

*the*  
SUNSET DISTRICT  
BLUEPRINT

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BLUEPRINT



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### **The Sunset District Blueprint**

The Sunset District is a residential community comprised of families, strong small businesses and sweeping ocean views. Situated at the western edge of San Francisco, and surrounded by Golden Gate Park, Ocean Beach and the San Francisco Zoo, the Sunset District is an oasis in the City. Supervisor Katy Tang, working with neighborhood leaders, residents and subject matter experts, is initiating a community process to build a blueprint for the Sunset District with goals, objectives and strategies for the next decade and beyond. This blueprint is an important step in defining the community's collective vision in five key areas: Children & Families, Public Safety & Emergency Preparedness, Economic Development, Public Transportation & Pedestrian Safety, and Land Use. This process will guide the Supervisor's Office by providing a strong platform to advocate for funding and grant opportunities, and in developing partnerships to move District 4 forward.



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# *message from the supervisor*

Welcome to the Sunset District Blueprint!

As a representative of the Sunset District, my priority is to ensure that our district needs are addressed in a comprehensive manner. To achieve this, our office developed a framework to guide our work in serving the district and to support efforts in bringing resources to our community.

Our office spent six months gathering focused feedback from residents and community leaders, and our outreach efforts generated over 2,000 ideas for how we can improve our neighborhood. Our Blueprint is categorized into five key issue areas: Children, Families & Seniors; Public Transportation & Pedestrian Safety; Land Use; Economic Development; and Public Safety & Emergency Preparedness. Together, these issues serve as the foundation for our advocacy efforts to move District 4 into the next decade and beyond.

San Francisco has experienced no shortage of challenging issues, such as affordable housing, reliable public transportation, small business support, public safety and keeping families in our city. Our Blueprint is designed to shine a spotlight on Sunset District issues within the context of citywide efforts. The Blueprint also focuses on the many opportunities our community has to grow and thrive.

This is a living document. We will revise and update the Blueprint each year as we reach our goals and develop new ones. When it comes to long-term actions, strategic planning is essential in order to work collectively as a community to ensure the best outcomes for our district.

The Sunset District is home to more than just fog. We are the home of innovators, entrepreneurs and city leaders – and together, we can make our neighborhood an even better place for all.



Katy Tang  
*District 4 Supervisor*  
*San Francisco Board of Supervisors*

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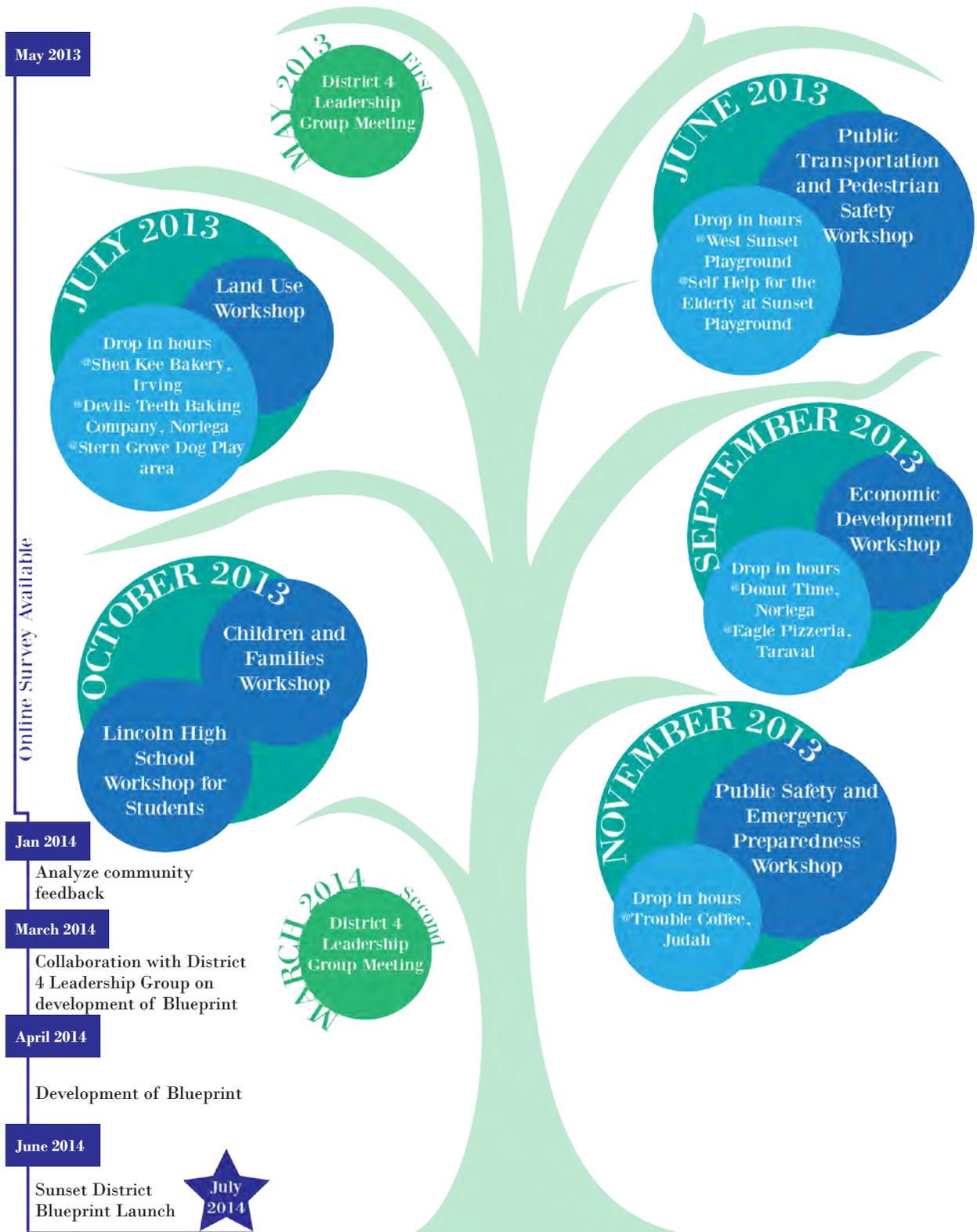
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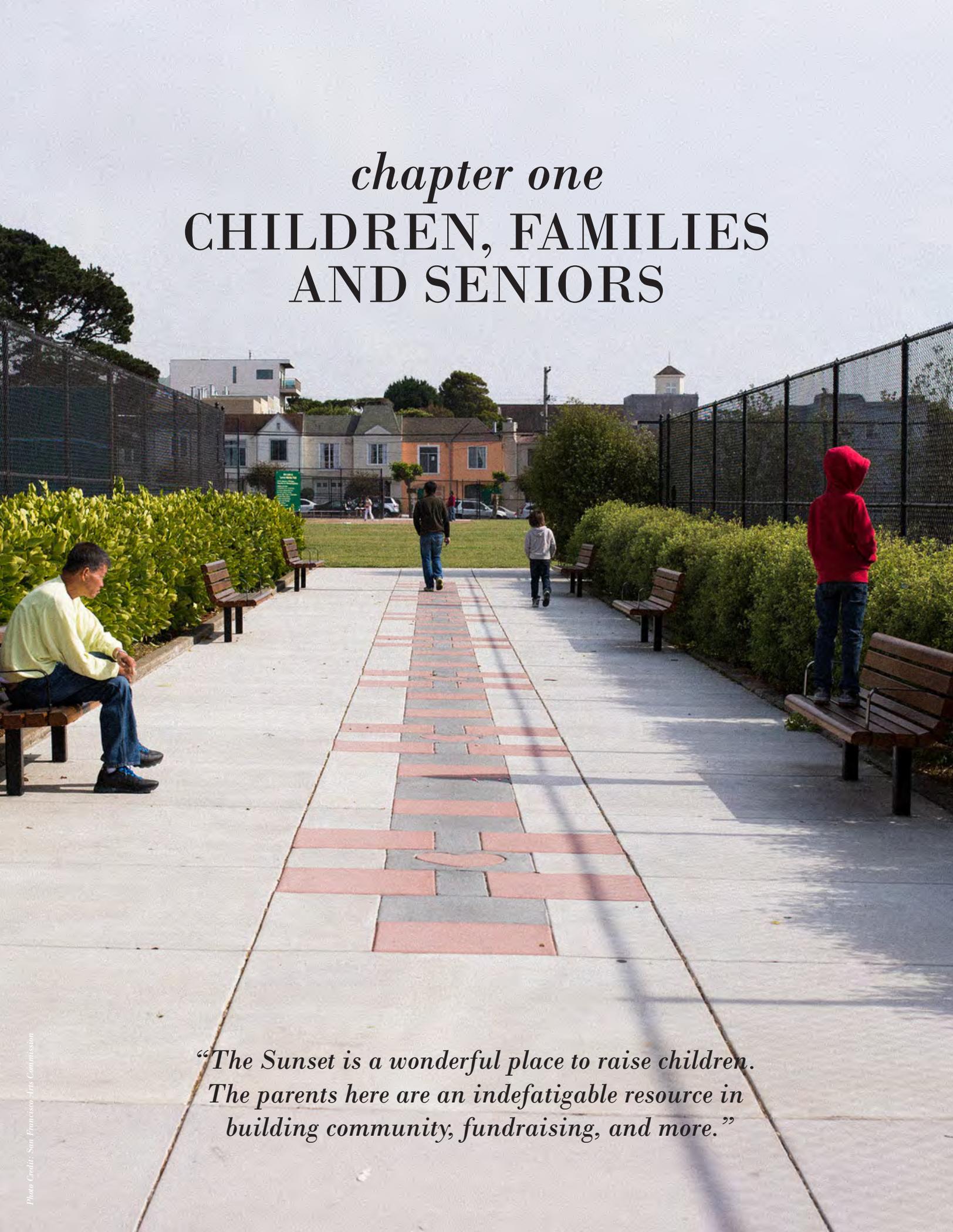
**Special recognition from Supervisor Tang:**  
This effort would not have been possible without incredible staff from our office. I extend my deepest gratitude to my Legislative Aides, **Ashley Summers** and **Dyanna Quizon**, for their work on the Blueprint and beyond.



