

# Market Street Study

## Action Plan

### INTRODUCTION

This Action Plan is the final product of the Market Street Study. It contains a list of project recommendations that improve transportation on Market Street and that can be implemented within one to five years, provided that funding is secured.

The Market Street Study, led by the San Francisco County Transportation Authority, is an examination of pedestrian, bicycle, and vehicle circulation issues on the two-mile length of Market Street between Justin Herman Plaza and Octavia Street. The purpose of the study is to address the following four goals while preserving Market Street's character and its preeminence as one of San Francisco's truly grand streets:

- decrease transit travel time and improve transit reliability;
- improve pedestrian circulation and safety;
- create a safer, more inviting bicycle route; and
- accommodate necessary motor vehicle trips.

The intent of the Market Street Study is to identify a series of cost-effective short-term improvement measures that meet the above goals. The challenge is reaching consensus despite sometimes conflicting goals, and to produce a plan that can be implemented technically, politically, and financially.

This Action Plan describes the recommended improvements, and lists them in different phases, providing a clear road map for implementation even if funding is limited. Where appropriate, some improvements are suggested for later implementation and/or follow-up studies.

Market Street is San Francisco's Main Street, experiencing heavy use by transit patrons, pedestrians, bicyclists, and automobiles. In any effort to improve the street, no one constituency will obtain everything that it wants. On such a complicated project, with a diverse group of stakeholders, two things then are very important: strong technical analysis and robust public outreach. Both of these topics are discussed in the pages that follow.

### Technical Analysis

The Study's technical approach focused on solving identified problems on Market Street. The first step of the Study was to clearly expose the problems (i.e., what is not working well) and the source of the issues (i.e., why it is not working well). This step required good tools, several of which were developed specifically for this Study. Below is a list of the major technical reports that were performed in the course of the Study:

- Automobile circulation
- Bicycle facility between Steuart and Eighth Streets
- Bicycle lanes between Eighth and Octavia Streets
- Bicycle lanes between Steuart and Eighth Streets
- Bicycle origins and destinations

- Loading bays and illegal parking
- Pedestrian circulation
- Pedestrian collisions
- Transit island gore point signage
- Transit lane violations
- Transit performance
- Transit travel time and delay
- Vehicle classification
- Wayfinding and transit island signing

These technical reports revealed that much of the conventional wisdom concerning Market Street is based on myth, not fact. Many of the perceived problems on Market Street that seem difficult to solve will actually need only certain targeted efforts for solution. In fact, Market Street operates quite well as a multimodal, intensely used street, and only requires minor “adjustments” for the most part. These adjustments are provided later as the Study recommendations. That fact that Market Street works as well as it does is a testament to the tremendous amount of investment that the City and its citizens have already put into Market Street, making it a pedestrian and transit-friendly street.

The results of the technical reports listed above are appended to this Action Plan. They are also dynamically linked to the relevant sections below (linkages are active when viewing this document within Acrobat Viewer).

## **Public Outreach**

Public outreach is tremendously important, and the Market Street Study has had good public involvement since its inception in 2002. Indeed, the Study grew out of a grassroots stakeholder endeavor, i.e., a bottom-up effort. The list of stakeholders includes representatives from all sectors, as shown below.

- Bay Area Rapid Transit (BART)
- Department of Parking and Traffic (DPT)
- Market Street Association
- Market Street Railway
- Planning Department
- Redevelopment Agency
- Rescue MUNI
- San Francisco Bicycle Coalition
- San Francisco Chamber of Commerce
- San Francisco Green Party
- San Francisco Municipal Railway (MUNI)
- San Francisco Planning and Urban Research Association (SPUR)
- Senior Action Network (SAN)
- Tenderloin Safe Communities Coalition
- Transportation for a Livable City
- United Taxicab Workers
- Walk San Francisco

- Yerba Buena Alliance

Thanks to a Metropolitan Transportation Commission Transportation for Livable Communities planning grant, Transportation for a Livable City, a nonprofit transportation advocacy group, has led the Study's outreach effort.

