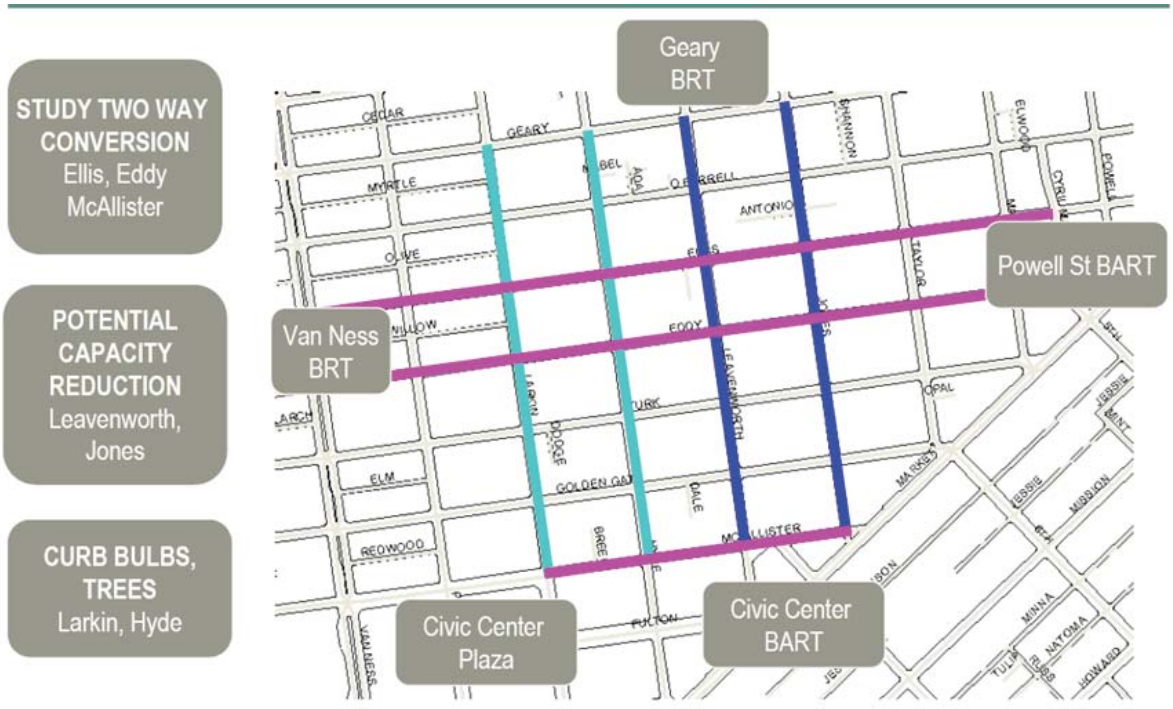


5.2 Phasing Strategy

The improvements recommended by the study team have been grouped and phased to achieve visible and meaningful improvements as quickly as possible and to have the right mix of area-wide and location-specific improvements. Some improvements are recommended for the entire neighborhood, while others are focused on primary pedestrian corridors or individual intersections. These short, medium, and long-term phases are summarized below, as well as in a table of improvements (Figure 5-8) and in maps of short, medium, and long-term improvements (Figures 5-9 to 5-11).

Muni performance challenges are system-wide concerns that are being addressed by the City's Transit Effectiveness Project (TEP), which should issue recommendations in mid-2007. The transit improvements recommended as part of this study will make small improvements to Muni performance, but will greatly enhance the experience of using Muni in the Tenderloin. The recommended Traffic Calming and Circulation Study has the potential to alter Muni routing in the neighborhood and could result in a significant net benefit for Muni riders in the area.

Figure 5-7 Streets Recommended for Traffic Calming Study



5.2.1 TIER 1

In order of priority, the short-term phasing strategy is to:

Implement low-cost area-wide improvements as soon as possible. Some area-wide improvements are inexpensive, have dedicated funding sources, and can be done quickly.

Pedestrian safety

- Install pedestrian countdown signals at intersections that do not yet have them

Traffic calming

- Install a red light running camera on a commuter route through the Tenderloin

Transit service

- Increase awareness and availability of subsidized Muni Fast Passes for low income residents
- Install NextBus signs at 38-Geary stops
- Enhance stop maintenance

Streetscape environment

- Require property owners to repair damaged sidewalks and loading elevators
- Fill empty tree wells with decomposed granite or new trees to make level with sidewalks and prevent litter from collecting

Fund and initiate additional studies. Some of the recommended larger-scale and/or more capital-intensive improvements require additional study. These studies should be initiated immediately so that recommendations can be implemented in the mid term. It is important to initiate these relatively small studies while the plan still has momentum within the community and City agencies. Otherwise, new outreach may have to be done, adding to their cost.

