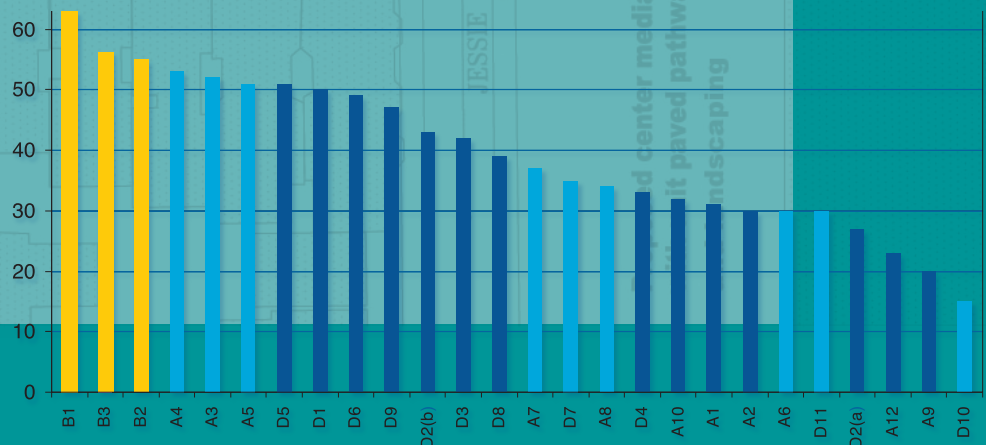
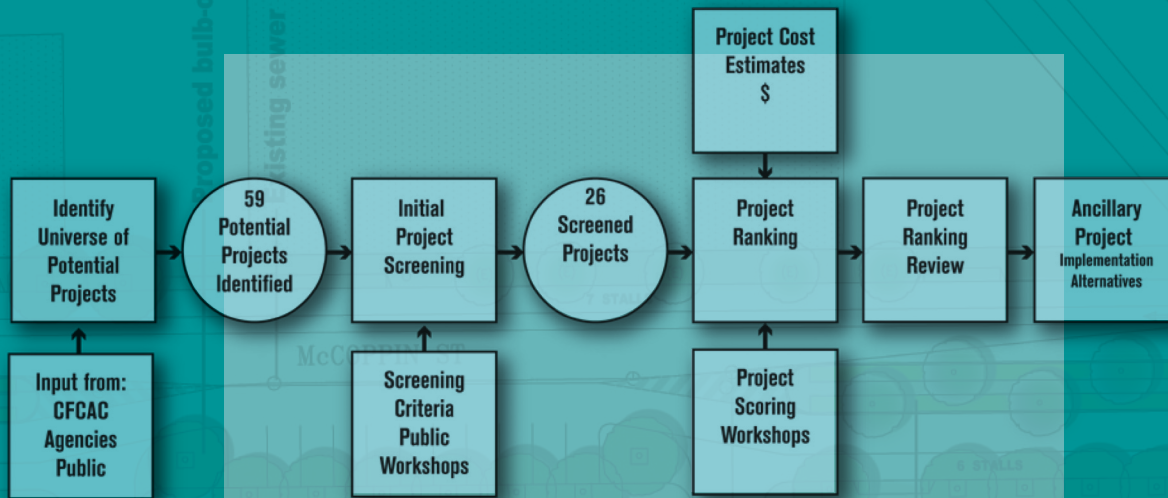




# CENTRAL FREEWAY REPLACEMENT PROJECT

## Ancillary Projects Study



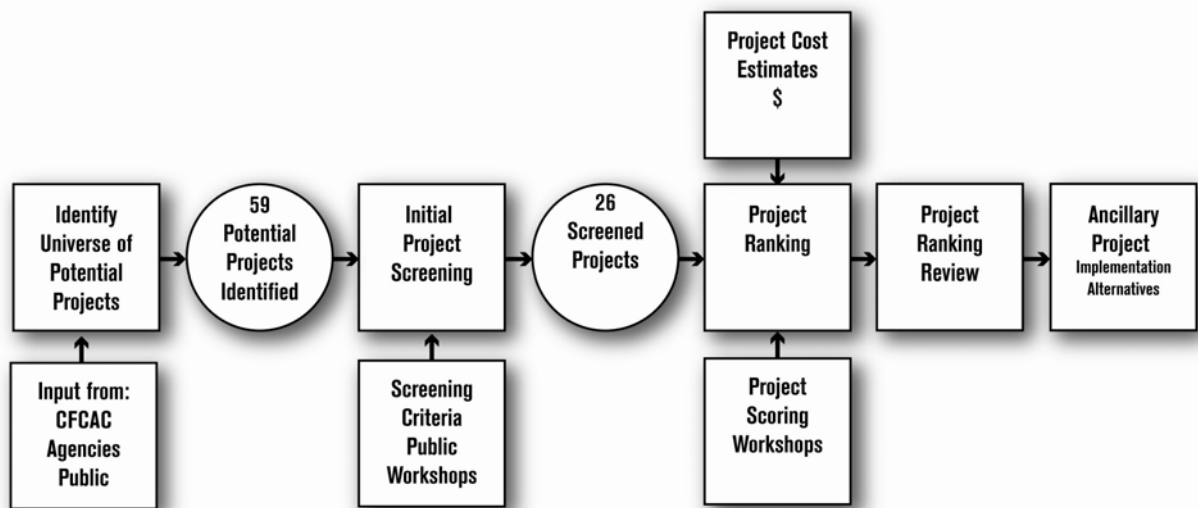
Project Scoring (sorted highest to lowest: -20 – +100)



# CENTRAL FREEWAY REPLACEMENT PROJECT ANCILLARY PROJECTS STUDY

## 1. INTRODUCTION

This report documents the outcome of the Central Freeway Replacement Project Ancillary Projects Study, initiated by the San Francisco County Transportation Authority (SFCTA). The SFCTA intends to use the proceeds from the sale of parcels made available by the demolition of the Central Freeway to fund Ancillary Projects to enhance the urban fabric, calm traffic through neighborhoods, and improve transportation safety. Because the cost of constructing the universe of potential projects far exceeds the amount of funding that will be available, the SFCTA initiated the Ancillary Projects Study to develop a framework to compare potential projects. This report provides background on the Central Freeway Replacement Project; describes the process of identifying, screening, and ranking potential projects; and presents a suggested “package” of project implementation priorities. The diagram below presents a graphical summary of the overall study process.