The outreach strategy has been multi-faceted, including public workshops, focused presentations to specific interest groups, newspaper articles, one-on-one interviews, an e-mail hotline, and extensive interaction with City agencies and other stakeholders in the form of various working groups. The Authority's Citizens Advisory Committee and Technical Working Group have also been involved. The list below shows some of the major targeted presentation audiences.

- Institute of Transportation Engineers
- Market Street Association
- Mid-Market Redevelopment PAC
- MUNI Joint Labor Management Board
- Rescue MUNI
- San Francisco Centre Business Leadership Group
- San Francisco Chamber of Commerce
- San Francisco Motorcycle and Scooter Coalition
- San Francisco Planning and Urban Research Association (SPUR)
- Senior Action Network (SAN)
- Tenderloin Neighborhood Development Corporation
- United Taxi Workers
- Walk/Bike California Conference
- Walk San Francisco
- Yerba Buena Alliance

The purpose of the outreach has been two-fold. The first has been to solicit input on the problems (i.e., what is not working well) and to get feedback on suggested recommendations. The second has been to educate the various groups on the results of the technical studies and to develop a common understanding of what the issues are and the potential impacts of proposed solutions. These two purposes clearly go hand-in-hand, and it was often found that an interest group's position would change once it learned the results of one or another of the studies. The extensive outreach effort has facilitated consensus on a package of improvements and inspired creativity in developing better solutions.

## **Summary**

In general, Market Street currently operates quite well. When it does not “work,” all Market Street users bear some responsibility. Pedestrians jaywalk, bicyclists ride on the wrong side of the street, motorists and bus drivers run red lights. Therefore, education for all users will be a key component of the recommendations contained in this Action Plan.

Likewise, operational changes, particularly related to MUNI, will complement many of the recommended improvements.

This Action Plan contains a list of 20 recommendations to improve transportation mobility and safety on Market Street. The recommendations are meant to:

- meet the Study goals as described above;
- be cost-effective;
- be implemented within one to five years, provided funding is available;
- be real solutions to legitimate problems;
- be based on sound technical analysis; and
- be sensitive to the needs of the various users and stakeholders.

## RECOMMENDATIONS

The Market Street Study Action Plan has two key features. First, it contains recommendations that can be implemented in one to five years. Second, it includes a phasing schedule that allows for the majority of benefits to accrue early on and with a minimum amount of impacts to other modes or users, thereby inspiring confidence and building momentum for other improvements.

The Action Plan has four phases: Early Action, Short-Term, Mid-Term, and Other.

**Early Action** projects are those that can be implemented within one year. They require little or no further technical analysis and are relatively inexpensive. These projects will deliver “the biggest bang for the buck.”

**Short-Term** projects require further study, design, and/or lengthy approval processes. It is anticipated that they can be implemented in one to two years.

**Mid-Term** projects are more potent and more complicated. They typically represent further steps to achieve certain goals that may not have been met under Early Action or Short-Term projects, and should be reassessed after implementation of the prior two phases. It is anticipated that Mid-Term projects can be implemented in two to five years.

Finally, **Other** projects are measures identified in the Market Street Study that fell outside the study scope. In general, these projects are items that warrant further consideration and evaluation after prior phases have been implemented. These projects could be implemented in one to five or more years.

All of the Action Plan recommendations would be complemented by periodic outreach and public awareness campaigns to educate all Market Streets users about the importance of following traffic laws. Over the course of the Market Street Study, we observed violation of traffic laws by all users – pedestrians, cyclists, motorists, taxis, delivery vehicles, transit vehicles, etc. – that made the street less safe and less efficient for its many users.

The table on the next page lists the Market Street Study recommendations by phase. Each of the recommended measures is described in detail on the following pages.