Additional studies that are recommended include:

- **Traffic Calming and Circulation Study.** This study recommends several strategies to calm traffic, including conversion of some streets from one-way to two-way operation. Though this planning-level feasibility analysis suggests that such changes are feasible, change of this magnitude to the operation of the downtown street grid will require a more thorough analysis of impacts, benefits, and costs. A new study would also be relevant to MTA's Transit Effectiveness Project (TEP), as changes to the grid could benefit and/or impact Muni service design and quality.
- **Better Streets Master Plan Efforts.** The Better Streets Master Plan (BSP), led by the MTA and the SF Planning Department, is developing standard approaches for a number of the recommendations developed for the Tenderloin. These include visible crosswalks; potential low-cost corner bulbouts; and pedestrian scale lighting treatments.
  - ✧ **Develop visible crosswalk standard.** A new standard for a high-visibility crosswalk to be used in areas without schools will be developed by the BSP.
  - ✧ **Trial low-cost temporary corner bulbs.** Constructing some trial corner bulbs in the first phase would allow them to be evaluated in the near term; if found successful, their design could be replicated throughout the Tenderloin and the City. Low cost corner bulbs could also be implemented more widely throughout the neighborhood in the medium term as a placeholder until funding becomes available for permanent poured concrete construction.
  - ✧ **Pedestrian-scale lighting treatments.** The Better Streets Master Plan is developing an approach for providing more pedestrian scale lighting in neighborhoods.

5.2.2 TIER 2

With the exception of some projects dependent on further study, medium-term recommendations are high-priority improvements that are more capital-intensive. Securing funding for these projects will take time.

Because it is likely that sufficient funding for all desired improvements will not be secured in the medium-term, these recommendations prioritize investment in the Tenderloin's primary pedestrian corridors, leaving similar improvements to other streets as recommendations for the long-term. Medium-term recommendations include:

Implement low-cost improvements recommended by Better Streets Master Plan. The BSP is expected to develop a standard for non-school high-visibility crosswalks, as well as recommendations for providing pedestrian scale lighting. Once standards are adopted, they should be implemented in the Tenderloin at locations per the guidelines of the Better Streets Plan.

Implement recommendations of Traffic Calming and Circulation Study. The cost of these improvements is yet unknown, but traffic calming strategies such as two-way street operations, tree plantings in parking lanes, and a potential east/west bicycle facility should be implemented as soon as possible.

Recommended medium-term transit improvements are also dependent on this study and on the Transit

Effectiveness Project (TEP). Once Muni routings and stop locations in the Tenderloin are finalized, additional NextBus locations should be installed and sidewalk widening can be implemented in the mid term as funding is identified. These circulation changes will require legislative approvals.

Widen sidewalks on core pedestrian corridors. Some sidewalk widening along primary pedestrian corridors is recommended. These widenings should be done in conjunction with the installation of traditional corner bulbs and new pedestrian lighting; these projects will cost less if built simultaneous than if built independently. Opportunities may exist to time these larger-scale improvements to coincide with DPW's scheduled reconstructions of Tenderloin streets, as well as to include their specifications in DPW construction bids, reducing costs.

Concentrating a complete suite of pedestrian improvements on Eddy, Ellis, Jones, and Leavenworth, or at least along the four blocks of Eddy between Leavenworth and the Powell BART/Muni Metro station, is part of a long-term funding strategy. It will be easier for the City to secure more funding for the same "complete" set of improvements for other area streets in the future if there is a concrete example that can be seen and experienced.

Construct permanent corner bulbs. On core pedestrian corridors, traditional poured concrete corner bulbs are recommended. Where appropriate, these should be extended to create bus bulbs. Bulbs would not be designed until the routing recommendations of the TEP and Traffic Calming and Circulation Study are finalized, in order to maximize benefits for pedestrians and Muni riders.

Significantly improve sidewalk lighting. Specific recommendations should be made following the guidelines of the BSP, prioritizing the core pedestrian corridors.

5.2.3 TIER 3

Improvements recommended for the long-term are capital-intensive pedestrian projects such as sidewalk widening, corner bulbs, and tree plantings throughout the neighborhood. These projects could be implemented sooner if significant funding from an unexpected source were to become available.

5.2.4 TABLE AND MAPS

Figures 5-8 to 5-11 clarify the emphasis of the recommended improvements: pedestrian safety and streetscapes. These correspond directly to the needs and goals identified by the Tenderloin community during the outreach process.