Photo Credit (Pliche Creative Commons): The Sunset after Sunset by Mike Bahlsen

# outreach & development timeline



A photograph of a park path. The path is paved with light-colored concrete and has a central strip of red and grey tiles. On either side of the path are wooden benches and green bushes. A man in a yellow shirt is sitting on a bench on the left. A person in a red hoodie is standing on a bench on the right. In the background, there are residential buildings and a fence.

*chapter one*  
**CHILDREN, FAMILIES  
AND SENIORS**

*“The Sunset is a wonderful place to raise children.  
The parents here are an indefatigable resource in  
building community, fundraising, and more.”*

Maintaining a robust population of children, families and seniors is important for a diverse city and vibrant neighborhood. The issue of affordability, however, is threatening our ability to keep youth, families and seniors in San Francisco. “Family flight” is a real and serious concern in San Francisco with the number of youth under the age of 18 decreasing since 2000, according to census figures.<sup>1</sup> Only 13.4% of San Francisco’s 805,235 residents are younger than 18, representing the smallest percentage of any major city in the country.<sup>2</sup> And only 18% of San Francisco households have children, although family households make up 44% of the total number.<sup>3</sup> In comparison, children made up a quarter of the population of San Francisco in 1960.<sup>4</sup> For the senior community, isolation and economic insecurity is a significant issue. Of San Francisco’s approximately 109,000 seniors over the age of 65, 11.8% live below the poverty line and 38% live below 200% of the poverty line.<sup>5</sup>

*“Children need beautiful outdoor spaces to connect with nature.”*

The Sunset District – with a suburban setting, large number of single family homes and access to nearby open spaces like Golden Gate Park and Ocean Beach – remains a desirable location for residents to move or

<sup>1</sup>United States Census Bureau. 2000 and 2010 Census.

<sup>2</sup>United States Census Bureau, 2010 Census.

<sup>3</sup>United States Census Bureau, 2010 Census.

<sup>4</sup>Knight, Heather. “Families’ Exodus Leaves S.F. Whiter, Less Diverse,” *San Francisco Chronicle*. <http://www.sfgate.com/bayarea/article/Families-exodus-leaves-S-F-whiter-less-diverse-3393637.php>

<sup>5</sup>San Francisco Department of Aging and Adult Services. Summary of Nutritional Needs Assessment Findings (2012) [www.sfhhsa.org/asset/reportsdataresources/nutritionnaoct2012.pdf](http://www.sfhhsa.org/asset/reportsdataresources/nutritionnaoct2012.pdf) Accessed May 1, 2014.

stay with their families. According to the 2010 U.S. Census, approximately 10,942 children (ages 0 to 17) live in District 4, the third highest out of the 11 districts.<sup>6</sup> Out of 25,970 households, 64% are family households and 27% are households with children.

There are 11,529 seniors above the age of 65 living in District 4, representing the highest amount of seniors out of all of the districts. 8.6% of District 4 seniors live below the poverty line, 9.4% live with the threat of hunger, and 26% live alone. Ensuring a strong infrastructure of support for our seniors now is crucial given the total senior population in San Francisco is estimated to grow by almost 20% by the year 2020.<sup>7</sup>

To keep families, children and seniors in San Francisco, we must address issues such as affordable housing, public safety, education, and access to open space and social services with these populations in mind. Feedback from residents has produced consistent concerns:

- » parents and youth must be able to navigate the public education system more easily;
- » service providers must be given the resources to collaborate and align services for maximum impact;
- » equity must remain a central goal; services must align more meaningfully with the real-life experiences and interests of youth, families and seniors;
- » the business community must be engaged as a core stakeholder in the wellbeing of San Francisco’s most vulnerable populations;
- » and critical programmatic gaps must be filled.<sup>8</sup>

We will work to keep our children, families and seniors in

<sup>6</sup>United States Census Bureau, 2010 Census.

<sup>7</sup>San Francisco Food Security Task Force 2013 Report, page 15

<sup>8</sup>Learning for Action’s “Our Children, Our City Final Report and Recommendations” (December 2013).



Photo Credit (Flickr Creative Commons): Matarozzi Pelsinger Builders & Wells Campbell photography

**PUBLIC PARKLET**  
ALL SEATING IS OPEN TO THE PUBLIC



our community by fostering an environment that is supportive, collaborative, and desirable for these populations. Through targeted events, programming, and infrastructure improvements, we can create a tightly-knit community that encourages the building of families, the healthy development of children and the support of seniors.

Our youth need developmentally and culturally appropriate opportunities and support to become successful adults. They need health and wellness services, education, employment, and food and housing security to create a foundation on which to grow. Our seniors need a safety net to rely on if they are living in isolation, programming and activities to

engage with others in the community and access to services to ensure they live healthy and happy lives. Our families need an environment that will support all combinations of family units. Our families need a strong community and a shared sense of ownership over building what that community looks like.

Our office will focus on city initiatives that target these populations, ensuring that the Sunset District is included in existing resources and programming and receives adequate funding for programming. We will continue to support our existing non-profits and encourage the creation of more organizations that will support our community.



*framework*  
CHILDREN, FAMILIES  
AND SENIORS



**Community Building:** *Encourage residents to connect through community-centered events that foster collaboration.*

- » Support existing neighborhood-building events and organize additional events for community members to gather and connect.
- » Identify opportunities for seniors and youth to become more involved in the community and engage with each other in partnership with schools, community based organizations and businesses.
- » Improve communication to engage diverse communities and disseminate information on community-building events and activities.

**Resource Sharing:** *Improve residents' access to existing resources within the community, and create new resource opportunities to fill gaps in service.*

- » Increase District 4 early care and education provider participation in Preschool for All program.
- » Improve food access for students, families and seniors.
- » Facilitate more public and private partnerships between schools and businesses to enhance students' learning experiences and job opportunities.
- » Create one-stop shops in the Sunset District to assist residents with social, educational, and health services.

**Infrastructure:** *Create, maintain and enhance areas in the Sunset District that promote community-building activities.*

- » Improve and continue to prioritize maintenance of facilities in and around neighborhood parks, playgrounds and public gathering areas.
- » Improve and expand senior facilities in the Sunset District.
- » Encourage and facilitate the use of existing, unused spaces for community use and gathering areas for all ages.
- » Attract businesses and venues that are family friendly.

**Education:** *Work with San Francisco Unified School District to ensure quality education for all students.*

- » In partnership with the San Francisco Unified School District, streamline school enrollment applications to assist applicants with the process.
- » Advocate for equality among all schools throughout San Francisco through adequate distribution of resources and support for schools and teachers.

**Programs:** *Provide programmatic opportunities and support for residents of all ages to learn, develop and thrive.*

- » Work with the Department of Children, Youth and Families to identify afterschool and summer programs that are free/affordable.
- » Advocate for more affordable early care and education options.
- » Provide opportunities for seniors to learn and engage with each other over a variety of topics and physical activities.
- » Ensure full participation of District 4 residents in health care enrollment.

## OUR BLUEPRINT FOR CHILDREN, FAMILIES AND SENIORS

### ENCOURAGE RESIDENTS TO CONNECT THROUGH COMMUNITY-CENTERED EVENTS THAT FOSTER COLLABORATION

#### Objective 1

Support existing neighborhood-building events and organize additional events for community members to gather and connect.

We have heard overwhelmingly from residents about the desire to create, foster and encourage community interaction and community-building activities in our district. Along our commercial corridors, which include Irving, Judah, Noriega and Taraval, neighborhood-building events have grown over the years. From St. Patrick's Day events in front of the United Irish Cultural Center to the annual Sunset Community Festival, these events have provided a strong foundation on which to build community. Merchants have attracted

business to their stores with events like "Taste of Taraval" and neighborhood appreciation days, which the Outer Noriega merchants began hosting to bring local merchants and restaurants from the Outer Noriega area together to showcase their products and engage the community. Impromptu neighborhood events include weekly block parties and garage sales and rummage sales. Driving resources to these existing efforts that need financial and administrative support would help strengthen and grow one-off programs into annual, anticipated events.

Although the Sunset is not replete with neighborhood organizations like other districts, there are a few active organizations that come together over issues they find important. The 45<sup>th</sup> Avenue Neighborhood Association is one example, and its members are currently focusing their efforts on advocating for a restroom at the Boat Playground on 45<sup>th</sup> Avenue and Lincoln Way. Providing opportunities



Front Yard Ambassador Program

for neighborhoods to organize and advocate for issues that are important to the district is one important way to get neighbors to gather and connect. Our office will continue to connect residents with opportunities to work with other neighbors and our city on shared interests and goals.

There are also many opportunities to fill neighborhood needs with additional events, such as through establishing a Sunset District Farmer's Market to provide residents with fresh food options and the opportunity to meet other residents.

Recognizing the need for community-building activities, our office has spearheaded the following community events:

**Movies in McCoppin:** In collaboration with the People of Parkside (POPS) merchants, Movies in McCoppin showcases a popular movie every Friday night in October. It provides a family-friendly, nighttime activity, which is much-needed in the Sunset District. Merchants along Taraval are also provided the opportunity to showcase their businesses, with a local dentist setting up a promotional table, Parkside Tavern providing a popcorn machine for free popcorn, and Rolling Out Bakery donating hot chocolate to stave off the cold Sunset nights.

**Front Yard Ambassador Program:** The Front Yard Ambassador Program encourages neighbors to work together to replace concrete in their front yards with permeable and drought-tolerant landscaping. Not only do neighbors get to know each other, but these gardens benefit our city's combined sewer system and beautify the neighborhood as well.

**Holiday Craft Fair:** In December 2013, we partnered with our



Movies in McCoppin



Holiday Craft Fair



neighbors, small businesses, and Vintage Golden Gate Senior Living to host our first ever Sunset District Holiday Craft Fair. We also invited the St. Gabriel Crooners to sing during the event. Showcasing unique artisanal hand-made gifts while spreading holiday cheer, the event not only brought community members together, but it also engaged the residents at Vintage Golden Gate. Notably, a Sunset District resident first suggested the idea to our office, and it is the perfect example of how community input and collaboration can fill unmet needs and produce meaningful partnerships. We will continue to work with community members to offer events such as the Craft Fair.

### Objective 2

Identify opportunities for seniors and youth to become more involved in the community and engage with each other in partnership with schools, community based organizations and businesses.