## **MARKET STREET STUDY RECOMMENDATIONS BY PHASE**

### **EARLY ACTION: Implementation Within One Year**

- 1 Implement recommended pedestrian safety improvements
- 1.1 Relocate traffic signals to reduce the incidence of auto encroachment into the crosswalk
- 1.2 Restripe crosswalks
- 1.3 Stripe advance limit lines at selected locations
- 1.4 Install pedestrian countdown timers
- 1.5 Install pedestrian-scale street signs
- 2 Create a new Market Street PCO beat
- 3 Develop and implement a new transit lane symbol and related signage
- 4 Install bicycle lanes between Octavia and Eighth Streets

### **SHORT-TERM: Implementation in One to Two Years**

- 5 Implement proof-of-payment
- 6 Change Market Street signal timing to improve transit performance
- 7 Improve wayfinding, directional, and advisory signage for motorists
- 8 Install new gore area signage
- 9 Calm the 'safety zone'
- 10 Install improved bicycle facility between Eighth Street and Justin Herman Plaza
- 11 Improve transit lane enforcement
- 11.1 Allow PCO enforcement
- 11.2 Improve transit lane demarcation or designation
- 11.3 Employ video enforcement
- 12 Require eastbound automobiles to turn right at Eighth Street during peak periods

### **MID-TERM: Implementation in Two to Five Years**

- 13 Extend transit lanes easterly as appropriate
- 14.1 Prohibit southbound automobiles from turning right at Montgomery Street during peak periods
- 14.2 Require eastbound automobiles to turn right at Fourth Street during peak periods
- 15 Repave Market Street

### **OTHER: Implementation in One to Five or More Years**

- 16 Deploy low-floor buses
- 17 Examine center-lane transit operation
- 18 Establish paratransit drop-off points near BART/MUNI portals
- 19 Designate more taxi stands/loading zones
- 20 Install bicycle lanes between Eighth Street and Justin Herman Plaza

## **EARLY ACTION: Implementation Within One Year**

**1. Implement recommended pedestrian safety improvements:** Market Street provides a dynamic pedestrian environment. It has some of the highest pedestrian volumes of any street west of the Mississippi River (counts have showed up to 7,000 pedestrians an hour at certain Market Street intersections). However, this activity comes at a cost. Market Street has the highest number of pedestrian-auto collisions in San Francisco. A pedestrian collision factor analysis revealed many of the causes of pedestrian collisions. The recommendations below address these causes.

**1.1. Relocate traffic signals to reduce the incidence of auto encroachment into the crosswalk:** At many intersections, particularly at Fourth and Sixth Streets, the existing traffic signals are located such that motorists often inadvertently encroach into the crosswalk, endangering pedestrians. Relocating the traffic signals to the near side of the intersections will alert motorists sooner.

**1.2. Restripe crosswalks:** The existing crosswalks are generally in poor repair, making them hard to see for pedestrians, bicyclists, and motorists alike. The crosswalks within the white stripes are meant to be red, but time and use have dulled the colors. Restriping and re-coloring the crosswalks will increase their visibility and improve pedestrian safety.

**1.3. Stripe advance limit lines at selected locations:** An advance limit line is a white stripe that tells motorists where to stop during a red light. In the absence of an advance limit line, motorists will typically stop at the crosswalk. However, Market Street motorists often come to halt partly in the crosswalk when advance limit lines are non-existent. An advance limit line approximately five feet from the crosswalk will reduce the incidence of this encroachment.

**1.4. Install pedestrian countdown timers:** A pedestrian countdown timer is a standard pedestrian signal with the addition of a numeric countdown display. The numbers displayed represent the amount of time left for pedestrians to reach the other side of the roadway. The extra information provided by the timers helps pedestrians make more informed crossing decisions. Studies have shown that at locations with pedestrian countdown timers, fewer pedestrians fail to complete their crossings by the end of the pedestrian crossing phase. Note: this project is currently underway.