Figure 5-8 Recommended Improvements

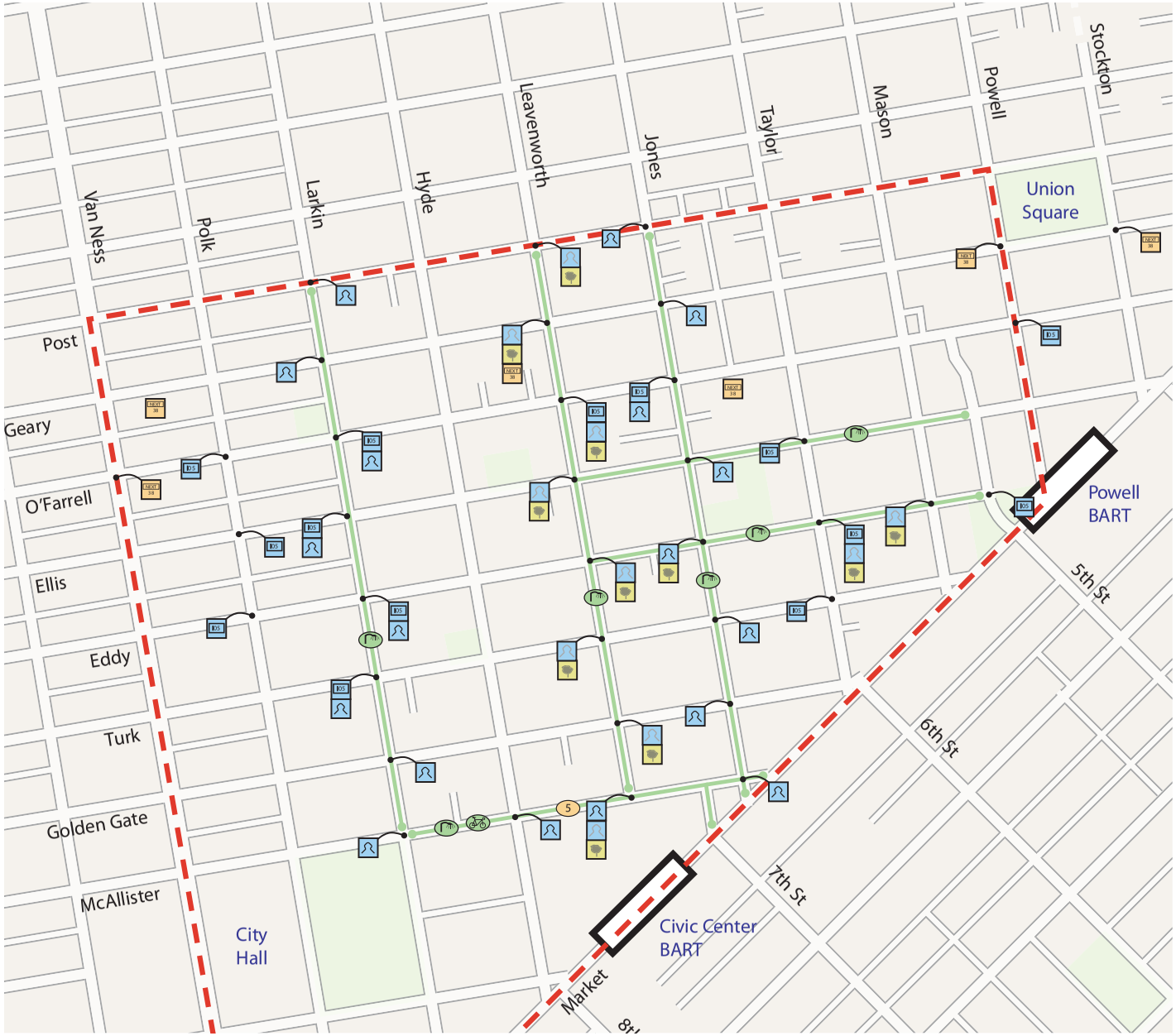
Tenderloin - Little Saigon Neighborhood Transportation Study Recommended Improvements

This table reflects all recommended improvements including those being implemented through concurrent efforts
S = within two years M = 2 to 5 years L = 5 to 10 years

		Areawide (all streets in project area)	Eddy -- Cyril Magnin to Leavenworth	Eddy -- Leavenworth to Van Ness	Ellis -- Cyril Magnin to Leavenworth	Ellis -- Leavenworth to Van Ness	Leavenworth -- McAllister to Post	Jones -- McAllister to Post	McAllister -- Jones to Hyde	Larkin -- McAllister to Post	Hyde -- McAllister to Post	Golden Gate/ Taylor/ Market	Golden Gate -- Taylor to Van Ness Turk -- Mason to Van Ness Taylor -- Golden Gate to Post Mason -- Turk to Post Geary -- Mason to Van Ness O'Farrell -- Cyril Magnin to Van Ness
Pedestrian Safety	**Crosswalks**												
	Repaint crosswalks (as necessary)	S											
	Develop standard visible crosswalk design	S											
	Signs and Signals												
	Add pedestrian warning signs around schools and senior centers (as necessary)	S											
	Install and/or repaint advance limit lines to encourage cars to stop at intersections	S											
	Install pedestrian countdown signals at the Tenderloin intersections that do not yet have them	S											
	Build corner bulbs												
	Install low cost corner bulbs as a trial			S		S					S		M (Geary and O'Farrell)
	Construct permanent corner and/or bus bulbs		M	L	M	L	M	S	S	S	L	M	
Traffic Calming Related to both pedestrian safety and environment	**Traffic calming**												
	Install red light running camera on one of the following key commuter routes				S	S	S			S	S		S
	Retime traffic signal timing progression for slower speeds	S											
	Traffic calming and circulation study -- study traffic calming, circulation, and transit rerouting	S											
	Install mast arms for traffic signals	M											
Pedestrian Environment	**"The basics" -- small low-cost improvements**												
	Require property owners to repair major sidewalk holes/issues	S											
	Require property owners to repair dangerous/slippery loading elevators on sidewalks	S											
	Replace and/or add more trash receptacles (two per intersection plus one each at bus stop)	S											
	Improve pedestrian lighting												
	Initiate program to subsidize building mounted pedestrian lighting	S											
	Replace current cobrahead lightbulbs with "full-spectrum" lighting		S	M	S	M	S	S	M	S	M		M
	Install high-quality pedestrian-scale sidewalk lighting		M	M	M	M	M	M	M	L			
	Improve pedestrian right of way												
	Widen sidewalks on primary pedestrian corridors		M	L	M	L	M	M		L			
	Bicycle improvements to encourage cyclists to use street, not sidewalk												
	Develop bicycle facility designs for McAllister / 7th Street								S				
	Implement bicycle facility designs for McAllister / 7th Street								M				