Volunteerism has a time-honored role in the community by providing benefits for both participants and the community. San Francisco has many high-quality and innovative volunteer programs and resources for young adults and seniors – yet, many residents may not be aware of these opportunities. Conducting targeted outreach to schools, community based organizations, and businesses where youth and seniors frequent would help inform them of programs offered by city departments like the Recreation and Park Department

(RPD); San Francisco Public Utilities Commission (SFPUC); Department of Children, Youth and Their Families (DCYF); and the Department of Aging and Adult Services (DAAS).

In addition to programming, there are ongoing events held in the Sunset District that foster a sense of pride in our community. The Department of Public Work’s (DPW) Community Clean Team hosts an annual event in all 11 districts, focusing on neighborhood cleanliness with resident volunteers. Encouraging more departments to host their events in the Sunset District would allow residents to engage with each other, their neighborhood, and the city agencies that provide them services.

Beyond communicating existing programs to these populations, it is also important to create opportunities for youth and seniors to interact. For example, local schools or existing organizations such as the Mayor’s Youth Employment & Education Program (MYEEP) could partner to provide youth with the opportunity to visit and engage with seniors at senior centers, such as Vintage Golden Gate and those run by Self-Help for the Elderly and Jewish Family and Children’s Services. Similarly, a “youth outreach corps” that conducts street outreach to youth and seniors could simultaneously employ and educate youth about existing services and encourage them to engage with the senior community. These are just a few ideas for how our office can coordinate efforts to bring more youth and seniors together.

### Objective 3

Improve communication to engage diverse communities and disseminate information on community-building events and activities.

With the numerous community activities that are offered in San Francisco – both by the neighborhood itself and city departments and agencies – it becomes difficult to communicate all of the opportunities that are available to residents. A multiple-format communication plan would be the most impactful way of providing information to the community.

Our office has found our monthly newsletter to be particularly helpful in communicating information. With articles on relevant programming, events and updates for the month—as well as a comprehensive calendar of events and activities in the Sunset District—the newsletter is disseminated through either email or U.S. mail. It is also translated into Chinese given the large population of Chinese speakers in the district. We will continue to provide our residents with updates through this format, as it has proven to be the most helpful way of sharing a large amount of information with our constituents.



The evolution of technology and social media has been both a boon and a hindrance to communication and outreach. There are now multiple social media tools for sending information to large groups in addition to email – Facebook, Twitter and NextDoor are several examples. However, this also means there is a large amount of competition for attention and issues with information overload.

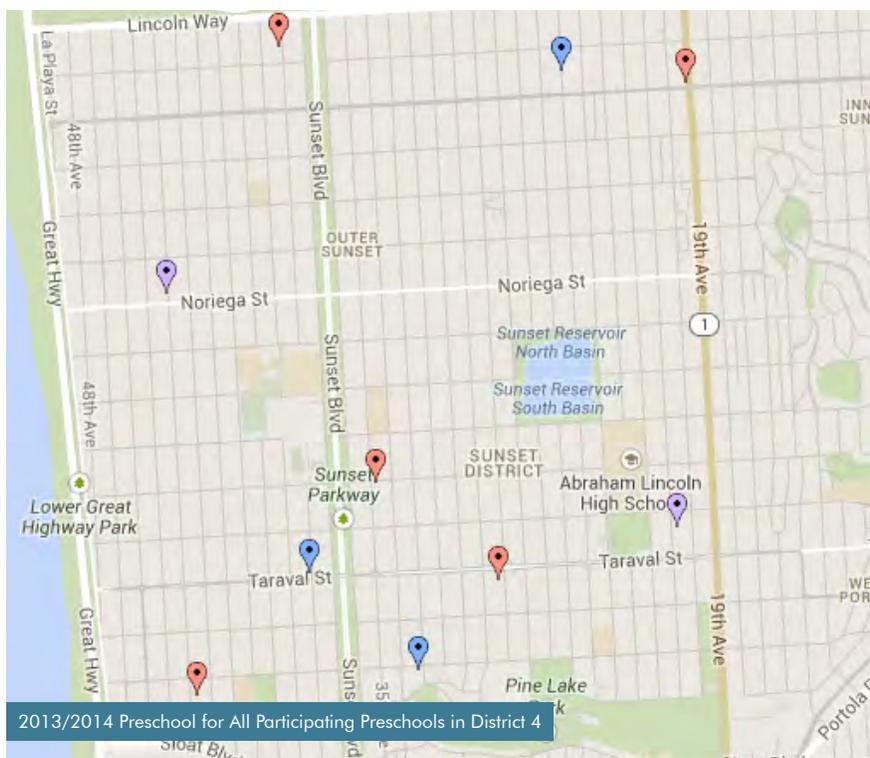
More thought must be given to establishing old-fashioned community boards in centralized locations such as libraries and community centers. Although difficult to update with less chance of reaching a large amount of people, this approach is sensitive to those who may not have access to technology and would encourage residents to visit local neighborhood centers.

## IMPROVE RESIDENTS' ACCESS TO EXISTING RESOURCES WITHIN THE COMMUNITY, AND CREATE NEW RESOURCE OPPORTUNITIES TO FILL GAPS IN SERVICE

### Objective 1

Increase District 4 early care and education provider participation in Preschool for All program.

San Francisco became one of the only cities in California to guarantee preschool for its children when voters passed Proposition H in March 2004. Prop H created the Public Education Enrichment Fund (PEEF) to improve the quality and performance of public education in San Francisco, and dedicated one-third of PEEF resources to create a new universal preschool program – Preschool for All (PFA). Starting in four neighborhoods, PFA now reaches all districts and has been largely successful in touching the lives of all four-year-olds. San Francisco has one of the highest levels of preschool attendance in the



nation, particularly among Latino and African American children, with only 14% of 4-year-olds currently not enrolled in preschool.<sup>9</sup>

PFA has been found to be particularly effective in improving school readiness skills. An August 2013 study demonstrated that participation in PFA created a positive impact on children's school readiness at kindergarten when it comes to measuring receptive language, early literacy, early mathematics and self-regulation skills.<sup>10</sup> The study paralleled decades of research that has demonstrated the critical importance of high-quality preschool in preparing children to be successful in school.

During the 2013/2014 year, there were 10 sites in District 4 that participated in PFA, not including the recent additions of Parkside Preschool and Playmates Cooperative Preschool. Expanding the program to more sites in the district will allow more children to participate in the program and receive the best chance

<sup>9</sup> "Our Children, Our City" Final Report – page 10.

<sup>10</sup> Applied Survey Research, "Evaluating Preschool for All Effectiveness." August 2013, page 11.

of becoming school ready. With a high concentration of children in our district, we should have a higher concentration of PFA programs in the Sunset District. We can improve participation by educating residents about the program, connecting interested sponsors with city resources and staff, and assisting with the implementation of more programs in the Sunset District – including assisting preschools in qualifying for "Pre-PFA" technical assistance and resources. It is our office's goal to provide all children in District 4 with high-quality early education, and PFA is a tested program that can help us reach that goal.

### Objective 2

Improve food access for students, families and seniors.

Nutrition is a basic need that, if lacking, can produce devastating and long-lasting consequences. More than one in five Sunset District residents live at risk of food insecurity based on income below 200% of the poverty level.<sup>11</sup>

<sup>11</sup> San Francisco Food Security Task Force's 2013 Report, page 45



CalFresh (California’s version of the federal Supplemental Nutrition Assistance Program or “food stamps”) is the single largest benefit program available to boost food resources for low-income San Franciscans. Yet, only 50% of San Francisco’s eligible residents participate in the program. In the Sunset District, the San Francisco Food Security Task Force estimates that at least 4,085 residents qualify for CalFresh based on income and age. However, only 2,350 district residents receive CalFresh – only slightly better than the City average. In particular, only 414 seniors over 60 and 831 children ages 0-17 receive CalFresh benefits.<sup>12</sup> It is worth noting that California is the only state that does not allow Supplemental Security Income (SSI) recipients to receive CalFresh benefits. Undocumented immigrants are also ineligible for the program.

More surprising, the Sunset District had the lowest number of individuals (565 residents) receiving Women, Infants and Children (WIC) benefits. WIC is a federally-funded supplemental nutrition

program for low-income pregnant, postpartum, and breastfeeding women; infants; and children up to the age of five.

It is obvious from these numbers that targeted outreach to increase enrollment for both programs is a priority for the Sunset District. In its 2013 report, the San Francisco Food Security Task Force recommended targeting families with children who qualify for free lunch in the San Francisco Unified School District (SFUSD), families receiving WIC,

<sup>12</sup> San Francisco Food Security Task Force’s 2013 report, pages 44-45

working adults, and households with mixed immigration status.<sup>13</sup>

Increasing enrollment in CalFresh is one step toward gaining food security for all residents. However, it is only a small part of a larger plan of action that needs to be taken. On average, CalFresh benefits in 2012 equated to approximately \$149.05 per month, or \$1.60 per meal, hardly enough to subsist on comfortably.<sup>14</sup> Although there are four weekly food pantries serving the Sunset District, only 5% of residents are served. Although one-half of the over 7,000 K-12 students attending a District 4 school qualify for free or reduced meals, only a little more than 50% of those who qualify are enrolled in free school lunch.<sup>15</sup> Only 12% are enrolled in free school breakfast.<sup>16</sup>

Additionally, food access is important for all vulnerable populations during the weekends and the summer, particularly for youth when programs are not offered as regularly. Only 8,500 children (roughly a quarter of the number eligible) received free lunch through DCYF’s Summer Lunch program in 2012.<sup>17</sup> Out of this number, 605 children from District 4 ate at summer lunch programs (SFUSD has one site in District 4 and DCYF has four sites). Although there are 55 weekdays during summer



<sup>13</sup> San Francisco Food Security Task Force’s 2013 report, page 9.

<sup>14</sup> San Francisco Food Security Task Force’s 2013 report, page 8.

<sup>15</sup> San Francisco Food Security Task Force’s 2013 report, page 46

<sup>16</sup> San Francisco Food Security Task Force’s 2013 report, page 46

<sup>17</sup> San Francisco Food Security Task Force’s 2013 report, page 10.

break, summer lunches are only available in the district on average for roughly 22 days (SFUSD) and 29 days (DCYF). Inadequate funding and limited capacity have prevented the opportunity for additional sites and longer operating periods from occurring.