## Background

Originally, the Central Freeway was part of US 101, connecting the Bay Bridge/I-80 elevated structure to four City streets: an east-west one-way couplet consisting of Fell and Oak Streets, and a north-south one-way couplet consisting of Gough and Franklin Streets. These one-way streets connected the Central Freeway with the Sunset, Richmond, and Marina districts.

In 1989, the Loma Prieta earthquake damaged the Central Freeway, necessitating either its reconstruction or demolition. Since that time, following a vigorous civic debate, a number of ballot propositions, and years of planning, a solution known as the Octavia Boulevard Project was developed that would demolish the Central Freeway north of Market Street and replace it and the adjacent Octavia Street with a four-lane boulevard with one-way frontage roads, known as Octavia Boulevard. Concurrently, the plan



would reconstruct the Central Freeway section from Mission Street to Market Street to touch down at Market Street, directly opposite Octavia Boulevard.

Replacement of the Central Freeway with Octavia Boulevard created a number of vacant land parcels previously occupied by freeway structure. The City and County of San Francisco has dedicated the revenue from sale of these parcels for the implementation of Ancillary Projects in the area. The intent of implementing the Ancillary Projects is to protect nearby neighborhoods and improve the function of Octavia Boulevard.

## Purpose

According to the most recent projections, the sale of the vacant parcels will generate an estimated \$5.75 Million in revenue. However, the total cost of constructing all of the Ancillary Projects proposed would far exceed this amount. Therefore, the SFCTA determined the need for a mechanism for prioritizing the projects.

The process of prioritizing all of the potential projects is very complex. First, individual citizens and various organizations representing different and sometimes opposing, economic, geographic, neighborhood, and political interests proposed potential projects. In many cases, the type and scope of the projects proposed were difficult to compare against each other because they would afford different benefits (e.g., beautifications versus safety). The SFCTA developed the Ancillary Projects Study to assist the interest groups in achieving a consensus regarding project prioritization.

## 2. IDENTIFICATION OF ANCILLARY PROJECTS

The first step in the Ancillary Projects Study was to develop a comprehensive list of potential Ancillary Projects to consider for implementation. A key component to identifying this list was community and public agency involvement, particularly the Central Freeway Citizens Advisory Committee (CFCAC). This body consists of representatives from various business, economic, political, and neighborhood interests and was assembled by the SFCTA at the early stages of planning for the Central Freeway project to provide a diverse range of input. The CFCAC provided valuable input with respect to developing a list of potential Ancillary Projects and to conducting this study, in general. Adopted minutes from all CFCAC meetings conducted during the course of the Ancillary Projects Study are provided in Appendix A.

The ultimate list of potential projects included input from the SFCTA; the CFCAC; a number of City departments, including the Department of Public Works (DPW), the Department of Parking and Traffic (DPT), the Planning Department, and Muni; numerous neighborhood organizations; and members of the public.

Prior to initiating the Ancillary Projects Study, with the assistance of the CFCAC, the SFCTA compiled a list of 10 potential projects. Research into projects recommended as part of previous studies in the area, as well as a disaggregation of some of the original 10 projects, yielded an additional 30 projects, bringing the list of potential projects to 40.

This list was circulated among the Central Freeway Citizens Advisory Committee (CFCAC), various neighborhood organizations, and a number of City departments, including the Department of Public Works (DPW), the Department of Parking and Traffic (DPT), the Planning Department, and Muni, to solicit additional input and to ensure that the list of projects that would be considered in this study was

complete. Nearly every group responded providing valuable input to the preliminary list of potential projects. This process identified an additional 19 projects plus one optional alternative to an already-suggested project, bringing the total number of potential Ancillary Projects to 59. These projects can be classified into the following six groups:

- A. Right-of-Way Improvements:** This classification includes projects related to safety and includes bulb-outs, crosswalks, enhanced lighting, bike lanes, and other amenities that generally enhance safety.
- B. Traffic Calming Projects:** These projects are generally intended to reduce the amount and speed of traffic using neighborhood streets that are not intended to carry large volumes of fast-moving traffic.
- C. Transportation Operational Improvements:** These projects are intended to improve the capacity of transportation facilities through such features as additional traffic lanes, signal priority, and new streets.
- D. Neighborhood Character/Urban Fabric Improvements:** These projects generally aim to improve the character of a neighborhood through such means as providing public gathering places and improving aesthetics.
- E. Studies:** Some of the projects suggested were not discrete projects, but were rather suggestions for larger-scale changes to the transportation and circulation system that would require a significant amount of study before the project's feasibility and details could be assessed. Because of this, for purposes of prioritization as Ancillary Projects, a separate category for studies was created.
- F. Projects Already Part of the Central Freeway/Octavia Boulevard Project:** Some of the Ancillary Projects suggested were already included in the Central Freeway/Octavia Boulevard Project and were already scheduled to be funded and implemented. No additional analysis of these projects was necessary. Therefore, a separate category for these already-funded projects was created so that interested parties could see why some projects suggested as Ancillary Projects were not given further consideration.

Appendix B presents a list and brief description of potential Ancillary Projects along with figures depicting their locations. This final list of projects was presented to members of the public and the CFCAC on February 28, 2005. The CFCAC recommended adoption of this list of potential Ancillary Projects for use in the project prioritization.