Public Transit	**Lifeline access -- subsidize monthly pass cost for low income individuals**	
	Increase awareness and availability of Muni Lifeline Fast Pass program	S
	Improve experience of using Muni	
	Install Next Bus signage at key 38-Geary stops in the Tenderloin (locations TBD)	S
	Install Next Bus signage at additional locations in the Tenderloin (locations TBD)	M
	Improve lighting near highest use shelters (coordinate w/ overall lighting improvements)	S
	Reduce double parking to improve Muni reliability	
	Rethink Parking Control Officer enforcement beats to become more effective	S
	Review loading (yellow) zones to ensure they are well-placed, long enough, metered, and have right schedules	S
	Improve Muni performance	
	Add bus bulbs (locations TBD)	M
	Improvements for 38-Geary	
	Install larger "Market Street" transit shelters on Geary Limited stops	M
	Colorize Geary/O'Farrell transit-only lanes (between Market and Gough)	M
	Re-Route transit to reduce travel time and improve legibility	
	As part of traffic calming study, consider re-routing 5-Fulton, 27-Bryant, 19-Polk, and 31-Turk to eliminate unnecessary detours and route both directions of travel on the same street	M

Figure 5-9 Near-Term Improvements



Near-term Improvements

January 2007

Location-specific Improvements

Pedestrian Safety

- Install Pedestrian Countdown Signals (where missing)
- Construct Permanent Corner and/or Bus Bulbs
- Trial Low-Cost Corner Bulbs

Pedestrian Environment

- Replace Current Cobrahead Bulbs with Full-spectrum Lighting
- Develop/Implement Bicycle Facility Designs for McAllister/7th

Traffic Calming

- Install Trees

Public Transit

- Install NextBus Signage at key 38-Geary Stops
- Develop/Implement Transit Rerouting the 5-Fulton for McAllister

Area-wide Improvements (not graphically represented)

Pedestrian Environment

- Require Property Owners to Repair Major Sidewalk Holes/Issues
- Require Property Owners to Repair Dangerous/Slippery Loading Elevators
- Subsidize Building Mounted Pedestrian Lighting
- Retime Traffic Signals to Calm Traffic

Traffic Calming

- Install Red Light-running Cameras

Public Transit

- Increase Awareness/Availability of MUNI Lifeline Fast Pass
- Improve Lighting Near Highest Use Transit Shelters
- Enhance Bus Stop Maintenance
- Review Loading (yellow) Zones
- Improve Parking Enforcement to Reduce Double Parking