**1.5. Install pedestrian-scale street signs:** Market Street currently does not have street name signs that are at pedestrian scale. Visitors to Market Street, especially those who emerge from the underground BART/MUNI Metro stations, often do not know where they are. This project will install pedestrian-scale street names signs similar to those elsewhere in the City. Note: this project is currently underway.

**2. Create a new Market Street PCO beat:** Illegal parking (double-parking, parking on the sidewalk, and illegal use of the commercial-use-only loading bays) on Market Street results in transit delay and traffic congestion, and inconveniences pedestrians and bicyclists. It is also a disadvantage for legitimate commercial users who would otherwise be able to park within the loading bays. Parking Control Officers (PCO) are responsible for enforcing parking rules. PCOs work in pre-established areas of responsibility known as “beats.” Currently, Market Street forms the edge of all PCO beats in the downtown area, and the practicalities of PCO work mean that the edges of beats are often under-enforced. Therefore, creating a new beat focused exclusively on Market Street will increase enforcement on the street. Note that this idea of a street-specific beat is already in place on the Embarcadero and has been suggested for Stockton Street.

**3. Develop and implement a new transit lane symbol and related signage:** The existing transit lane symbol is the same icon used to denote a high-occupancy vehicle (HOV) lane, namely a diamond. Anecdotal evidence suggests that many motorists, particularly those from outlying suburban areas, mistake the transit lane for an HOV lane. Changing the symbol to one that is more recognizable is a low-cost way to decrease transit-lane violations. Changing the symbol would require changing any signage that currently features the diamond symbol. This measure would be complemented by the installation of new gore area signage (see Project #8).

**4. Install bicycle lanes between Octavia and Eighth Streets:** Up to three travel lanes in each direction, relatively low traffic volumes, center-lane only transit service, and other factors should make it relatively easy to install bicycle lanes between Eighth and Octavia Streets without undue impact to other modes. A preliminary plan for installing bicycle lanes has already been developed.

## **SHORT-TERM: Implementation in One to Two Years**

**5. Implement proof-of-payment:** Passenger loading and unloading is the largest source of transit delay on Market Street. It is estimated that proof-of-payment, along with allowing rear-door boarding, would cut down on the time to load and unload passengers by 15 percent. Proof-of-payment is already in place for the light rail vehicles and system-wide implementation is an adopted MUNI policy. In order to fit within the Short-term phase, a low cost version is proposed which includes signage at Market Street transit stops and on-board transit vehicles, inspectors, and an education campaign.

**6. Change Market Street signal timing to improve transit performance:** Traffic signal delay is the second largest source of transit delay, behind passenger loading and unloading. Changing the signal timing on Market Street to maximize the amount of green light time available to Market Street buses and streetcars could decrease transit delays by up to 30%.

**7. Improve wayfinding, directional, and advisory signage for motorists:** Analysis of Market Street motorist circulation patterns and an assessment of user surveys suggest that Market Street is used by many motorists either as a thoroughfare or while hunting for freeway access or parking (the latter of which is not available on Market Street). Further, many motorists become “trapped” on Market Street because of left-turn restrictions. An inventory of current wayfinding and directional signage on Market Street reveals a dearth of such signage and supports this conclusion. Therefore, a program of improved and increased directional signage in the Market Street corridor will likely reduce auto volumes on the street. The new signage program will include directional signs for freeways and parking, signs to more clearly indicate proper lane usage, and signs to alert motorists of last chances to make left turns. It would also consider removing redundant signing and creating a simpler overall signing program.

**8. Install new gore area signage:** Transit boarding islands on Market Street lie between the center lane and the curbside lane(s), forming a gore point over 100 feet in advance of the respective intersection. There are 21 such gore points on Market Street, but the gore points are inconsistently and inadequately signed, which causes confusion for motorists and bicyclists. Improving the gore area signage can provide two benefits: by clearly directing autos to the curbside lane, it can reduce transit lane violations; and it can help calm the ‘safety zone’ for pedestrians and bicyclists (see Project #9).