### 3. INITIAL PROJECT SCREENING

The prioritization process occurred in two stages. The first stage was to develop broad screening criteria, through which individual projects must pass before moving to the ranking stage. The second stage was the actual project ranking. This section describes the initial screening criteria, their development process, and the resulting list of screened Ancillary Projects.

The design of the initial project screening aimed to eliminate projects that did not fit within the overall goals of the Ancillary Projects. Only projects that complied with all of the initial screening criteria received further consideration as potential Ancillary Projects. A preliminary list of initial project



screening criteria was presented to the public and the CFCAC in December 2004. Through a series of public meetings and workshops, members of the public and the CFCAC provided input and suggested modifications to the initial project screening criteria. A final list of the initial screening criteria was presented to the public and the CFCAC on January 24, 2005. The CFCAC recommended use of this list to perform an initial screening on the 59 potential Ancillary Projects.

The initial project screening criteria are as follows:

**A. Related to Central Freeway/Octavia Boulevard**

The project must be related to mitigating impacts caused by the replacement of the Central Freeway Ramp and Octavia Boulevard.

**B. Defined as a Project**

Ancillary Projects must be defined as discrete projects, not studies or programs.

**C. Compatible with Regulations and Plans**

The project must be compatible with applicable land use regulations and transportation plans.

**D. Conforms with Design Standards**

The project must meet appropriate design standards for multi-modal facilities.

**E. Environmentally Feasible**

The project must not result in negative environmental impacts.

**F. No Right-of-Way Acquisition**

The project cannot require any land purchases.

**G. Constructed within Defined Timeframe**

The project must be environmentally cleared (if appropriate), designed, and constructed within a maximum of three years.

The 59 projects were screened through these seven criteria. Thirty-three projects did not pass the initial screening, including all projects in the “Transportation Operational Improvements” and “Study” categories. This screening left 26 potential Ancillary Projects for the next step of prioritization. One of the 26 projects, related to providing street trees on Valencia Street to screen the freeway structure from the street, had two alternative descriptions, so the actual number of projects was 27.

The full list of screening criteria and the results of the project screening is included in Appendix C. This appendix includes all projects, including projects that passed all of the screening criteria and projects that were “screened out.” The list describes the failed criteria for projects that did not pass one or more screening criteria. A list of the 26 remaining projects is provided in Table 1. This table shows the project identification number, a letter signifying the project category as described earlier (e.g., “A” for right of way improvements, “B” for traffic calming, etc.), a project description, and a cost estimate, developed by the San Francisco DPW.



**Table 1**  
**List of “Screened” Ancillary Projects**

Number	Description	Estimate
A1	<b>8<sup>th</sup>/Howard &amp; 10<sup>th</sup>/Harrison Sidewalk Bulb-outs</b> - The FHWA PedSafe Project identified sidewalk bulb-out improvements for these intersections.	\$1,084,800
A2	<b>Miscellaneous Signal Upgrades</b> - Signal upgrades including construction of mast arms, pedestrian signals, and new signals at up to 23 intersections (Full Signal Upgrade: <i>13th/South Van Ness, 14th/Guerrero, 14th/South Van Ness, Hayes/Van Ness, Hayes/Webster, Haight/Webster, Market/Gough, Duboce/Guerrero, Gough Page</i> . Pedestrian Signals Only: <i>7th/Harrison, 8th/Bryant, 9th/Harrison, 10th/Bryant, 11th/Harrison, 12th/Folsom, 13th/Folsom, 14th/Folsom, Fell/Van Ness</i> . Pedestrian Signals and Mast Arms: <i>Duboce/Valencia</i> )	\$3,397,000
A3	<b>Area-wide Pedestrian Improvements (Phase I)</b> - Provide widened sidewalks, bulbouts, and other pedestrian improvements at two of four high-priority intersections as identified in the Better Neighbors 2002 study (Market/Van Ness and Mission/Van Ness)	\$1,375,000
A4	<b>Area-wide Pedestrian Improvements (Phase II)</b> - Provide widened sidewalks, bulbouts, and other pedestrian improvements at eight of ten moderate-priority intersections as identified in the Better Neighbors 2002 study (Market/Buchanan, Market/Laguna, Market/Gough, Market/Franklin, Market/Polk, McCoppin/Otis, Mission/Duboce, and Division/Howard)	\$2,247,100
A5	<b>Area-wide Pedestrian Improvements (Phase III)</b> - Provide widened sidewalks, bulbouts, and other pedestrian improvements at fourteen intersections as identified in the Better Neighbors 2002 study and suggested by members of the CAC (Buchanan/Fell, Buchanan/Oak, Laguna/Fell, Laguna/Oak, Gough/Hayes, Gough/Fell, Gough/Oak, Gough/Page, Franklin/Hayes, Franklin/Fell, Franklin/Oak, Van Ness/Fell, Mission/11th, Mission/10th).	\$4,245,200
A6	<b>Signal Modifications for Access to Bike Lane Linking SOMA and Octavia Boulevard</b> - Modify intersection of Valencia/McCoppin Streets to provide a protected signal phase for bicyclists to access the bike lane connecting Valencia Street and Octavia Boulevard. The actual bicycle lane will be constructed as part of the Octavia Boulevard project.	\$35,100
A7	<b>Improve Market Street Bike Lanes (8<sup>th</sup> to Octavia)</b> - Provide continuous bicycle lanes along Market Street from 8th Street to Octavia Boulevard.	\$55,600
A8	<b>Bike Lane on Westbound or Eastbound DuBoce Street between Valencia and Market Streets</b> - Reconfigure this stretch of Duboce and provide either eastbound or westbound bike lanes through removal of one traffic lane.	\$64,800
A9	<b>Northbound Valencia Street at Market Street</b> - Provide left-turn from northbound Valencia Street to Market Street. This left-turn would connect all roadway users, but especially bicycle lanes from Valencia Street to Octavia Boulevard.	\$414,700
A10	<b>Repaint Crosswalks and Enhance Intersection Lighting</b> - Repaint crosswalks and provide improved intersection lighting at three intersections in SoMA. (11th/Folsom, 12th/Folsom, 11th/Harrison)	\$173,700
A11	<b>Bulbouts on Gough, Franklin, Oak, and Fell Streets</b> – Construct bulbouts at various locations on Gough, Franklin, Oak, and Fell Streets	(Included with A5)
A12	<b>Red Light Enforcement Cameras at Market/Octavia</b> - Install Red Light Enforcement Camera at Market/Octavia	\$225,400
B1	<b>McCoppin Streetscape Improvements</b> - Reduce the number of vehicular traffic lanes from four to two, and increase the sidewalk width accordingly. Other optional treatments along McCoppin Street include providing angled parking, bulb-outs, and a chicane.	\$1,162,800 (Original)  \$584,000 (Revised )
B2	<b>Pearl/Elgin Park Traffic Calming</b> - Traffic calming measures may include one-way designation, other signage, chicanes, speed humps, or bulb-outs	\$355,300
B3	<b>Stevenson Traffic Calming</b> - Traffic calming measures may include one-way designation, other signage, chicanes, speed humps, or bulb-outs	\$172,800