For isolated seniors, home-delivered meal and grocery providers such as Meals on Wheels of San Francisco serve as a lifeline. Unfortunately, there is a growing waitlist and wait time for these programs. Approximately 250 seniors in the Sunset District receive home delivered meals.<sup>18</sup>

Our office is committed to exploring options to increase participation in school breakfast and lunch programs, and work with SFUSD and DCYF to expand summer lunch and after-school meal programs. We will also continue to advocate for funding to support home-delivered meal and grocery provider programs to meet the needs of our most vulnerable seniors.

Finally, there must be affordable and healthy food options available throughout the districts. Although there are five supermarkets located in District 4 (Sunset Supermarkets on Vicente Street and Irving Street; Other Avenues; Safeway; and 22<sup>nd</sup> and Irving Market) that accept CalFresh payments, only Safeway accepts WIC.<sup>19</sup> Only two of the local grocery stores accept CalFresh payments and none accept WIC. Encouraging 100% CalFresh and WIC participation of all supermarket and grocery stores will increase the ease of use and access for Sunset District residents. In addition, the Office of Economic and Workforce Development’s (OEWD) Invest in Neighborhoods (IIN) program offers the HealthyRetailSF service, which provides concentrated and tailored technical assistance to corner stores

<sup>18</sup> San Francisco Food Security Task Force’s 2013 report, page 46

<sup>19</sup> California Department of Public Health’s GIS Viewer: <http://gis.cdph.ca.gov/cnn2.0/> Accessed May 1, 2014.



to increase healthy food options. Attracting more healthy and affordable food providers to our commercial corridors will also increase access for all residents, in addition to adding to the diversity and vibrancy of our corridors.

Community gardens, such as the Far Out West Garden, can provide an opportunity for families, children and seniors to learn sustainable farming skills while providing a source of nutrition. The Far Out West Garden is a community partnership between residents and St. Paul's Presbyterian Church on 43<sup>rd</sup> Ave and Judah. Growing out of the church's generosity, residents are able to use the church's grounds for the garden in exchange for taking responsibility over improvement of the area. In total, there are four community gardens currently located in the Sunset District, according to the San Francisco Department of the Environment's latest count. The Far Out West Garden is a great example of community collaboration that benefits the entire neighborhood in many ways, and we will work to encourage more of these types of projects.

Our office will work to provide a centralized resource for residents for information on government nutrition programs and mapping of healthy food options in the neighborhood, including grocery stores, corner

stores, restaurants and community gardens, among others.

### Objective 3

Facilitate more public and private partnerships between schools and businesses to enhance students' learning experiences and job opportunities.

Often called the "Innovation Capital of the World," San Francisco's prominent business and technology sectors offer a wealth of opportunities for our community's youth. Connecting youth from our district with the finance and technology sectors centered on the northeast part of the City can be challenging. However, residents are increasingly looking toward the private sector – in particular, the technology community – to play a bigger role in support of San Francisco's families. Great strides have been made in sharing corporate resources to benefit the youth, such as Google's recent \$6 million donation to the Free Muni for Youth program and Salesforce.com Foundation's nearly \$3 million contribution to SFUSD middle schools. We encourage more of these partnerships to invest in resources for students and provide job development training and job opportunities.

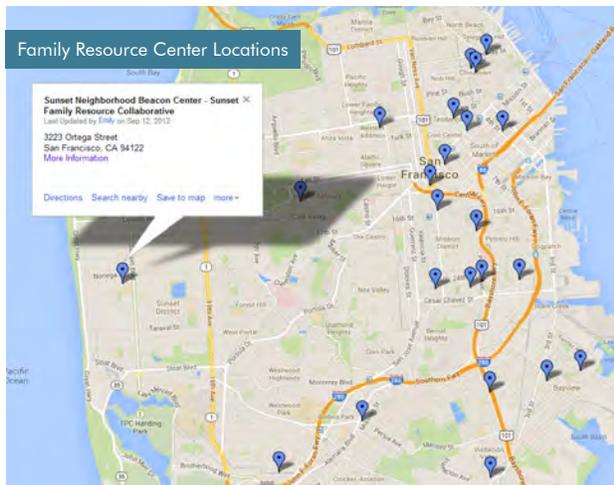
The summer is a particularly beneficial time to engage youth in job training and employment. Mayor Edwin M. Lee launched the San Francisco Summer Jobs+ program in 2012 in response to President Barack Obama's national call to action to create pathways to employment for youth in the summer. The initiative placed more than 5,200 youth in job opportunities in its first year alone. This year, Mayor Lee has called for the job placement of 7,000 youth in the summer and beyond.

Our office would like to include small businesses in our district in this initiative in an effort to incentivize them to hire youth from our community. Although small businesses may hire on a smaller scale in comparison to large corporations or city-funded

programs, it is more impactful to have youth employed in our local businesses – both because they are assisting and engaging in the community that they live in and because it gives them a sense of ownership and pride in their neighborhood. Starting with a group of approximately 10 small businesses in our district, our office is partnering with the Summer Jobs+ initiative to place Sunset District youth in apprenticeship-like positions during the summer.

Besides the Summer Jobs+ program, over 100 youth workforce programs are currently funded by a dozen city departments. However, there may be limited awareness among Sunset District youth that these programs exist. The RPD runs a student youth employment and training program called "Workreation" that is an integral part of its mentorship program. The Human Services Agency (HSA) provides employment services for current and former foster youth, for young parents through the California Work Opportunity and Responsibility to Kids (CalWORKS) program, and for single young adults on public assistance through the Personal Assisted Employment Services (PAES) program. SFUSD supports Career Pathways and Academies at several high schools. City College also offers a wide range of programs and certifications. Informing schools and our non-profit organizations of these initiatives and programs will ensure that youth are made aware of and participate in these opportunities.

Finally, our office will continue to support SFUSD programs that provide students with career skills inside the classroom. For example, its Career Technical Education programs provide job-focused instruction, such as work-based learning activities, that facilitate a successful transition into college and career pathways.



**Objective 4**

Create one-stop shops in the Sunset District to assist residents with social, educational, and health services.

Currently, the Sunset District does not offer centralized locations for residents to receive consolidated services. Using existing spaces, such as churches and libraries, “one-stop shops” that provide social, educational and health services can assist residents in making sure all of their needs are taken care of in a timely manner. Mental and emotional health services, in particular, are a major unmet needs for children, their families, and the elderly. Nearly 3,000 youth and young adults access public mental health and substance abuse services each year.<sup>20</sup>

Given that the Sunset District has a small number of non-profits compared to other districts, we need to engage and bring more resources from outside the district to provide opportunities for them to interact with our residents directly. This, however, will take space and funding, and we must be creative in developing partnerships and opportunities to provide such services.

There are existing examples of successful partnerships both within the district and offered by the city. DCYF started the Family Resource Center Initiative in partnership

<sup>20</sup> Policy Priorities for Transitional Age Youth – Vision and Goals 2014-2016, page 2.

with First 5 San Francisco and the Human Services Agency. Family Resource Centers provide a wide range of free and low cost services, from parent education to child welfare services to basic needs assistance. In the Sunset District, the Family Resource Center, called the Sunset Family Resource Collaborative, is led by the Sunset Neighborhood Beacon Center and includes Sunset Youth Services, the Asian Women’s Resource Center, and the San Francisco Child Abuse Prevention Center. The Collaborative provides vital family support services, including parenting classes, support groups, educational workshops, parent and child interactive activities and case management. However, they are currently facing space challenges. The Aging and Disability Resource Center (ADRC) of Episcopal Community Services of San Francisco also provides free services for seniors at the Sunset Branch Public Library during the first and second Wednesday of the month and every Friday at set times.

It is equally important that we help residents tap into existing resources outside of the District as well. The Department of Public Health (DPH) provides physical and behavioral health services through community clinics and educational programs throughout the City. DCYF supports the Wellness Initiative in partnership

with DPH and SFUSD. This initiative provides SFUSD high school students with physical, behavioral and reproductive health services at schools, as well as through connections to health resources and services in the community. Ensuring these programs are physically offered in the Sunset District is the first step in creating more one-stop shop opportunities in the area.

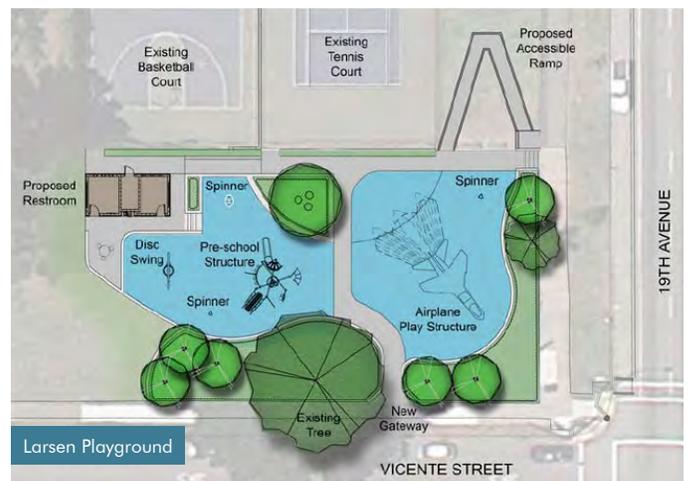
**CREATE, MAINTAIN AND ENHANCE AREAS IN THE SUNSET DISTRICT THAT PROMOTE COMMUNITY-BUILDING ACTIVITIES**

**Objective 1**

Improve and continue to prioritize maintenance of facilities in and around neighborhood parks, playgrounds and public gathering areas.

We have had a strong and productive relationship with RPD in improving the quality of our neighborhood parks, playgrounds, and public gathering areas. Current examples include:

*Larsen Playground Renovation:* The Larsen Playground Renovation could not have been attempted without the strong input and participation of community members like the Friends of Larsen Playground in partnership with city agencies.





Boat Playground

The renovation includes standard infrastructure improvements to the playground and restrooms, and a return of the jet play structure that community members have advocated for. Community input is crucial to improvements and maintenance of our parks, playgrounds and open spaces. In addition, funding for the project came from both city funds and community fundraising.