**9. Calm the ‘safety zone’:** The ‘safety zone’ is the area of curbside travel lane between the curb and the boarding island. This zone is a major point of conflict for all modes. Analysis has shown that most pedestrian collisions occur within this zone. Treatments to alert motorists of increased pedestrian traffic in the safety zone, such as coloring or texturing the pavement or by improved signage (see Projects #7 and #8), may help reduce pedestrian-auto conflicts. By slowing automobiles, it may also help reduce bike-auto conflicts.

**10. Install improved bicycle facility between Eighth Street and Justin Herman Plaza:** East of Eighth Street, the narrower width of Market Street’s curb-to-curb space means that bicycle lanes can only be accommodated by making significant changes, such as narrowing the sidewalk (which is very expensive due to utility relocation and BART/MUNI Metro portal reconstruction) or operating all transit in the center lane (which has drawbacks and complexities, see Project #19). Therefore, the Short-Term recommendation for bicycle improvement on this street segment will involve location-

specific innovative treatments that will focus on bicycle safety and channelization, including such features as bike boxes, shared use markings, and bicycle signals. These can be strengthened by complementary measures to reduce auto volumes and calm auto traffic (see other Short-Term projects).

**11. Improve transit lane enforcement:** Transit lane violations, or the illegal use of the transit lane, occurs at almost one-third of red lights and is responsible for up to seven percent of transit delay. Changing the transit lane symbol (see Project #4) may reduce the incidence of transit-lane violation. If the transit lane symbol change proves inadequate, other available measures are listed below.

**11.1. Allow PCO enforcement:** A transit lane violation is a moving violation, and therefore only Police Officers can enforce the transit lane. SFPD is not able to enforce the transit lane on a regular basis due to other more important priorities. Thus, changing state and/or local legislation to allow PCOs, who could spend more time on Market Street, to enforce the transit lane may result in more transit lane enforcement.

**11.2. Improve transit lane demarcation or designation:** Special striping, colored pavement, or other methods of clearly demarcating the transit lane as “different” from normal mixedflow travel lanes will help to decrease transit lane violations. A pilot project is recommended to test effectiveness as well as cost and maintenance issues.

**11.3. Employ video enforcement:** Camera enforcement of transit lanes in London, England has shown a 92% reduction in transit lane violations. Using camera enforcement would require state legislative changes and involves certain technical and operational issues. While not intended to be a revenue source, fines from enforcement would help offset ongoing operating costs of video enforcement.

**12. Require eastbound automobiles to turn right at Eighth Street during peak periods:** Analysis shows that the average automobile trip length on Market Street is just over two blocks. Requiring automobiles traveling eastwards on Market Street to turn right at Eighth Street will reduce automobile volumes on Market Street to the east (by up to 35% between Fourth and Fifth Streets), which benefits transit, bicycles, and pedestrians. However, such a forced turn will have impacts to pedestrians crossing Eighth Street and to traffic on Mission Street and other downstream streets. *Note: Implementation of the above Short-term project (i.e., Project #12) will depend upon an analysis of the benefits of the Early Action measures, as well as further evaluation of the proposed project.*

## **MID-TERM: Implementation in Two to Five Years**

**13. Extend transit lanes easterly as appropriate:** Automobiles often delay transit by using Market Street center lanes and prohibiting transit vehicles from fully approaching and serving the transit islands. A transit-only lane, which prohibits cars, eliminates this source of transit delay. The current transit lanes on Market Street end at Fifth Street (inbound) and Eighth Street (outbound). Extending the transit-only lane can reduce transit delay (of center lane transit) by up to 19%. Prohibiting cars in the center lane will increase congestion in the curbside lane, which can be mitigated by reducing automobile volumes.

**14.1. Prohibit southbound automobiles from turning right at Montgomery Street during peak periods:** Reducing the number of automobiles using Market Street will decrease transit delays and improve pedestrian and bicycling safety. If previous measures are unsuccessful in adequately reducing automobile volumes, a turn restriction at Montgomery Street would reduce automobile volumes by 30% on Market Street at Stockton Street.