**Table 1, Continued**  
**List of “Screened” Ancillary Projects**

Number	Description	Estimate
D1	<b>McCoppin Community Park/Public Space</b> - Convert the former McCoppin roadway right-of-way into a community public space, possibly as a park or garden consisting of low terraces conforming to the existing slope	\$874,800
D2(a)	<b>Valencia Street Corridor (Option A)</b> - Install a landscaped center median featuring Canary Island Date Palms on Valencia Street between McCoppin Street and Duboce Avenue	\$2,178,700
D2(b)	<b>Valencia Street Corridor (Option B)</b> - Install a total of four landscaped bulbouts on Valencia Street. Two would be located on the east and west sides of Valencia north of the freeway and two would be located on the east and west sides of Valencia south of the freeway and would feature Canary Island Date Palms	\$334,200
D3	<b>Caltrans Right-of-Way</b> - Use the Caltrans parcels beneath the new Central Freeway structure for uses other than parking (unless parking revenue could fund additional maintenance of ancillary projects), such as recreational open space (for example, a dog run) and/or temporary structures housing cultural arts programs	\$2,500,000 (Original) \$1,944,000 (Revised)
D4	<b>Southside 13<sup>th</sup> Street Sidewalk ADA Improvements</b> - Columns from the new freeway structure will reduce the sidewalk width between the column and fronting properties to four feet. This project would increase the sidewalk width by reducing the number of traffic lanes. Traffic signal equipment relocation, restriping, construction of the sidewalk are required for this project	\$189,700
D5	<b>Provide Street Trees Along Specific Sidewalks (Phase I)</b> - Provide additional street trees closely planted between pedestrians and vehicles along the higher priority of two sets of streets identified in the Better Neighborhoods 2002 study (Includes: Van Ness, from Mission to Hayes; Market, from Dolores to 9 <sup>th</sup> ; Mission, from Octavia to 9 <sup>th</sup> ; Valencia, from 14 <sup>th</sup> to Market; and Hayes, from Buchanan to Van Ness)	\$180,100
D6	<b>Provide Street Trees Along Specific Sidewalks (Phase II)</b> - Provide additional street trees closely planted between pedestrians and vehicles along the lesser priority of two sets of streets identified in the Better Neighborhoods 2002 study (Includes: Fell, from Buchanan to Van Ness; Oak, from Buchanan to Van Ness; Duboce, from Dolores to Mission; Mission, from 14 <sup>th</sup> to Market; Gough, from Hayes to McCoppin; Franklin, from Hayes to Market; and Otis Street)	\$298,700
D7	<b>Improve Streetscape Along Market Street between Sanchez and 9<sup>th</sup>/Larkin</b> - Improve the visual appearance of Market Street through more consistent tree planting, better tree maintenance, de-cluttering of sidewalks, and new pedestrian amenities	\$206,300
D8	<b>Mark Important Intersections on Market Street with Streetscape Elements</b> - Outfit the intersections of Market Street with Van Ness Avenue, Octavia Boulevard, and Dolores Street with special features including corner plazas, bollards, and decorative screen walls	\$262,200
D9	<b>Pedestrian Scale Lighting Around Freeway Ramp Along Valencia Street</b> - Provide substantial lighting underneath freeway ramps, particularly on Valencia Street, to encourage its role as a pedestrian corridor between Market Street and the Mission District and to improve security	\$376,700
D10	<b>Additional Street Trash Receptacles near Grocery Stores on 13<sup>th</sup> Street</b> - Install additional trash receptacles near grocery stores on 13 <sup>th</sup> Street	\$8,100
D11	<b>“Beautification” of Median Underneath Central Freeway Structure from Bryant to Valencia Street</b> - Provide plants and flowers, as feasible, in the median of the roadway underneath the Central Freeway (13 <sup>th</sup> Street) from Bryant to Valencia Street	\$219,800

**Total Original Cost of All Projects \$22,638,600**



## 4. PROJECT RANKING CRITERIA

The second stage in the project ranking process involved performing a more detailed analysis on the 26 remaining potential Ancillary Projects. The first step was to develop the ranking criteria and determine the relative weight of each of the criteria. This section describes the process through which the ranking criteria were developed and weighted.

### Criteria Development

In several of the initial CFCAC meetings, members of the CFCAC and the public overwhelmingly voiced concern that the objective of the Ancillary Projects Study should be to “repair the urban fabric” that was damaged by the Central Freeway. In addition, a number of the potential Ancillary Projects related specifically to transportation issues. Since the amount of money available for Ancillary Projects would fund implementation of only a fraction of the 26 remaining projects, the CFCAC agreed to three general categories of screening criteria:

- Project Performance Related to Urban Fabric
- Project Performance Related to Transportation
- Project Performance Related to Schedule and Cost/Benefit

Within each of these general categories, with input from City agencies, members of the public, and the CFCAC, additional subcategories were developed. These subcategories were designed to better define the values that the public and CFCAC held in ranking projects.