*Boat Playground Restroom:* The Boat Playground at 45<sup>th</sup> Avenue and

Lincoln Way represents a gateway into Golden Gate from the Outer Sunset. Unfortunately, there is no restroom to be found within a reasonable walking distance. A group of neighbors, led by the 45<sup>th</sup> Avenue Neighborhood Association, began advocating for funding from RPD to build a restroom in the playground when they noticed how dangerous it was to cross Lincoln Way to use the restroom in their homes and the inconvenience it was for visitors. Our office dedicated \$100,000 of seed funding through the City's budget to support this effort. To secure the remaining funding needed, the 45<sup>th</sup> Avenue Neighborhood Association applied for a Community Opportunity Fund grant from RPD. A strong showing of community support was necessary to make their application a strong one. Results for this funding will be announced in August 2014. It is efforts like these that our office is committed to supporting.

*West Sunset Field Renovation:* The 2012 Clean and Safe Neighborhood Parks Bond provided funding for capital improvements for West Sunset Field. Our office has worked closely with RPD and the community to ensure that these funds are put to the best use possible – creating improvements that reflect both neighborhood and user needs. Previously, this office successfully worked on reconfiguring West Sunset Playground to provide new equipment for all age groups and renovating the plaza area between the playground and new library to provide safer spaces for additional recreation. Now, our office is focused on renovating the softball, baseball and soccer fields, tennis courts, clubhouse and bleachers. Construction is slated to begin in April 2015 with the opening tentatively proposed at Spring 2016.

Improvements to park and playground facilities include a number of considerations: existing conditions, vegetation, circulation, disabled access, entry points, drainage and restrooms. It requires close cooperation with both city agencies and community members to create the best infrastructure possible for the neighborhood. Our office is committed to participating fully in the current projects being undertaken, and we will continue to advocate for funding and support of all existing areas.

### *Objective 2*

Improve and expand senior facilities in the Sunset District.

Although San Francisco may offer a wealth of activities for seniors, few of these locations are centered in the Sunset District. Senior centers are important because they offer seniors a way to be social, active and to stay connected with the community. Residents have advocated for improvements and expansion of the South Sunset Recreation Center on 40<sup>th</sup> Avenue and Vicente Street for years. Our office is committed to exploring partnerships and funding



West Sunset Playground



West Sunset Field

opportunities for this endeavor so that many more seniors can participate in programming at South Sunset.

In addition, we are committed to looking at our current infrastructure to see if there are opportunities to partner with and incorporate outside agencies such as the YMCA and the Institute for the Aging into the Sunset District. Our office will continue to look into these potential partnerships and bringing these additional services into our district.



La Playa Park



Sunset Boulevard has potential for parcourse installation

### Objective 3

Encourage and facilitate the use of existing, unused spaces for community use and gathering areas for all ages.

With the rising cost of housing and space at a premium, it is important that we look towards underutilized spaces to create opportunities for community use and gathering. This will take increased collaboration and cooperation with city departments who manage much of the open space, as well as organizations and businesses that control the private space.

*Public Spaces:* There are many opportunities to utilize public spaces for community gatherings and events, but cooperation is key. For example, our office partnered with RPD to offer movies at McCoppin Park every Friday night in October as part of Movies in McCoppin. Sunset Boulevard represents a lengthy open space that can be better utilized to engage the community. Our office is open to exploring ideas such as a parcourse along Sunset Boulevard to give residents more opportunities to engage in physical exercise.

Community groups have also been instrumental in enhancing our district's public spaces. The bocce ball courts and garden on lower Great Highway were the results of hard work from residents. Now referred to as "La Playa Park," the former concrete median has now become a beautiful, sustainable garden and gathering space for residents to play and relax in.

Residents have also asked for access to space within the West Sunset Clubhouse and opening public school parking to community activities after hours and on weekends. We are committed to exploring ways in which spaces such as these can be used for community programming.

*Private spaces:* Our office is also committed to discovering and supporting partnerships to develop private, underutilized spaces. The Far Out West Garden, mentioned earlier, is a great example of a community

partnership between residents and the owner of a private space – in this example, St. Paul's Presbyterian Church at 43rd Avenue and Judah Street. Residents took the initiative to approach the Church to create a community garden on their site in exchange for taking responsibility of the improvement of the area. There are numerous areas in the Sunset District where community engagement and assistance can turn sites from unused eyesores to community treasures, and we look forward to working with residents to pursue and promote these types of projects.

### Objective 4

Attract businesses and venues that are family friendly.

With such a large portion of San Francisco's children, families and seniors living in the Sunset District, it is important to attract and maintain family-friendly businesses and venues that meet their needs. Residents have expressed a desire to see additional recreational venues in the Sunset District, such as a movie theater, ice skating rink, teen center, skateboard park, and more indoor recreational centers.

We will continue to work with city departments—such as the Office of Small Business (OSB) and OEWD—merchants associations, and residents to ensure we are attracting quality institutions and businesses to our district. A diverse mix of businesses is important to sustain a vibrant commercial corridor, and our office will make family-friendly businesses a priority along these areas. We will also continue to analyze underutilized sites in the area for the potential to develop venues that are family friendly.



Civics lesson at Francis Scott Key Elementary School



Earthquake Safety Lesson at Sunset Elementary School

## WORK WITH THE SAN FRANCISCO UNIFIED SCHOOL DISTRICT TO ENSURE QUALITY EDUCATION FOR ALL STUDENTS

### *Objective 1*

In partnership with SFUSD, streamline school enrollment applications to assist applicants with the process.

Our office is committed to supporting efforts to streamline the application process for public school enrollment, particularly for immigrant and vulnerable families. First, we have actively promoted city-sponsored workshops such as SFUSD's

Enrollment Fair to raise awareness within our District of the process and best practices for completion. We have also taken the initiative to supplement city programming with our own workshops in the Sunset District on student enrollment. We will continue to provide these workshops prior to application deadlines so that parents are aware of the community resources available and the need for commitment to their children's success.

We have also been looking into ways to improve the public school enrollment applications, and are working with SFUSD and parent organization Parents for Public Schools to ensure that the applications provide clear directions for parents and prevent errors. In addition, we are and will

continue reaching out to relevant stakeholders, such as Parent Teacher Student Associations (PTSA's) and school administrators to provide the most information and communication possible regarding the enrollment process.

The change in the school assignment process during the 2002-2003 school year caused concern among many Sunset District parents, especially those who had children assigned to schools far from home. Some adjustments to the school assignment system for the 2011-2012 school year placed neighborhood proximity as a higher priority than before, and also provided a middle school "feeder" system where elementary school students automatically know which middle school they will be assigned to. These necessary changes have been more helpful to parents in recent years, and our office has attempted to address concerns by working to clarify the school assignment process for parents. We will continue to provide parents with resources in partnership with SFUSD and organizations like Parents for Public Schools.

Although SFUSD and the Board of Education have ultimate oversight over the school assignment process, we will continue to work with them to improve the process and ensure quality education for all students.

### *Objective 2*

Advocate for equality among all schools throughout San Francisco through adequate distribution of resources and support for schools and teachers.

Equity among our public schools remains a central issue for San Francisco. San Francisco voters have tried to remedy this by approving two major funds – the Children's Fund in 1991 and the Public Education Enrichment Fund in 2004.

*Children's Fund:* Thanks to a community-led grassroots campaign, the City established a Children's Fund



Back to School Supply Drive in Partnership with Walgreens

administered by DCYF to support and strengthen the community-based service delivery system for children, youth and families, with a focus on prevention and early intervention. With its passage, San Francisco became the first city in the country to guarantee yearly funding for children and youth services. The Fund annually receives a set portion of property taxes and was reauthorized in 2000. The Children's Fund is set to expire in 2016 and must be voted on in November 2014 to continue.

*Public Education Enrichment Fund:* PEEF was approved by voters to provide critical funding to improve educational quality. PEEF is evenly divided between the Preschool for All (PFA) program; SFUSD sports, libraries, the arts, and music (SLAM) programs; and SFUSD wellness centers, student support professionals, translation services, and peer resources. PEEF is set to expire in June 2015 and must also be renewed in November 2014.

The continuation of both funds is critical for supporting our important youth-serving programs. We must also ensure that these funds are distributed equitably throughout the City. We will continue to advocate for

funding equity to ensure that Sunset District schools receive the resources they need to best support their students.

Finally, we will continue to advocate for our teachers. They make incredible contributions to our community, but they need more financial assistance. Teachers in a world class city such as ours need better wages so they can stay teaching in San Francisco. They also need more resources for classroom supplies and support in areas such as housing affordability.

In August 2013, we held our inaugural school supply drive in partnership with Walgreens for both families and teachers. Over the course of several weeks, Walgreens stores across the Sunset District collected school supplies donated by customers. These were then given out to the community at a School Supply Drive held at Ortega Branch Library. Over 100 families were served and teachers were also encouraged to attend. We will continue to offer these kinds of events and resources for both students and teachers.

## PROVIDE PROGRAMMATIC OPPORTUNITIES AND SUPPORT FOR RESIDENTS OF ALL AGES TO LEARN, DEVELOP AND THRIVE

### *Objective 1*

Work with the Department of Children, Youth and Their Families to identify afterschool and summer programs that are free/affordable.

In Fiscal Year 2013-2014, DCYF allocated more than \$1.8 million dollars to District 4 programs.<sup>21</sup>

The services touched on afterschool, health and wellness, youth workforce development, teen and youth

<sup>21</sup> Department of Children, Youth and Their Families, "District 4 Service Summary: DCYF" (2013).

empowerment, and violence prevention and intervention programs. Almost 4,000 District 4 youths participated in programs funded by DCYF, representing one out of three youths who live in the district.<sup>22</sup>

During the Community Needs Assessments process, which is the period in which DCYF and the community benefit organizations they fund engage with residents to assess their updated needs, we need active participation by Sunset District residents and users of services to ensure the needs of the district are accurately represented. Residents expressed that early care and education and afterschool programs are two of the biggest needs for families besides affordability. With both parents often working, supervision and enrichment need to be continued beyond the classroom, in particular during the summer when summer learning loss is possible. Our office is committed to continuing our advocacy on program funding and development – both community and school based – that fill these needs. We will also continue to connect residents with resources offered by city agencies and community based organizations, such as the Sunset Neighborhood Beacon Center and Sunset Youth Services.

Enrichment opportunities during the adolescent years are inarguably important. We heard from many residents that the Sunset District suffers from a severe shortage of free or affordable programs for teenage enrichment. Although there has been some movement in workforce development and credit recovery programs, teens also need assistance with social and emotional coping skills, opportunities to be a part of the global community, and the ability to build leadership skills. Community-based programs can fill a need for neighborhood-focused projects and service learning. Working closely with organizations

<sup>22</sup> Department of Children, Youth and Their Families, "District 4 Service Summary: DCYF" (2013).