Linear Improvement

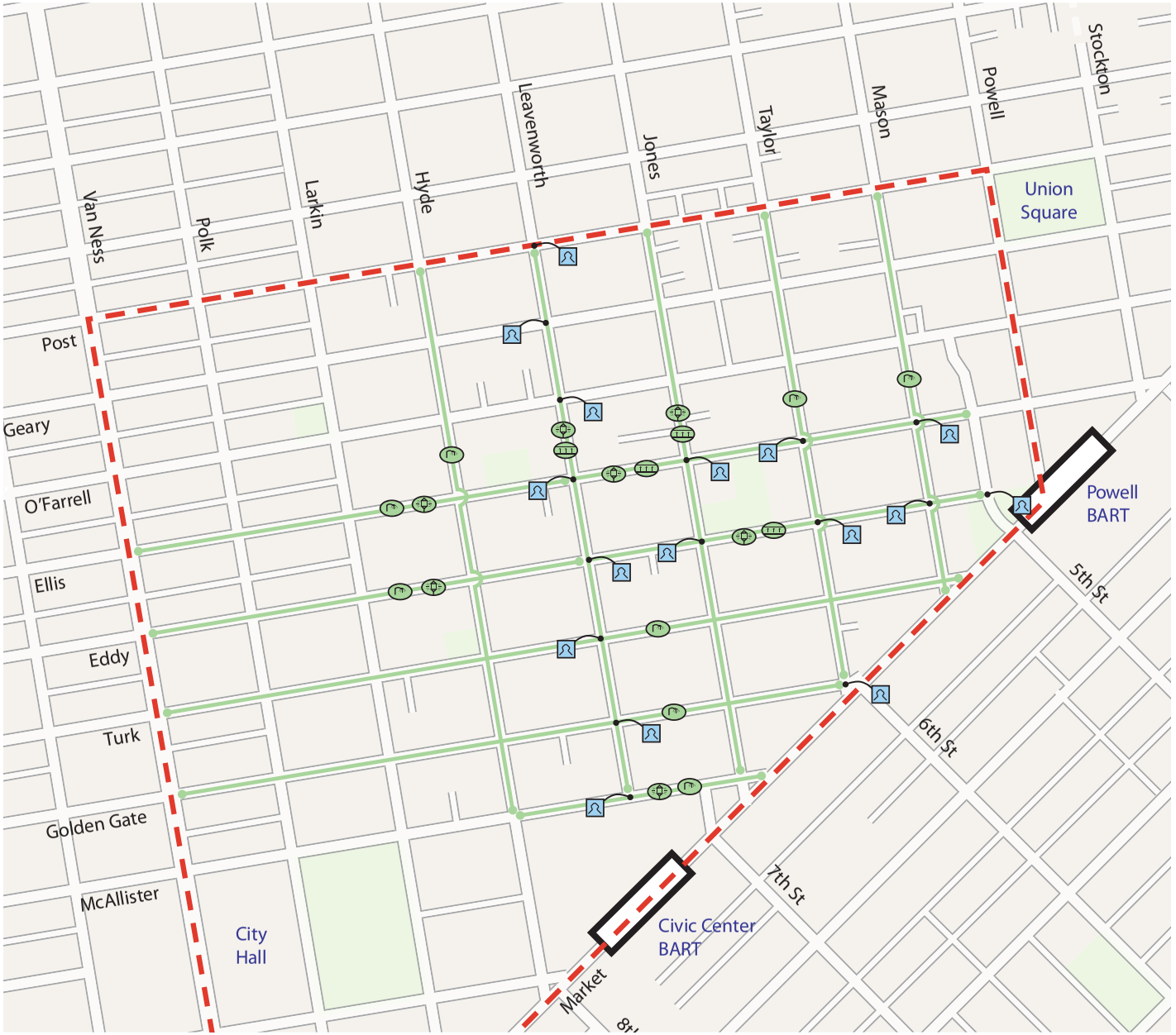
Intersection improvement

N

NOT TO SCALE

Tenderloin/Little Saigon Neighborhood Transportation Study

Figure 5-10 Mid-Term Improvements



Mid-term Improvements

January 2007

Location-specific Improvements

Pedestrian Safety
- Construct Permanent Corner and/or Bus Bulbs

Pedestrian Environment
- Replace Current Cobrahead Bulbs with Full-spectrum Lighting
- High-quality Pedestrian-scale Sidewalk Lighting
- Widen Sidewalks on Primary Pedestrian Corridors

Area-wide Improvements (not graphically represented)

Pedestrian Safety
- Stripe Visible Crosswalks, as applicable

Traffic Calming
- Implement Traffic Calming and Circulation Study Plan
- Install Mast Arms for Traffic Signals

Public Transit
- Install NextBus signage at Additional Locations (locations TBD)

Linear Improvement

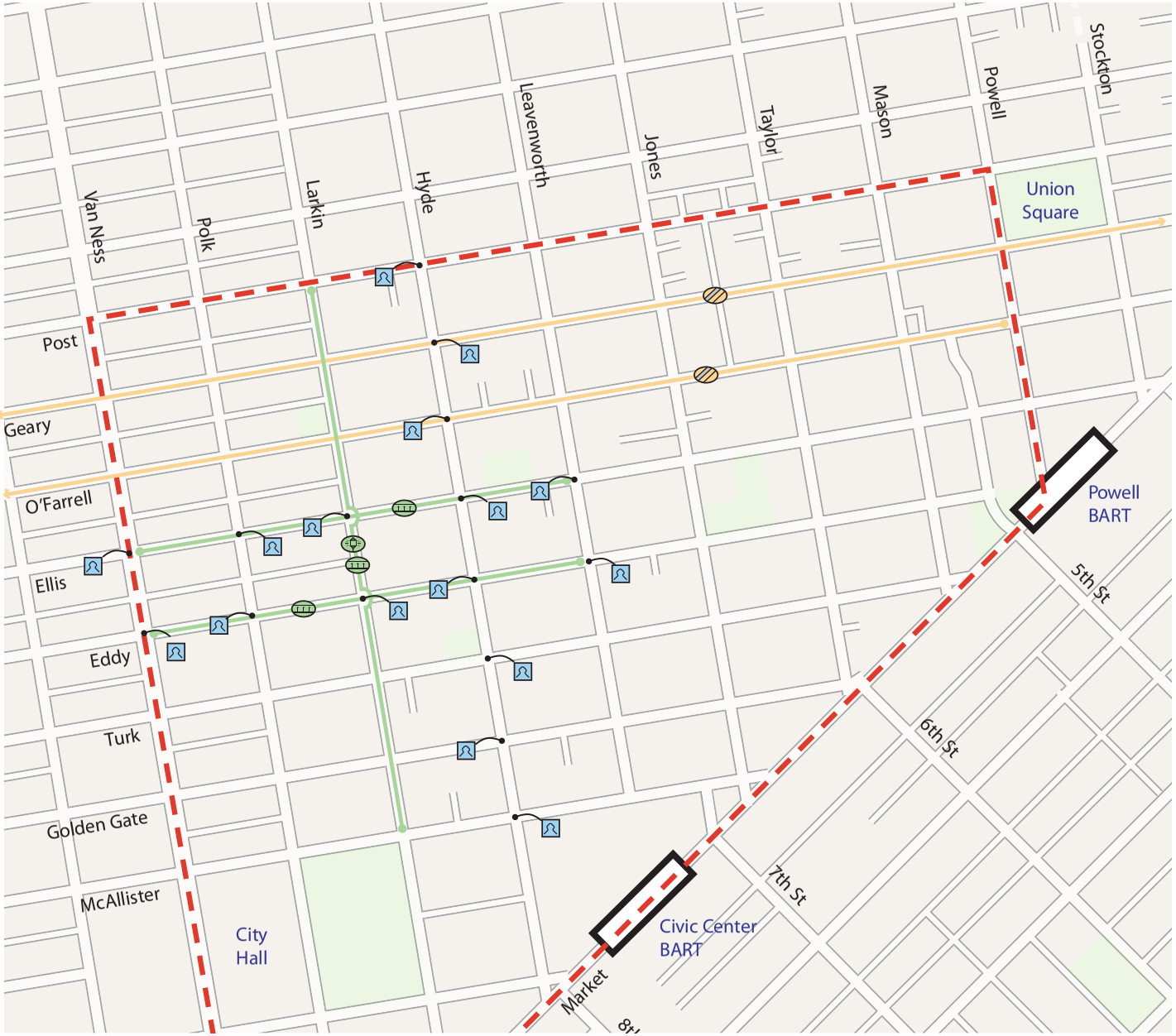
Intersection improvement

N

NOT TO SCALE

Tenderloin/Little Saigon Neighborhood Transportation Study

Figure 5-11 Long-Term Improvements



Long-term Improvements

January 2007

Location-specific Improvements

Pedestrian Safety
- Construct Permanent Corner and/or Bus Bulbs

Pedestrian Environment
- High-quality Pedestrian-scale Sidewalk Lighting
- Widen Sidewalks on Primary Pedestrian Corridors