For “project performance related to urban fabric,” the CFCAC identified the following sub-categories:

- Neighborhood Enhancements
- Pedestrian and Bicyclist Safety and Comfort

For “project performance related to transportation,” the CFCAC identified the following sub-categories:

- Livability and Traffic
- City-wide Vehicular/Mass Transit Travel

The CFCAC did not identify additional sub-categories for “project performance related to schedule and cost/benefit.”

After definition of the main categories and sub-categories, the CFCAC, members of the public, and representatives from City agencies worked together to identify specific performance criteria. These performance criteria would be the standards for ranking potential Ancillary Projects. A draft version of the performance criteria was presented to the CFCAC and members of the public. After much discussion and public comment, a final list of criteria was presented to the CFCAC on February 28, 2005. Ultimately, this list included 14 total ranking criteria, as shown on the next two pages. The CFCAC recommended use of these criteria for purposes of ranking the 26 remaining potential Ancillary Projects.





## 1. Project Performance Criteria Related to Urban Fabric

### A. Neighborhood Enhancements

Ancillary Projects improving the neighborhood's character and community identity help restore its urban fabric.

***Improves aesthetic qualities*** (e.g., reduces potential for blight, beautifies neighborhood)

***Promotes healthy activities*** (e.g., provides inviting and enjoyable atmosphere for walking, bicycling, sitting, meditation)

***Encourages sociability among neighbors*** (e.g., encourages gathering and sense of community)

### B. Pedestrian and Bicyclist Safety and Comfort

Ancillary Projects improving safety and comfort for pedestrians, persons with disabilities, and bicyclists are community assets.

***Improves sense of personal security and/or comfort*** (e.g., provides buffers or illumination, increases pedestrian presence, reduces congestion on bike routes)

***Removes barriers/improves connections for pedestrians, disabled persons or bicyclists*** (e.g., widens pathways, fills in pathway gaps, provides safer crossings)

***Improves pedestrian and disabled safety*** (e.g., reduces collision potential, benefits higher volume of pedestrians and disabled persons):

- At a location with a collision rate higher than area average
- At a location with a collision rate lower than the area average
- At a location with substantial pedestrian volumes
- At a location with minor pedestrian volumes

***Improves bicycle safety*** (e.g., reduces collision potential, benefits higher traveled routes):

- Along a designated route
- Not along a designated route

## 2. Project Performance Criteria Related to Transportation

### A. Livability and Traffic

Ancillary Projects calming vehicular travel on streets serving local traffic improves the quality of life for nearby residents.

***Reduces excessive “cut-thru” traffic on local streets*** (e.g., minimizes amount of non-local traffic)

***Reduces excessive vehicle travel speeds on local streets*** (e.g., reduces average travel speeds to 20 – 25 mph)

***Reduces frequency and/or severity of auto-related collisions*** (e.g., decreases potential for collisions through traffic calming)



## B. City-Wide Vehicular/Mass Transit Travel

Ancillary Projects enhancing mass transit performance improves access for the community. Ancillary Projects may result in some decrease in transportation system performance; however, substantial increases in traffic congestion, particularly along transit routes, are not acceptable.

***Improves mass transit vehicle travel times*** (e.g., eliminates transit bottleneck or provides enhancements along a transit route):

- At a specific location
- Along a transit route

***Does not result in substantial traffic congestion*** (e.g., causes no impact to traffic system performance, results in minor degradation, causes significant degradation, results in system failure):

- Does not degrade traffic system performance
- Causes minor degradation to traffic system performance
- Causes significant degradation to traffic system performance
- Causes a capacity decrease that could lead to failure of traffic system links or intersections on streets heavily used by transit

## 3. Project Performance Criteria Related to Benefit-to-Cost and Implementation

Ancillary Projects that provide a high amount of benefit for their cost are preferred. In addition, Ancillary Projects that can be implemented within one year can result in immediate benefits.

***Results in high amount of benefit compared to cost*** (calculated by taking the sum of a project's Urban Fabric and Transportation scores and dividing this sum by the project's estimated cost, which is then compared to the result obtained for all other projects):

- Highest 20%
- Next highest 20%
- Next highest 20%
- Next highest 20%
- Lowest 20%

***Can be implemented within one year*** (e.g., provides ability for immediate construction and benefits)

## Criteria Weighting

Because some of the project ranking criteria were more important than others, the CFCAC was asked to weight the different criteria. Each CFCAC member distributed 100 total points among the criteria, indicating their relative importance to each member. One of the criteria, related to projects that cause traffic congestion, is a "disbenefit." For this criterion, CFCAC members assigned any number of negative points from 0 to -50.



The results of each CFCAC member’s scoring and the group’s average score for each criteria were averaged and displayed to the CFCAC and members of the public. The weighting scores for each criterion were similar for each CFCAC member. This process allowed the CFCAC to establish a consensus regarding criteria weighting and ultimately recommend use of these average weightings in the project scoring process. The recommended project ranking criteria and weightings are included in Appendix D and summarized in Table 2.