**Maria Su, Psy.D.**  
DIRECTOR



**Edwin M. Lee**  
MAYOR

### District 4 Service Summary: DCYF

DCYF allocates over \$60 million to a wide range of grants and initiatives that serve children, youth, and their families. DCYF's funding strategy is based on an extensive two year process that includes a Community Needs Assessment and the creation of a Children's Services Allocation Plan, both of which are created with input from stakeholders throughout the city.

D4 Services	FY 13-14 D4 Investments	D4 Residents FY 12-13		
		# of D4 Residents Accessing DCYF Services	# of Programs Serving 15 or more D4 Residents	
			Programs in D4	Programs outside of D4
<b>Out of School Time</b> (Afterschool, Beacon & Summer Programs)	\$1,151,651 (8 programs in D4)	2,792	6	6
<b>Health &amp; Wellness</b>	\$250,000 (1 program in D4)	801	1	6
<b>Youth Workforce Development</b>	\$100,000 (1 program in D4)	295	1	4
<b>Teen &amp; Youth Empowerment</b>	\$203,820 (2 programs in D4)	260	1	5
<b>Violence Prevention &amp; Intervention</b>	\$101,910 (1 program in D4)	189	1	2

FY 12-13 DCYF Program Participants with District 4 Home Zip codes (94122 & 94116)	
Age Group	# of Participants
<b>6-12</b>	<b>1621</b>
<b>13 -18</b>	<b>2287</b>
19-24	114
25-54	113
55+	161
<b>Total</b>	<b>4296*</b>

#### District 4 Highlights

- 1 out of 3 of youth from District 4 are accessing DCYF services\*\*
- DCYF funds Afterschool ExCEL programs at every Elementary School in District 4
- DCYF funds the Sunset Beacon Center, reaching over 1,000 D4 youth and adults.
- DCYF jointly funds Family Resource Centers and Early Care & Education centers with First 5 and the Office of Early Care & Education.
- 2,233 D4 residents accessed DCYF services in programs located outside of District 4.

\* Total participants by age and total participants by services does not match because some participants are missing age or are outside of age range.  
 \*\*2010 Census reports 10,341 youth 6 to 18 in D4. DCYF provides 3,908 youth 6 to 18 year olds from District 4 services  
 ALL PARTICIPANT DATA IS FROM FY1213

such as Sunset Youth Services, Sunset Neighborhood Beacon Center, and SFUSD, our office will work on bringing additional programming that is needed in the Sunset District, and supporting current offerings that are impactful and successful.

For example, Abraham Lincoln High School provides the opportunity for students to participate in a Teacher Academy. Select students are then given the chance to volunteer as teacher aides at K-8 schools in the Sunset District such as Dianne Feinstein Elementary School. The program is mutually beneficial as teenage students are given an opportunity to learn and practice their teaching skills, teachers are provided much-needed additional assistance, and young students are given mentors to connect with.

A subset of the teenage population – transitional aged youth – are in particular need of programs and support. These youth have experienced a range of challenges, including aging out of foster care, involvement with the justice system, and leaving school without a diploma. Housed under DCYF, Transitional Age Youth San Francisco (TAYSF) provides a coordinated system of support in education, employment, health and wellness, and housing services for San Francisco’s 8,000 most vulnerable youth and young adults ages 16-24. We will continue to partner with TAYSF to bring resources to our transitional aged youth.

Finally, our office will continue to support programs that assist vulnerable youth outside of the typical school day. For example, SFUSD offers Extended School Year (ESY) services for children who receive special education services under the Individuals with Disabilities Education Act. ESY services are individualized special education and/or related services that are uniquely designed to provide a free appropriate public education to a student with disabilities.

## Objective 2

*Advocate for more affordable early care and education options.*

Families in the Sunset District are finding it difficult to access quality, early care and education. According to a recent study commissioned by the Asian Pacific Islander (API) Council, a large percentage of the 5,826 children in the district do not have a nearby early care and education option.<sup>23</sup> Recently, the City took a significant step forward in addressing early care and education issues by creating a dedicated Office of Early Care and Education. Federal, state, and local funds support a broad range of local early care and education programs, and eligible services under the Children’s Fund include affordable early care and education programs.

Yet many parents in the Sunset District may be unaware of these opportunities. Our office is working on bridging this information gap, and will work to support families in obtaining information about services such as locating early care and education programs or even becoming an early care and education provider themselves.

## Objective 3

*Provide opportunities for seniors to learn and engage with each other over a variety of topics and physical activities.*

The potential for seniors to become isolated is strong, particularly since 26% of seniors ages 60 and over in the Sunset District live alone.<sup>24</sup> Offering programmatic opportunities for seniors to learn and engage with each other can help stem problems of isolation and encourage them to

engage with their community. Ideal services for seniors are free or low-cost meal programs and social service referrals on-site.

Although the Sunset District does not have a wide range of nonprofit and community based organizations within the district, we do have a selection of committed organizations that are dedicated to working with our residents in providing innovative programming with respect to the senior population.



For example, Self-Help for the Elderly has been assisting seniors since the 1960s, and their staff

has been an active and supportive partner in assisting residents of the Sunset District. Self-Help for the Elderly has been operating out of the South Sunset Recreation Center for years, providing seniors with free lunches and recreational activities. Along with their current programming, we are currently working with Self-Help for the Elderly to offer additional programs. The Sunset District is also home to Jewish Family and Children’s Services’ (JFCS) L’Chaim Adult Day Health Center on Judah Street. L’Chaim has been providing medical, rehabilitative, and social services to thousands of elderly and disabled seniors since 1999.

Our office has also encouraged opportunities for seniors to learn new skills such as the use of technology, and we have promoted events at our library branches. These include workshops on how to electronically borrow books from the library’s system and how to use personal electronic devices such as iPads.

<sup>23</sup> Davis Y. Ja & Associates. Asian and Pacific Islander Health and Wellness: A San Francisco Neighborhood Analysis (2014), page 5.

<sup>24</sup> San Francisco Department of Aging and Adult Services. Summary of Nutritional Needs Assessment Findings (2012), page 13. <http://www.sfhsa.org/asset/reportsdataresources/nutritionnaoct2012.pdf> Accessed May 1, 2014.

Finally, we will continue to work closely with DAAS to coordinate services to seniors to maximize self-sufficiency, safety, health and independence so they can remain living in the Sunset District for as long as possible with the highest quality of life.

#### *Objective 4*

Ensure full participation of District 4 residents in health care enrollment.

Recently, universal healthcare has occupied the spotlight in the national arena with the passage of the Affordable Care Act (ACA). However, San Francisco has been a leader in its approach to universal health care. In 2007, the City created the Health Care Security Ordinance (HCSO), which established several employer health-care related obligations enforced by the Office of Labor Standards Enforcement (OLSE) and created a Health Access Plan called Healthy San Francisco. Healthy SF is an innovative health care access program implemented by DPH to



ensure access to appropriate and timely medical care for low-income, uninsured San Francisco

adults ages 18 to 64. It is available to all residents, regardless of immigration status.

Our office has been supportive of City efforts to increase health care enrollment and coverage. DPH provides programs to expand and increase enrollments in health care coverage. HSA enrolls individuals into a range of affordable health coverage options, including traditional Medi-Cal, expansion Medi-Cal and Covered California. It funds Medi-Cal outreach and enrollment as well as ongoing maintenance of coverage for enrolled individuals.

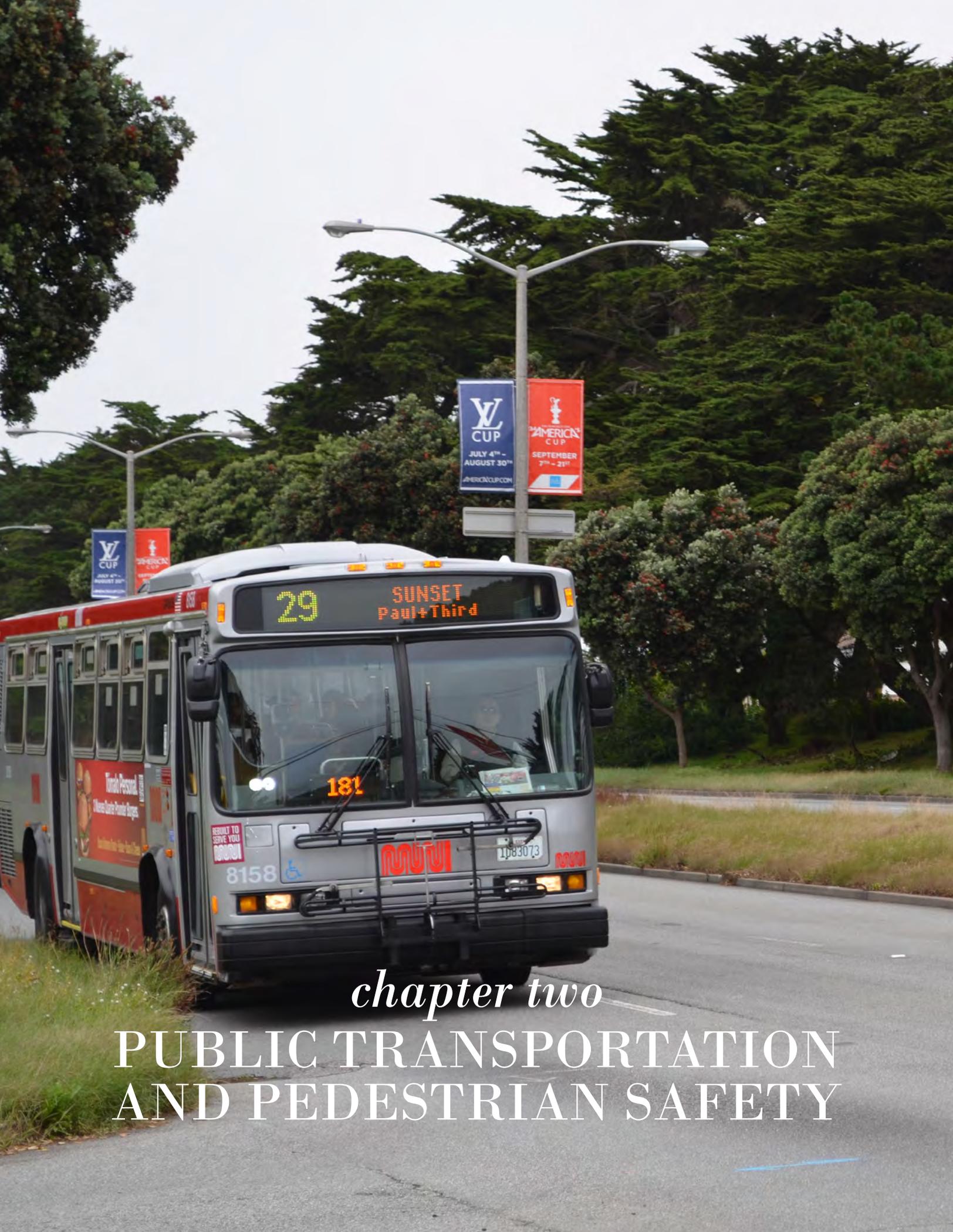
The City has not yet realized its goal of universal coverage of all San Francisco residents. Approximately