**14.2 Require eastbound automobiles to turn right at Fourth Street during peak periods:** Reducing the number of automobiles using Market Street will decrease transit delays and improve pedestrian and bicycling safety. If previous measures are unsuccessful in adequately reducing automobile volumes, a turn restriction at Fourth Street has been shown to reduce automobile volumes by 30% at First Street.

*Note: Implementation of the above Mid-term projects (i.e., Projects #13, #14.1 and #14.2) will depend upon an analysis of the benefits of the Early Action and Short-term measures, as well as further evaluation of the proposed projects.*

**15. Repave Market Street:** Market Street is currently scheduled for repaving in 2005 (according to DPW's 5-year pavement plan). Repaving the street will increase bicycle and transit passenger comfort. When repaving Market Street, it is important to be aware of the needs of bicyclists, which means that extra care must be given to pavement quality at the curb and around storm grates and other utilities in the street surface.

## **OTHER: Implementation in One to Five or More Years**

**16. Deploy low-floor buses:** Low-floor buses speed up the loading and unloading of passengers, thereby decreasing the largest source of transit delay. This is considered a long-term issue because it requires the purchase of a new fleet of buses.

**17. Examine center-lane transit operation:** Preliminary analysis suggests that operating transit exclusively within Market Street's center lanes (as opposed to the current situation, in which some transit operates in the curb-side lane) can decrease transit delay and passenger confusion. By freeing the curbside lane of transit, it will also render Market Street friendlier to bicycling. However, going to center lane operations introduces both engineering issues (for example, how will buses turn right from the center lane?) and safety issues (the incidence of jaywalking will likely increase), and since it is expensive to implement (many boarding islands will need to be lengthened to accommodate larger waiting populations), this is considered a long-term solution that deserves further analysis.

**18. Establish paratransit drop-off points near BART/MUNI portals:** Paratransit is transportation service for the elderly or disabled persons who generally cannot use fixed-route transit service. Paratransit users often require the use of a wheelchair or other mobility assistance; therefore to access the underground BART/MUNI Metro stations, they are dependent on using the elevator and/or escalator. The elevators and escalators at the Market Street BART/MUNI Metro stations are not clearly marked and not easily accessible to paratransit vehicles. Paratransit drop-off points, with curb cuts, should be established that facilitate access to the stations.

**19. Designate more taxi stands/loading zones:** Taxis are a valuable piece of the City's transportation mix, especially for tourists, the disabled and elderly, and the car-free. Market Street has some of the highest concentrations of land uses that support taxi use (such as hotels and theaters) and yet with the exception of one taxi stand, there is no supporting taxi infrastructure on the street. Better accommodation of taxis on Market Street would reduce the incidence of double-parking and would ease access to Market Street land uses.

**20. Install bicycle lanes between Eighth Street and Justin Herman Plaza:** East of Eighth Street, the narrow width of the street means that bicycle lanes can only be accommodated by narrowing the sidewalk by approximately five or more feet on either side. If the bicycle facilities implemented under the Short-term improvements are inadequate (see Project #10), decision-makers may choose to further explore the possibility of installing bicycle lanes.

## **PROJECT MONITORING**

As part of finalizing the Action Plan, we will work with the lead agencies to establish a monitoring program and key dates that mark milestones for before-and-after studies, and serve as a baseline against which progress on implementation can be measured.

For example, a before-and-after study of transit lane violations will be completed to evaluate the effectiveness of implementing the lane symbol and signage project. Depending upon the success of this Early Action project, some or all of the related Short-term transit lane enforcement projects will be implemented and monitored (i.e., allowing PCO enforcement, further improving the transit lane demarcation, and/or employing video enforcement). All monitoring for these transit-related projects would be conducted in partnership with MUNI.