**Table 2  
Ancillary Projects Performance Criteria Weighting**

Project Scoring Criteria	Total Points Possible
<b>1. Project Performance Criteria Related to Urban Fabric</b>	
A. Neighborhood Enhancements	
<i>Improves Aesthetic Qualities</i>	13
<i>Promotes Healthy Activities</i>	14
<i>Encourages Sociability Among Neighbors</i>	8
B. Pedestrian and Bicyclist Safety and Comfort	
<i>Improves Sense of Personal Security and/or Comfort</i>	11
<i>Removes Barriers/Improves Connections for Pedestrians, Disabled Persons, or Bicyclists</i>	7
<i>Improves Pedestrian and Disabled Safety</i>	6
<i>Improves Bicycle Safety</i>	5
<b>2. Project Performance Criteria Related to Transportation</b>	
A. Livability and Traffic	
<i>Reduces Excessive "Cut-Thru" Traffic on Local Streets</i>	9
<i>Reduces Excessive Vehicle Travel Speeds on Local Streets</i>	9
<i>Reduces Frequency and/or Severity of Auto-Related Collisions</i>	3
B. Citywide Vehicular/Mass Transit Travel	
<i>Improves Mass Transit Vehicle Times</i>	6
<i>Does not Result in Substantial Traffic Congestion</i>	-20
<b>3. Project Performance Criteria Related to Benefit-to-Cost and Implementation</b>	
<i>Results in High Amount of Benefit Compared to Cost</i>	5
<i>Can Be Implemented Within One Year</i>	4

## Ancillary Project Cost Estimates

In order to conduct cost-benefit analysis, estimated construction costs were developed. DPW staff developed construction cost estimates for each of the 26 potential Ancillary Projects. Although project descriptions for many of the potential Ancillary Projects were occasionally vague, DPW developed assumptions for each project and generated cost estimates based on those assumptions. The detailed cost estimates for each potential Ancillary Project are included in Appendix E and the total cost estimated for each project is shown in Table 1. As shown, the total cost of implementing all 26 Ancillary Projects as initially conceived is \$22.6 Million, \$16.9 Million more than the available funding.



## 5. PROJECT SCORING

With the list of potential Ancillary Projects screened to 26 and the project scoring criteria finalized and weighted, the next task was to score each potential Ancillary Project against each scoring criteria. The SFCTA and CFCAC recognized that this process was somewhat subjective. Therefore, it was important to ensure representation of a wide variety of opinions and interests in the scoring process. To improve the diversity of input to the scoring process, project scoring occurred during two half-day workshops held at the SFCTA and DPT offices. These workshops were open to City agencies, the CFCAC, and the public, all of whom were encouraged to attend.

Ultimately, the process involved over 100 person-hours related to discussing and scoring each project against each scoring criteria. The workshops included strong representation from members of the public, the SFCTA, DPT, DPW, Muni, the San Francisco Planning Department, the CFCAC, and the consultant team. Overall, 20 people participated in the project scoring process.

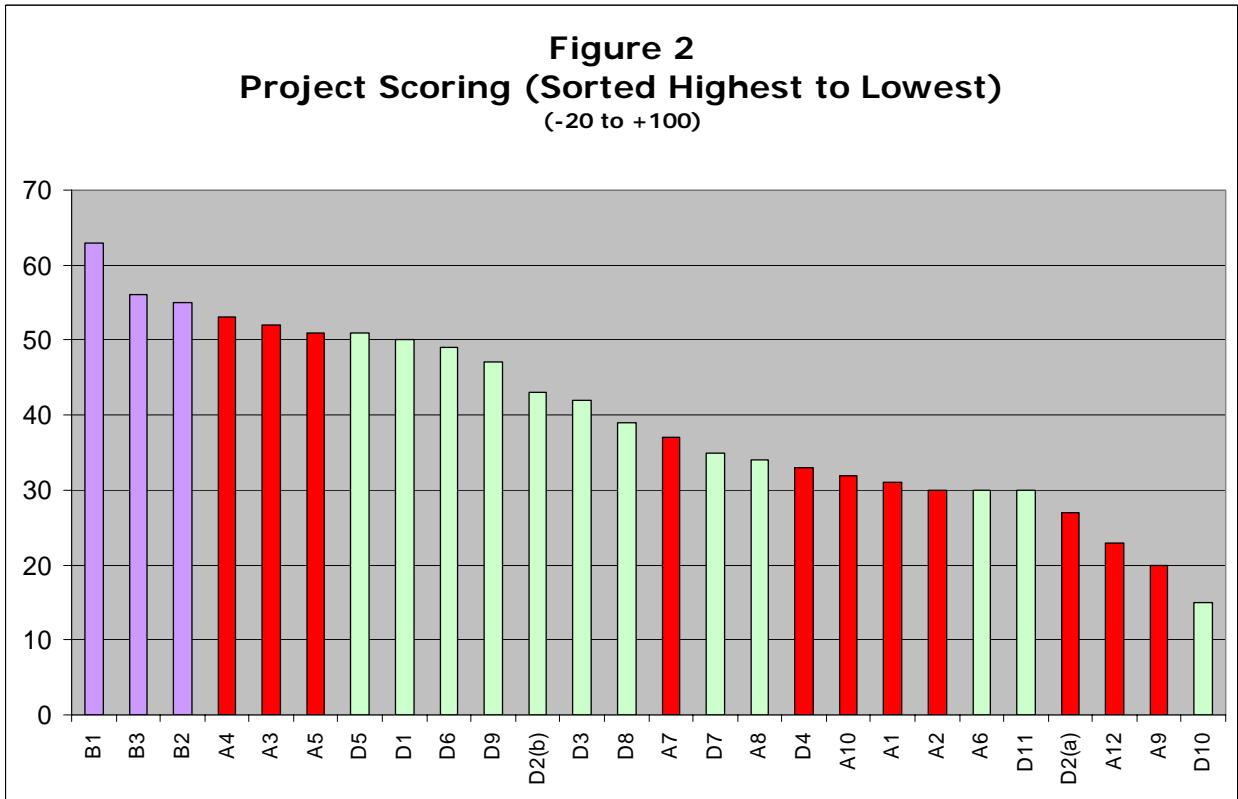
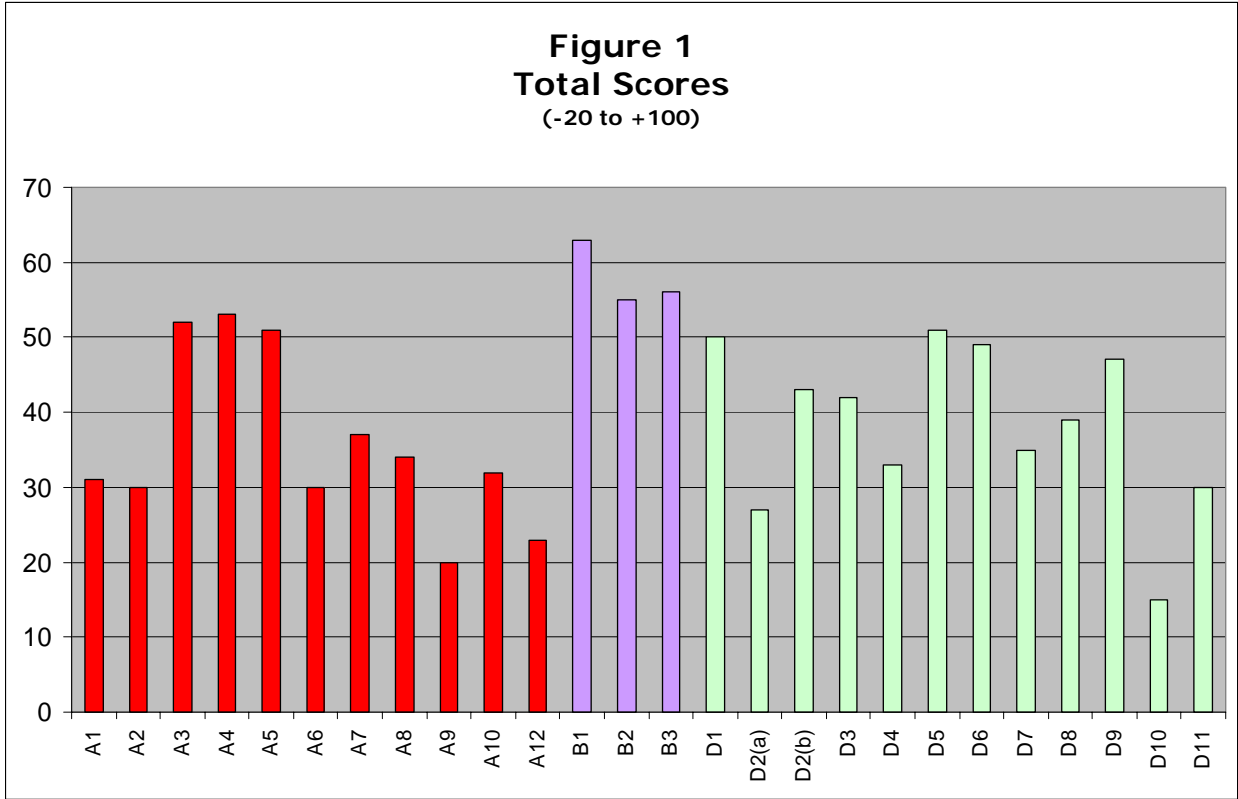
In order to ensure consistency in the scoring process, those present at the scoring workshop identified some general guidelines for scoring projects within each criteria. The results of the project scoring workshop are included in Appendix F. This appendix includes a matrix showing the individual projects, their score for each criteria, a brief description of why they achieved each score, and the total score for each project.<sup>1</sup>