6,000 16-24 year olds are without health coverage, including 25% of all males and 22% of all females aged 19-24.<sup>25</sup> Our office is committed to ensuring access to comprehensive, culturally appropriate, and easy to understand materials to inform residents on healthcare options and navigating the system. In addition, we will explore using alternative methods such as video and social media to disseminate information on accessing health coverage and changes under health reform. We will continue to support and create efforts to ensure that all Sunset District residents are enrolled and have access to the healthcare services they need.

<sup>25</sup> Policy Priorities for Transitional Age Youth – Vision and Goals 2014-2016, page 19.

## TIMELINE FOR IMPLEMENTATION OF CHILDREN, FAMILIES AND SENIORS FRAMEWORK

Objective	Short (0-2 years)	Medium (2-5 years)	Long (5+ years)
<b>Community Building:</b> Encourage residents to connect through community-centered events that foster collaboration.			
Support existing neighborhood-building events and organize additional events for community members to gather and connect.	→		
Identify opportunities for seniors and youth to become more involved in the community and engage with each other in partnership with schools, community based organizations and businesses.	→		
Improve communication to engage diverse communities and disseminate information on community-building events and activities.	→		
<b>Resource Sharing:</b> Improve residents' access to existing resources within the community, and create new resource opportunities to fill gaps in service.			
Increase District 4 early care and education provider participation in Preschool for All program.		→	
Improve food access for students, families and seniors.			→
Facilitate more public and private partnerships between schools and businesses to enhance students' learning experiences and job opportunities.	→		
Create one-stop shops in the Sunset District to assist residents with social, educational, and health services.			→
<b>Infrastructure:</b> Create, maintain and enhance areas in the Sunset District that promote community-building activities.			
Improve and continue to prioritize maintenance of facilities in and around neighborhood parks, playgrounds and public gathering areas.			→
Improve and expand senior facilities in the Sunset District.			→
Encourage and facilitate the use of existing, unused spaces for community use and gathering areas for all ages.		→	
Attract businesses and venues that are family friendly.		→	
<b>Education:</b> Work with San Francisco Unified School District to ensure quality education for all students.			
In partnership with the San Francisco Unified School District (SFUSD), streamline school enrollment applications to assist applicants with the process.		→	
Advocate for equality among all schools throughout San Francisco through adequate distribution of resources and support for schools and teachers.			→
<b>Programs:</b> Provide programmatic opportunities and support for residents of all ages to learn, develop and thrive.			
Work with the Department of Children, Youth and Families (DCYF) to identify afterschool and summer programs that are free/affordable.	→		
Advocate for more affordable early care and education options.		→	
Provide opportunities for seniors to learn and engage with each other over a variety of topics and physical activities.	→		
Ensure full participation of District 4 residents in health care enrollment.			→



*chapter two*  
PUBLIC TRANSPORTATION  
AND PEDESTRIAN SAFETY

*“Get more Sunset residents out of their cars and into alternative transportation (walking, Muni, cycling).”*

Though San Francisco is only seven by seven miles, many neighborhoods can feel very distant from the center of the City. The Sunset District is one of those places – a tranquil respite from the busy city center. The Sunset District also benefits from multi-modal transportation: families can own and operate personal vehicles, two major light rail lines travel downtown, and many of our commercial corridors and recreational amenities are within walking or cycling distance. However, for transit to become

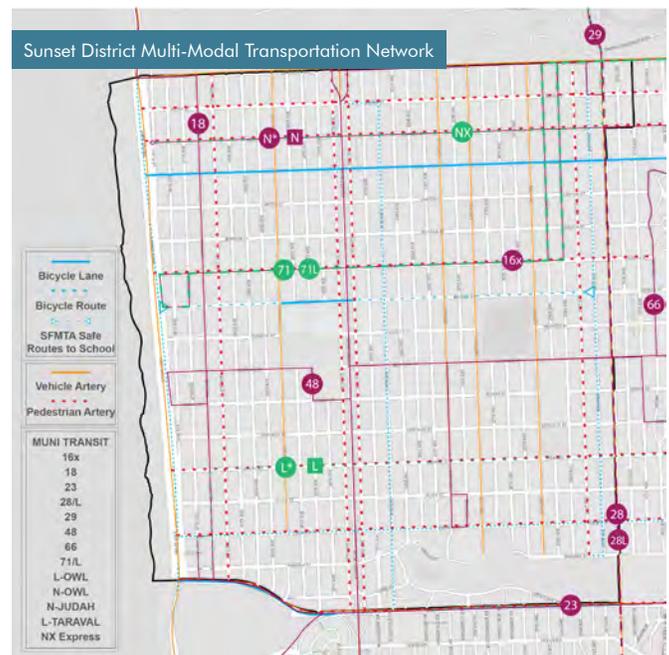
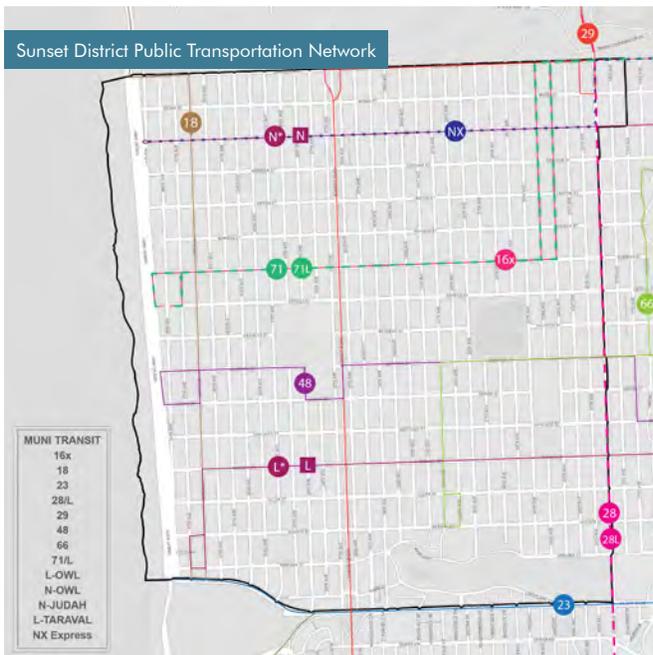
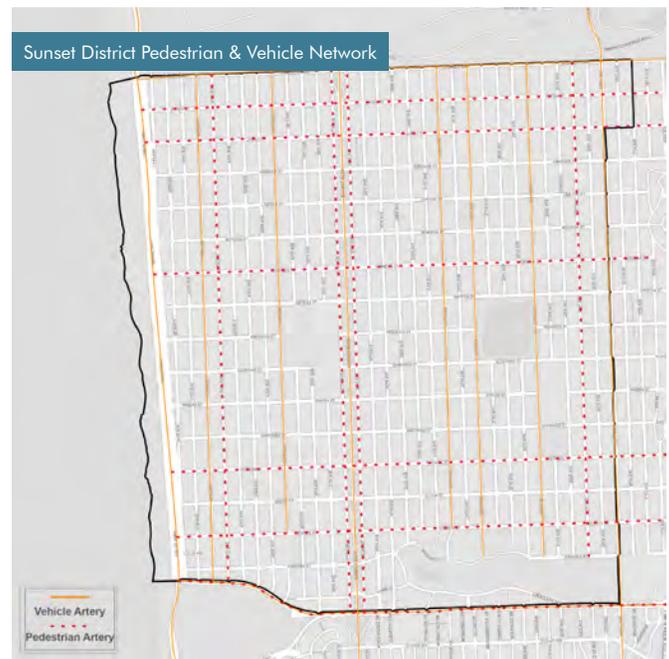
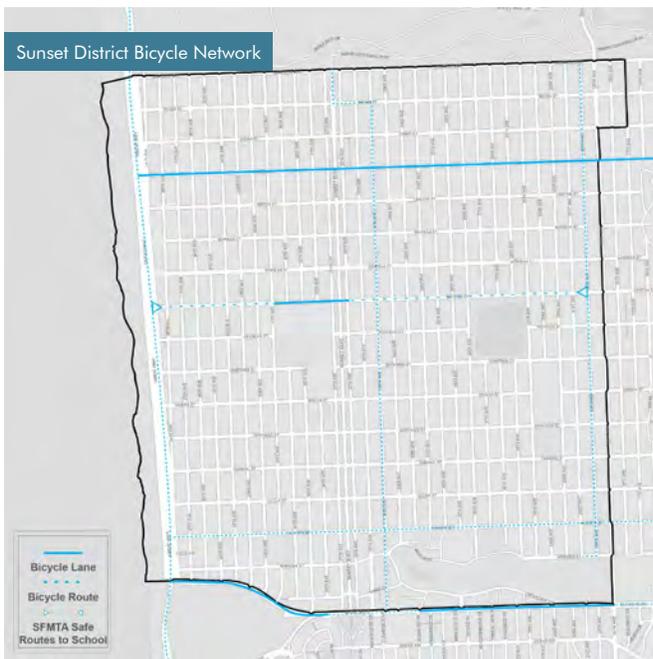




Photo Credit (Flickr Creative Commons): N. Jadhav heading for the ocean by Anna Conti



the first choice for our residents, major investments must be made to our public transportation system.