## **FUNDING STRATEGY**

Thanks to overwhelming voter approval (75%) of the Proposition K transportation sales tax Expenditure Plan in November 2003, the outlook for implementation of initial phases of the Market Street Action Plan is relatively good from the funding perspective. Furthermore, the multimodal nature (e.g., pedestrians, transit users, cyclists, motorists) and high usage of Market Street; its location in downtown San Francisco – a local and regional employment, shopping, and cultural destination; potential for leveraging resources in conjunction with the proposed Mid-Market Redevelopment Area; and a technically solid, community-based planning process are all factors that will increase the competitiveness of Market Street improvements for discretionary transportation funds.

The table on the following page lists planning-level estimated costs and potential funding sources for each recommended measure. Some improvements can be implemented using existing departmental resources, but many will require outside funding sources. We are already discussing potential applications for the next Transportation Fund for Clean Air local programming cycle that begins in February 2004.

We will continue to refine the funding strategy as we work with the implementing agencies to incorporate the Market Street Study recommendations into the Proposition K five-year prioritization plans and Strategic Plan; the Countywide Transportation Plan, which will be released in draft form in March 2004; and the Metropolitan Transportation Commission's Regional Transportation Plan, also known as Transportation 2030. Further, we will follow-up with the San Francisco Redevelopment Agency to see if some of the recommended improvements can be funded through its proposed Mid-Market redevelopment effort.

**Project Estimated Costs and Potential Funding Sources**  
**Market Street Study**

PROJECT	ESTIMATED COST [1]			POTENTIAL FUNDING SOURCES [2]
	Cost/Unit	No. Units	Total	
<b>EARLY ACTION: Implementation Within One Year</b>				
1.1 Relocate traffic signals to reduce auto encroachment into the crosswalk	\$15,000 per intersection	2	\$30,000	Prop K, STP, TLC Capital
1.2 Restripe crosswalks	\$1,500 per intersection	34	\$51,000	DPT, Prop K, STP
1.3 Stripe advance limit lines at selected locations	\$360 per intersection	34	\$12,240	DPT, Prop K, STP
1.4 Install pedestrian countdown timers	\$5,000 per intersection	34	\$165,000	N/A -- This project is currently underway
1.5 Install pedestrian-scale street signs	\$1,200 per intersection	34	\$40,800	N/A -- This project is currently underway
2 Create a new Market Street PCO beat	\$1,000 for set-up	1	\$1,000	DPT
3 Develop and implement a new transit lane symbol and related signage	\$25,000	1	\$25,000	CMAQ, Prop K, STP, TLC Capital
4 Install bicycle lanes between Octavia and Eighth Streets	\$190,000	1	\$190,000	BLA, CMAQ, Prop K, STP, TDA, TEA, TFCA
<b>SHORT-TERM: Implementation in One to Two Years</b>				
5 Implement proof-of-payment	To be determined	1	TBD	CMAQ, MUNI, Prop K
6 Change Market Street signal timing to improve transit performance	\$50,000	1	\$50,000	DPT, TETAP
7 Improve wayfinding, directional, and advisory signage for motorists	\$5,000 to \$10,000 per intersection	34	\$165,000 to \$330,000	Prop K
8 Install new gore area signage	\$5,000 per gore point	21	\$105,000	Prop K, TLC Capital
9 Calm the 'safety zone'	\$36,000 per intersection	34	\$1,224,000	Prop K, STP, TDA, TLC Capital
10 Install improved bicycle facility between Eighth Street and Justin Herman Plaza	\$40,000 to \$150,000 per long block	4.5	\$180,000 to \$700,000	BLA, CMAQ, Prop K, STP, TDA, TEA, TFCA, TLC Capital
11.1 Allow PCO enforcement	\$1,000 for set-up	1	\$1,000	DPT
11.2 Improve transit lane demarcation or designation	\$200,000 to \$800,000	1	\$200,000 to \$800,000	CMAQ, Prop K, STP, TFCA
11.3 Employ video enforcement	\$25,000 per camera	8	\$200,000	CMAQ, Prop K, STP
12 Require eastbound automobiles to turn right at Eighth Street during peak periods	\$10,000 to \$20,000	1	\$10,000 to \$20,000	Prop K, TLC Capital
<b>MID-TERM: Implementation in Two to Five Years</b>				
13 Extend transit lanes easterly as appropriate	\$50,000 to \$200,000	1	\$50,000 to \$200,000	Prop K, TFCA
14.1 Prohibit southbound automobiles from turning right at Montgomery Street	\$10,000 to \$20,000	1	\$10,000 to \$20,000	Prop K
14.2 Require eastbound automobiles to turn right at Fourth Street during peak periods	\$10,000 to \$20,000	1	\$10,000 to \$20,000	Prop K
15 Repave Market Street	To be determined	1	TBD	Gas Tax, Prop K, STP
<b>OTHER: Implementation in One to Five or More Years</b>				
16 Deploy low-floor buses	\$500,000 per bus (average cost)	TBD	TBD	To be determined
17 Examine center-lane transit operation	\$50,000 to \$500,000	1	\$50,000 to \$500,000	To be determined
18 Establish paratransit drop-off points near BART/MUNI portals	\$20,000 to \$50,000	1	\$20,000 to \$50,000	To be determined
19 Designate more taxi stands/loading zones	\$20,000 to \$50,000	1	\$20,000 to \$50,000	To be determined
20 Install bicycle lanes between Eighth Street and Justin Herman Plaza	\$36,000,000	1	\$36,000,000	To be determined