The final project scores were not intended to form the ultimate prioritization. Additional consideration must be given to implementation of specific projects. However, the final results of the project scoring do play an important part of the project implementation process. Figure 1 presents the project scores in bar chart format in order of project numbering. Figure 2 presents the project scores from highest to lowest.

Generally, projects that provided benefits to both transportation and repairing the urban fabric scored highest. Projects that provided benefits to either transportation or repairing the urban fabric, but not both, scored towards the middle. Projects that provided little or no benefit toward repairing the urban fabric or transportation scored the lowest. As a result, the three projects related to traffic calming scored highest because they provide transportation benefits by reducing cut-through traffic volumes and speeds and they help to repair the urban fabric by providing attractive physical improvements to neighborhoods.

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<sup>1</sup> During the project scoring workshop, it was determined that Project A11 (Bulb-outs on Gough, Franklin, Oak, and Fell Streets) was already included in Project A5 (Pedestrian Improvements - Phase III). Therefore, Project A11 was not given further consideration as a stand-alone project. This brought the total number of projects to 25.



## 6. PROJECT IMPLEMENTATION ALTERNATIVES

The ultimate goal of the Ancillary Projects Study is to develop a set of recommendations for implementing Ancillary Projects based on community values, public consensus, and project feasibility. Although the project scoring plays an important role in developing a prioritized set of Ancillary Projects, it does not form the sole basis for implementing projects. Rather, the ranking process should assist decision-makers to develop a relative sense of higher- and lower-priority projects, by which to develop implementation strategies.

Appendix G includes a list of the potential Ancillary Projects and their costs, sorted according to their final score in the project scoring process. As shown in the appendix and in Table 1, the total estimated cost to implement all projects as initially conceived is \$22.6 Million. Thus far, only \$5.75 Million is anticipated to be available for constructing Ancillary Projects. If the projects were implemented solely based on their scoring, there would only be adequate funds to implement the first five projects, including:

- McCoppin Streetscape Improvements (Based on original cost estimate of \$1,162,800)
- Stevenson Traffic Calming
- Pearl/Elgin Park Traffic Calming
- Area-wide Pedestrian Improvements (Phase I)
- Area-wide Pedestrian Improvements (Phase II)

Implementation of the pedestrian improvement projects alone would account for \$3.62 Million, or 63 percent of the total Ancillary Projects budget. One of the main reasons that these two pedestrian improvement projects would consume such a large share of the budget is that Phase I includes improvements at two major intersections that would require a great amount of reconstruction and Phase II includes improvements at eight intersections. So, although the two pedestrian improvement projects account for nearly two-thirds of the total Ancillary Project budget, they involve improvements at 10 intersections. Using the entire Ancillary Projects budget to implement only five projects is not desirable for the City, the public, or the CFCAC. Therefore, this section presents a recommended set of improvements based on recommendations provided by the public and CFCAC.