Public Transit
- Colorize Geary/O'Farrell Transit-only Lanes

Linear Improvement

Intersection improvement

N

NOT TO SCALE

Tenderloin/Little Saigon Neighborhood Transportation Study

CHAPTER 6: IMPLEMENTATION AND FUNDING PLAN

TENDERLOIN-LITTLE SAIGON NEIGHBORHOOD TRANSPORTATION PLAN

MARCH 2007

CONTENTS

This Chapter describes the next steps for funding and implementing the top priority projects discussed in Chapter 5. The detailed Funding and Implementation Plan is shown in Figure 6.1.

STEPS IN PROJECT IMPLEMENTATION

Typically transportation improvements go through the following steps:

- Seek funding for conceptual study and conduct conceptual study;
- seek funding for engineering and design and conduct engineering and design;
- seek construction funding; and
- construct project.

The funding and implementation plan identifies the stage of each improvement and next steps. For many projects, the next step is to be prioritized for design and construction funding. For others, further study is needed before the improvements are ready for design and construction funding. The best news, though, is that many of the projects identified as community priorities are already underway.

PROJECTS CURRENTLY UNDERWAY

At this writing, a number of recommendations have already obtained funding for their relevant next steps.

Pedestrian Safety. The key pedestrian safety improvement underway at this time focuses on the neighborhood's top priority intersection: McAllister at Leavenworth and 7th Streets. As described in previous chapters of this study, these intersections and stretch of McAllister between Market and Hyde have a number of multimodal transportation needs, pedestrian safety top among them.

In fall of 2006, the MTA worked with the Authority and DPW to submit an application for funding of near-term pedestrian improvements at these locations, as well as some supplemental locations on Jones Street. This funding was awarded in February 2007. This means that the first set of pedestrian safety improvements, primarily encompassing corner bulb outs, has secured design and construction funding. Those activities will begin this year and the improvements will be completed by 2009.

However, there remain additional needs beyond pedestrian safety on McAllister between Market and Hyde. Transit improvements and bicycle improvements are needed at this intersection as well. MTA, with the Authority, is developing designs for the 5-Fulton on McAllister east of Hyde, such as a contraflow lane on 7th street or two-way circulation along the full length of McAllister. This work can be funded by the Prop K TPS category. Improvements to transit are intended to be implemented along with the rehabilitation to the 5-Fulton overhead contact system, scheduled for 2008.

Transit Reliability and Access. One of the key early successes of the planning effort is action to improve access to Muni for low income individuals. The implementation and funding strategy for this issue encompassed using regional transportation funds, called the Lifeline Transportation grant program, to fund expanded outreach to raise awareness of the Muni Lifeline Fast Pass available to low-income individuals. The Tenderloin Housing Clinic applied for a grant for this purpose and was awarded funding to conduct outreach in Fall 2006.

Other transit improvements include NextBus signs to be installed on the 38-Geary and 31-Balboa Muni routes, funded by Regional Measure 2. MTA will install 8 NextBus signs in the Tenderloin by August 2007.

Streetscape. Sidewalk repairs are the responsibility of property owners, and are enforced by DPW based on public request. Tenderloin community members can contact Cliff Wong of the DPW Bureau of Street-use and Mapping at 415.554.5762 to report repair issues and request enforcement. Repairs are the responsibility of the property owner.

As part of the Inner Geary TPS study implementation in 2005-6, advance limit lines and fresh crosswalks were striped throughout the Tenderloin at locations where they had become worn. This effort also encompassed adding Senior X-ing warning signs at key locations and re-planting trees in vacant tree wells. The tree re-planting element is expected to be completed in early 2007.

Traffic Calming. The Authority has initiated the search for funding for the next key step in implementing traffic calming improvements in the Tenderloin – obtaining additional conceptual planning funds. The Authority submitted an application for a Caltrans Planning Grant to fund this work in October of 2006. This effort will fund additional technical analysis and community outreach to determine the most appropriate traffic calming measures for the Tenderloin, including a fuller analysis of impacts and benefits of measures such as one-way to two-way street conversion. The grant awards will be announced by June 2007.

If the grant application is not awarded to the Tenderloin, then traffic calming improvements for the neighborhood should be studied through the city's ongoing traffic calming program. MTA manages a traffic calming program for neighborhoods citywide. The next set of neighborhoods to undertake a traffic calming study will be prioritized through the Prop K Prioritization Program for the traffic calming funding category. This Prioritization Plan will be developed this Fall 2007. The Tenderloin area can be included as a priority for Traffic Calming funds in the Prop K Five Year Prioritization Plans (FYPPs).

NEAR TERM PROJECTS

There are two key strategies for funding and implementing the other near-term recommendations of the Tenderloin-Little Saigon Neighborhood Transportation Plan:

- Establishing a path for project implementation by prioritizing them in the Prop K FYPPs, which prioritize the categories of Prop K funding for 5-year periods; and
- developing specific design guidance for a number of improvements through the Better Streets Master Plan, currently underway.