**NOTES:**

[1] All cost estimates are at a planning-level only.

[2] BLA (Bicycle Lane Account, State), CMAQ (Congestion Management and Air Quality, Federal), Gas Tax (Gas Tax Subventions, Local), Prop K (Proposition K Transportation Sales tax, Local), STP (Surface Transportation Program, Federal), TEA (Transportation Enhancement Activities, Federal), TETAP (Transportation Engineering Technical Assistance Program, Regional), TDA (Transportation Development Act Article 3, State), TFCA (Transportation Fund for Clean Air, Local), TLC Capital (Transportation for a Livable Community-Capital, Federal)

## **NEXT STEPS**

Following approval of the Action Plan by the Authority Board, the next steps for moving forward with the Action Plan are as follows:

- The Authority and lead agencies will work to secure funding, where needed, for Early Action and longer-lead Short-Term projects to begin implementation. For many projects this will require going through the City's established approval processes, which offer additional opportunities for public input.
- The Authority, in coordination with the lead agencies, will work to refine the funding strategy for the Action Plan through Prop K transportation sales tax prioritization plans for programmatic categories (e.g., pedestrian projects), the Prop K Strategic Plan, the Countywide Transportation Plan (draft to be released in March 2004), and the Regional Transportation Plan (also known as Transportation 2030).
- The Authority and lead agencies will continue to seek input from key stakeholders (e.g., merchants, bicyclists, pedestrians, transit users) through various means.
- The Authority, working with lead agencies, will include regular progress reports on the implementation of the Action Plan on the Authority's website for Early Action through Mid-Term projects.

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Sophie Maxwell, Vice Chair  
Tom Ammiano  
Bevan Duffy  
Matt Gonzalez  
Tony Hall  
Fiona Ma  
Jake McGoldrick  
Gavin Newsom  
Aaron Peskin  
Gerardo Sandoval  
José Luis Moscovich, Executive Director

### **Assemblyman Mark Leno**

### **Market Street Study Stakeholders Working Group**

Bay Area Rapid Transit (BART)  
Green Party  
Market Street Association  
Market Street Railway  
Rescue MUNI  
Department of Parking and Traffic  
Planning Department  
San Francisco Bicycle Coalition  
San Francisco Chamber of Commerce  
San Francisco Planning and Research Association  
San Francisco Redevelopment Agency  
Senior Action Network  
Tenderloin Safe Communities Coalition  
United Taxicab Workers  
Walk San Francisco  
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