### CFCAC-Preferred and “Unbundled” Projects

Many of the potential Ancillary Projects are “packages” of improvements at several locations, bundled into a single Ancillary Project. This creates a high cost for some projects, reducing the overall number of projects that can be implemented. The recommendations below are based on input from the CFCAC regarding project selection and potential “unbundling” of some projects that include improvements at several locations.

A key goal of the Ancillary Projects Study is to identify Ancillary Projects that repair damage to the urban fabric by the Central Freeway Reconstruction. The Central Freeway and Octavia Boulevard may have major effects on redistributing traffic in the area. Because the Central Freeway and Octavia Boulevard opened in September 2005, it is still difficult to predict the effects of this traffic redistribution to a high degree of accuracy. The CFCAC is recommending deferring specific intersection



improvements until a thorough “before and after” evaluation has occurred and the true effects of the traffic redistribution of the Central Freeway and Octavia Boulevard project are known. Because the funds would not be available for at least a year, this decision is not expected to substantially delay implementation of these projects.

The highest ranking project, McCoppin Street (Project B1) received special consideration by the CFCAC. The CFCAC expressed a desire for some measure of streetscape improvements on McCoppin Street, but not to the extent assumed in the original \$1.16 Million project proposed by DPW. In response to this concern, DPW redesigned the project relying on lower cost measures that could achieve similar objectives as the original design. The revised project description was presented by DPW and approved by the CFCAC at the November 14, 2005 meeting. The revised project scope includes median islands with trees and walkways, a westbound bike lane, and parking. The cost for this project scope is estimated at \$584,000.

The CFCAC also spent considerable time discussing the Caltrans Right-of-Way project (Project D3). The Mayor’s Office of Economic Development refined a plan for use of the right-of-way that included recreational uses. The cost estimate for the refined plan is \$1,944,000. The CFCAC approved this project at the November 14, 2005 meeting.

The CFCAC has recommended implementation of the following projects:

- McCoppin Streetscape Improvements (\$584,000)
- Stevenson Traffic Calming (\$173,000)
- Pearl/Elgin Park Traffic Calming (\$355,000)
- Street Trees Along Specific Sidewalks (Phase I) (\$180,000)
  - Van Ness Avenue, from Mission Street to Hayes Street
  - Market Street, from Dolores Street to 9<sup>th</sup> Street
  - Mission Street, from Gough Street to 9<sup>th</sup> Street
  - Valencia Street, from 14<sup>th</sup> Street to Market Street
  - Hayes Street, from Buchanan Street to Van Ness Avenue
- McCoppin Community Garden (\$875,000)
- Provide Street Trees Along Specific Sidewalks (Phase II) (\$299,000)
  - Fell Street, from Buchanan Street to Van Ness Avenue
  - Oak Street, from Buchanan Street to Van Ness Avenue
  - Duboce Street, from Dolores Street to Mission Street
  - Mission Street, from 14<sup>th</sup> to South Van Ness Avenue
  - Gough Street, from Hayes Street to McCoppin Street
  - Franklin Street, from Hayes Street to Market Street
  - Otis Street
- Pedestrian-scale Lighting Underneath and Around Freeway Ramp on Valencia Street (\$377,000)



- Canary Island Date Palms on Valencia Street Sidewalks to Visually Screen Freeway Structure (\$334,000)
- Caltrans' Right-of-Way Improvements (\$1,944,000)
- Bike Lanes on Market Street from 8<sup>th</sup> Street to Octavia Boulevard (\$56,000)
- Southside 13<sup>th</sup> Street Sidewalk ADA Improvements (\$190,000)
- "Protected" Northbound Left-Turn Signal Phase at Valencia Street/McCoppin Street for Bicyclists Turning Onto Bicycle Lane Connecting to Octavia Boulevard (\$35,000)

The total cost of implementing these projects is estimated to be \$5.40 Million, just under the total anticipated budget of \$5.75 Million. As described earlier, in this optional implementation package, the project ranking process does not form the ultimate order of project priority. However, it is interesting to observe that the projects listed above, recommended by the CFCAC, generally include the projects ranked the highest by the CFCAC during the ranking process.

The CFCAC recommends that the City aggressively pursue matching funds for as many of the above projects as possible, particularly for the most expensive projects such as the Caltrans' Right-of-Way Improvements. The CFCAC also suggests that any surplus budget be used to address potential pedestrian safety needs at some of the intersections identified in Projects A3, A4 and A5.

## 7. NEXT STEPS

Following approval of this plan by the Authority Board, the next steps for moving forward with implementation of Ancillary Projects are as follows:

- The Authority and lead agencies will continue to work towards funding Ancillary Projects through the sale of vacant parcels.
- The Authority will seek further input from the CFCAC and public to ultimately identify an implementation strategy, based on the recommendations presented in this report, by which Ancillary Projects will be funded.
- The Authority will seek to leverage other funding sources to maximize the spending power of the Ancillary Projects budget.
- The Authority and lead agencies will continue to further refine Ancillary Projects. The Authority and lead agencies will continue to seek input from key stakeholders (e.g., the CFCAC, neighbors, the public, businesses, bicyclists, pedestrians, etc.) during design refinement of the Ancillary Projects.





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## APPENDICES

All Appendices are included in the attached compact disk:

- A. CFCAC Meeting Minutes
- B. Original Potential Ancillary Projects
- C. Ancillary Projects Screening Criteria and List of Screened Projects
- D. Ancillary Projects Scoring Criteria
- E. Ancillary Projects Cost Estimates (Screened Projects)
- F. Ancillary Projects Scoring Matrix (Screened Projects)
- G. Ancillary Projects List and Cost Estimates, Sorted by Score (Screened Projects)