Many of the near-term projects need either design/construction funding (such as countdown signals or curb bulbs), or additional conceptual study (such as to establish a pedestrian scale lighting fixture). The design and construction of the majority of the near-term improvements will come from Prop K or other grants, and the majority of the conceptual study is already

underway through the Better Streets Master Plan.

The City's Better Streets Master Planning (BSP) effort, currently underway, will provide the tools necessary to implement many of the Tenderloin priorities for improving the streetscape. First, the BSP will provide the roadmap and funding sources for providing pedestrian scale lighting on the sidewalks. This will include identifying the responsible agency (DPW or PUC), fixture types, and criteria for prioritizing areas around the city to receive pedestrian scale lighting. The BSP will also develop a visible crosswalk design and standards for its implementation, and evaluate the efficacy of a low-cost curb bulb design such as the one described in previous chapters.

These types of projects can begin to be implemented upon completion of the BSP, or after initial recommendations are identified. The Tenderloin could also request to serve as a trial location for testing some of these concepts such as the low-cost corner bulbs.

Secondly, the FYPPs for all Prop K categories will be updated this summer and fall, 2007. A number of Tenderloin recommendations can be prioritized in these FYPPs:

- Pedestrian Circulation / Safety
- Traffic Signal Rehabilitation
- Traffic Calming

Pedestrian Safety. Countdown signals are one of the key improvements that can happen in the near term. Countdown signals for the remaining locations in the Tenderloin that lack them can be installed by MTA as part of their ongoing Traffic Signal Rehabilitation Program, funded in part by Prop K. Installation of the remaining 28 crossings without pedestrian countdowns in the Tenderloin can be prioritized in the FYPP for the Traffic Signal Rehabilitation category of Prop K. This FYPP, like all Prop K FYPPs, will be updated this summer and fall, 2007. Corner bulbs at these locations, particularly the Little Saigon corner bulbs, could be wrapped into the funding.

The community should follow up with MTA staff to ensure that these locations are included in the FYPP for the relevant Prop K category. Community members can also speak or write to the Authority board urging TMA to include these locations in the FYPP.

Installation of visible crosswalks will be guided by the Better Streets Master Plan. As noted in previous chapters, the City does not have a standard design for visible crosswalks other than at school areas. The BSP is the vehicle to develop and perhaps trial test such a design. Additionally, the BSP is considering designs for low-cost corner bulbs, which can also be trial tested in the Tenderloin. The community should track the BSP development process to ensure that these issues are addressed.

Transit Reliability and Access. In the near- to mid-term, a number of additional transit improvements will be made in the Tenderloin. Chief among them is that colored bus lanes and larger shelters with more amenities will be implemented along Geary and O'Farrell as part of the Geary Bus Rapid Transit (BRT) study recommendations.

Streetscape. The BSP will set forth pedestrian scale lighting designs and identify funding sources and agency responsibilities. The guidelines from the Better Streets Master Plan will direct how pedestrian scale lighting is implemented in the Tenderloin.

Additionally, the Tenderloin can seek to participate in the Mayor's Office of Economic and Workforce Development (MOEWD) existing Façade Improvement Program to obtain pedestrian scale lighting. The San Francisco Neighborhood Marketplace Initiative (NMI) is a program led by the Mayor's Office of Economic and Workforce Development's Neighborhood Commercial Revitalization division, designed to strengthen neighborhood commercial districts serving San Francisco's low and moderate-income neighborhoods. Each year, the Mayor's Office issues grants to non-profit entities that will further the goals of the program including neighborhood commercial revitalization, and the façade improvement program is one of those initiatives. The Façade Improvement Program provides grants for businesses and property owners to install pedestrian scale lighting on business façades (among other façade improvements).

Unfortunately, these grants are very competitive. Each year, MOEWD has a limited amount of funding for grants to non-profit entities that will further the goals of the NMI program. Historically, grants issued by MOEWD have been less than $50,000 annually.

Nonprofit organizations may submit written proposals to MOEWD seeking grant funding. Applications are reviewed by MOEWD on an ongoing basis and selected based on the above objectives and fund availability. Grant applications and questions should be directed to:

Mayor's Office of Economic
and Workforce Development
Attn: Rich Hillis or Lisa Pagan
City Hall, Room 448
San Francisco, CA 94102
415.554.4082

Traffic Calming. The MTA has an existing Red-Light Running Camera program. About 10 cameras throughout the city are positioned for rotating periods at intersections with historic levels of red-light running citations. The program is commencing a new cycle, starting with MTA

review of intersections citywide to develop a list of new locations for cameras. Tenderloin intersections will be included in this screening. The camera program is self-funded through citation revenues, so no additional funding is needed to participate. The community should follow up with MTA Program Manager Tabin Chung as the screening for the next cycle of camera locations continues this summer and fall, 2007.

Figure 6-1 Funding and Implementation Plan

	Potential Project	Phase	Project Description	Status/Next Steps	Project Cost	Funding Source(s)	Implementation Timeframe	Community Role	Agency Contact
Tier 1 – Projects Underway									
1	Muni Lifeline Access	Outreach	Conduct outreach to increase awareness of Muni Lifeline Fast Pass for low income individuals	Program underway	$219,000	Lifeline Transportation Program	Program underway	Letters of support (completed)	Randy Shaw, THC
2	McAllister / Leavenworth Pedestrian Improvements	Construction -	Provide pedestrian access and safety, especially connecting to Civic Center BART, through: • Corner bulbs • Sidewalk widening • Bus stop upgrades	• Conceptual design completed • Final design and construction funds awarded	$1.5 M	• Regional Bicycle and Pedestrian Program, county share	• Funds available 07/2007 • Construction can be complete by 2009	Letters of support (completed))	Sam Fielding, MTA
3	Jones Street Corner Bulbs	Construction	Improve pedestrian access and safety through corner bulbs at Jones and Geary, Turk, Eddy, and Golden Gate (NE and SE corners)						
4	McAllister / Leavenworth Multimodal Improvements	Design and Construction	Design and construct multimodal circulation improvements including: • Transit re-routing to improve travel time, reliability, wayfinding, and convenience • Bicycle facility to increase safety	• Design and evaluation of alternative engineering configurations underway	Under study	• TFCA (bicycle designs) • Prop K • Prop 1B local streets and roads funds (construction)	• Concurrent with Overhead Wire Rehabilitation in 2008 • Bicycle implementation on hold	Express support to the Authority and MTA Boards	Javad Mirabdal, MTA Matt Lee, MTA
5	Tenderloin Traffic Calming and Circulation Study	Study	Evaluate, and recommend traffic calming techniques, circulation changes, and transit routing changes, particularly focusing on Ellis / Eddy, Jones / Leavenworth, and McAllister Sts.	• Detailed traffic analysis needed • Prioritize in Traffic Calming FYPP to be updated staring in 07/2007	$250,000	• Caltrans planning grant (applied Oct 2006) • Prop K Traffic Calming	• Announcement of Caltrans planning grant awards in 07/2007	Letters of support (completed)	Manito Velasco, MTA
6	Next Bus	Construction	Provide real time transit arrival information with 8 Next Bus signs to be installed in the Tenderloin area for the 38-Geary (various locations) and for the 31-Balboa (Eddy / Leav.)	• Funds awarded • Construction scheduled.	N/A	Regional Measure 2	Construction complete in August 2007	Express support to the MTA Board	Jim Lowe, MTA
Tier 2 – Near Term Projects									

Potential Project		Phase	Project Description	Status/Next Steps	Project Cost	Funding Source(s)	Implementation Timeframe	Community Role	Agency Contact
8	Pedestrian Scale Lights	Program	Improve pedestrian access, safety, connectivity, and security, particularly on routes connecting to regional transit, by establishing a standard street light fixture with a pedestrian element as part of routine street lighting infrastructure	Better Streets Master Plan working with PUC to develop standard lighting design, policies for implementation, and funding sources	TBD through BSP	To be identified through BSP. May include Transportation Enhancements.	BSP underway	Track Better Streets Plan	Adam Varat, Planning Dept
9	Pedestrian Countdown Signals	Construction	Pedestrian countdown signals at 28 crossings to be implemented through MTA's ongoing Pedestrian Countdown installation program. Includes upgraded curb ramps and signal infrastructure as applicable.	Include in Pedestrian Circulation / Safety or Traffic Signal Rehabilitation FYPP to be updated starting in 07/2007	$100,000 total for O'Farrell locations, $150K each other locations	Prop K	Within 3 years of FYPP completion	Track FYPP development	Cristina Olea or Brian Dusseault, MTA
10	Visible Crosswalk design and policy	Program	Improve pedestrian safety by establishing a visible crosswalk design (greater visibility than standard crosswalk but distinct from yellow ladder school crosswalk) and policies for implementation	To be evaluated through the Better Streets Master Plan.	TBD through BSP	To be identified through Better Streets Plan. May include: • Prop K • Transportation Enhancement	BSP underway	Track Better Streets Plan	Britt Thesen, MTA
11	Low Cost Curb Bulb Design Trial	Design & Trial	Test a design for a low cost (e.g., bollard or striping based) corner bulb.	Work with the Better Streets Master Plan to develop a trial design for low cost corner bulbs. Consider the Tenderloin as a trial location.	TBD through BSP	To be identified through Better Streets Plan. May include: • Prop 1B local streets & roads funds • Transportation Enhancement • Prop K	BSP underway	Track Better Streets Plan	Adam Varat, SF Planning Dept
12	Red Light Running Cameras	Construction	Improve pedestrian safety by installing a red light running camera at a location with frequent red-light running. Camera installation program is managed by MTA.	Program manager is currently screening intersections citywide to prioritize for next round of camera installation.	N/A	MTA's red light running camera program is funded through citation revenues.	Intersections to be selected by late 2007	Follow up with MTA program manager	Tabin Chung, MTA
14	Little Saigon Pedestrian Improvements	Construction	Improve pedestrian access, connectivity, and safety in the Little Saigon business district through: • corner bulbs on Larkin Street at Ellis and Turk Streets • pedestrian countdowns where missing – O'Farrell, Ellis, Eddy, and Turk Streets	• Design and engineering of curb bulbs needed • include in Pedestrian Circulation / Safety FYPP update in 07/2007	Requires location specific design; up to $100,000 per corner	• Prop K • Prop 1B local streets & roads funds	Corner bulbs at the northeast and northwest corners of Larkin and Eddy Streets (entry to Little Saigon) underway	Track FYPP development	Cristina Olea, MTA