To support our city's transit system, walking must be a safe and viable option for residents to access neighborhood services such as grocery stores, coffee shops, restaurants, recreational opportunities and other neighborhood services. While Sunset District congestion and traffic is generally less than most neighborhoods, pedestrian safety continues to be problematic. Key intersections continue to experience pedestrian and vehicle conflicts, sometimes resulting in fatalities. To achieve the highest level of pedestrian safety, our district requires pedestrian safety amenities and police traffic enforcement.

Infrastructure is also a crucial part of this picture. Smooth roads improve the safety and quality of life of our residents. Pedestrian amenities make walking and taking public transit safer. Improvements to our bicycle network make cycling a viable option for our community.

For all transportation options to become convenient, reliable and safe, significant work remains. Residents feel that alternative modes of transit are not convenient because they cannot reliably and easily travel from the Sunset District to other neighborhoods. Our office will continue to work with the San Francisco Municipal Transportation Agency (SFMTA), the San Francisco County Transportation Authority (SFCTA), Department of Public Works (DPW) and community organizations to ensure that our district's public transportation and pedestrian safety needs are met.

We will address reliability and safety for Sunset District transit users. We will work with the SFMTA to ensure the Sunset District receives equitable and adequate resources. Through projects initiated by the SFMTA, we will use feedback received through our Blueprint process to identify key improvements to our corridors and transit stops.

Our office will focus on infrastructure, ensuring that our roads are properly paved and our streets are safe for pedestrians, cyclists and drivers. We will work with city and state agencies on projects that will enhance all modes of transportation. We will work with public safety officials, the SFMTA and Caltrans to identify hazardous intersections and implement near-term traffic calming measures. We will address safety through targeted enforcement, increasing awareness and educating motorists.

All of these efforts will require coordination among city and state agencies and collaboration between our office and the community. Through projects initiated by other agencies and departments, our office will identify ways to enhance the design of our wide streets and calm dangerous intersections to make them places where the community feels safe. All of these improvements will create more gathering spaces for our community to come together and enjoy our district.



*framework*  
PUBLIC TRANSPORTATION  
AND PEDESTRIAN SAFETY

**Transit Service:** *Ensure reliable, safe and accessible public transportation to and from the Sunset District.*

- » Work with the San Francisco Municipal Transportation Agency to develop and implement appropriate improvements as part of the Muni Forward Initiative.
- » Work with the San Francisco Municipal Transportation Agency to ensure on-time and reliable Muni rail and bus service to and from the Sunset District at all times.
- » Work with the San Francisco Municipal Transportation Agency to improve early morning and late evening Muni service throughout the Sunset District.
- » Identify most utilized transit stops and transit connections, and improve those locations for commuters.

**Traffic Calming and Infrastructure Improvements:** *Implement holistic improvements at key intersections and along major transportation corridors.*

- » Identify most hazardous intersections for pedestrians and motorists and implement traffic calming measures.
- » Identify neighborhood commercial and arterial residential streets to develop as more livable streets.
- » Explore innovative alternatives and new technology for traffic calming and pedestrian safety improvements.
- » Work with city and state agencies to develop, design and implement traffic, pedestrian and bicycle improvements along Ocean Beach, Great Highway, Sloat Boulevard, Lincoln Way, 19th Avenue and Sunset Boulevard.
- » Identify roads not included as part of the City's Five Year Paving Plan for top consideration of re-pavement when funding is available.

**Pedestrian Safety:** *Provide safe connections for pedestrians throughout the Sunset District.*

- » Include pedestrian safety amenities in every street or intersection improvement project.
- » Include pedestrian safety elements for pathways to heavily-used gathering spaces, family recreation areas, and schools.
- » Work with city and county agencies to install pedestrian safety measures along the south side of Golden Gate Park, along Lincoln Way.
- » Work with city agencies to provide clear, safe and identifiable entrances to Golden Gate Park.

**Enforcement:** *Develop enforcement plan for ongoing issues in the Sunset District.*

- » Work with Taraval Police Station to identify the most dangerous intersections in the Sunset District and work on enforcement strategy.
- » Work with Taraval Police Station to enforce speed limits around schools during drop-off and pick-up hours.
- » Identify areas of high pedestrian and automobile activity and work with the San Francisco Police Department to enforce existing laws, including but not limited to: double parking; yielding to pedestrians; speeding and bicycle laws.
- » Work with the San Francisco Municipal Transportation Agency on pilot program to install cameras on Muni light rail vehicles to ensure that drivers yield to embarking and disembarking passengers.

**Alternative Modes of Transportation:** *Make bicycling a viable option for Sunset District residents and visitors.*

- » In partnership with the San Francisco Municipal Transportation Agency and San Francisco Bicycle Coalition, work to enhance existing bicycle routes and create additional bicycle connections to the rest of the City.
- » Develop bicycle parking plan for commercial corridors.
- » Install signage for bicycle routes within the Sunset District.
- » In partnership with San Francisco Bicycle Coalition, continue to provide residents educational opportunities about bicycling in the Sunset District and throughout the rest of the City.

**Taxi Service:** *Improve taxi service for Sunset District residents and visitors.*

- » Work with the San Francisco Municipal Transportation Agency to develop a west side taxi dispatch center to enable better taxi service for Sunset District residents and visitors.
- » Work with the San Francisco Municipal Transportation Agency to develop taxi stands along commercial corridors.
- » Advocate for technology improvements within taxi industry, including credit card acceptance within all vehicles and GPS tracking of vehicles requested.

# OUR BLUEPRINT FOR PUBLIC TRANSPORTATION AND PEDESTRIAN SAFETY

## ENSURE RELIABLE, SAFE AND ACCESSIBLE PUBLIC TRANSPORTATION TO AND FROM THE OUTER SUNSET DISTRICT

### Objective 1

Work with SFMTA to develop and implement appropriate improvements as part of the Muni Forward Initiative.

The SFMTA is currently in the process of refining proposals to address transit reliability through their Muni Forward Initiative. These proposals will be funded through a combination of mechanisms, including the following:

- » Proposition K: half-cent local sales tax approved by voters in 2003 that is administered by SFCTA;
- » Proposition AA: \$10 countywide vehicle registration fee passed by voters in 2010 and is administered by the SFCTA;
- » General Obligation (G.O.) Bonds: a municipal bond repaid through property taxes; and
- » Metropolitan Transportation Commission (MTC) Transit Performance Initiative (TPI) funding: \$30 million pilot program focused on major transit corridors to achieve performance improvements.

The Muni Forward Initiative includes three categories of implementation tools to improve Muni:

1. Service improvements – reduce crowding and improve connections to regional transit;

2. Service-related capital improvements – capital investments such as overhead wire expansions or terminal improvements; and
3. Travel time reduction proposals (TTRP) – planning and engineering proposals to reduce travel time and improve reliability.

In District 4, there are eight lines that are part of the Muni Forward Initiative including the:

- » L-Taraval;
- » N-Judah;
- » 16X-Noriega Express;
- » 18-46<sup>th</sup> Avenue;
- » 28/28L-19<sup>th</sup> Avenue;
- » 29-Sunset;
- » 48-Quintara;and the
- » 71L-Haight Noriega.

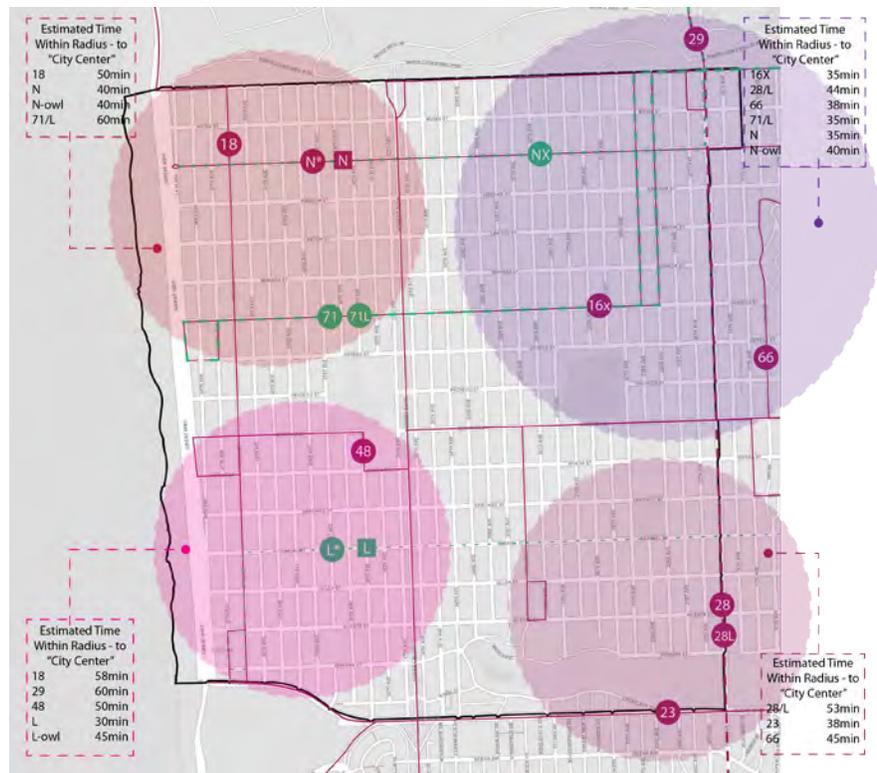
For each line, proposals include travel time reductions, increases in frequency, changes to route alignments and revised service change proposals. Changes proposed as part of the Muni Forward Initiative include not only service-related changes but

also capital improvements. Capital improvements can include pedestrian boarding islands, new traffic signals and pedestrian bulb-outs.

In order to guide changes at the local level, our office has been sharing information on the Muni Forward Initiative with the community, as well as meeting with the SFMTA on specific changes outlined in the Muni Forward Initiative. Because SFMTA is still in the outreach phase for the proposals, our office is leading the formation of an outreach plan for the lines in our district. In early 2014, there were two community meetings to present proposals for the L-Taraval and 28/28L-19<sup>th</sup> Avenue. We are advocating for increased outreach efforts including notifying residents and businesses that may be affected by changes, conducting more public meetings at various times of day, reaching out to the neighborhood’s seniors and monolingual communities, and physical surveys on each of the lines affected.

Our office has already been collecting feedback from District 4 residents, and we are sharing that feedback

Estimated Average Travel Time from the Sunset District to Downtown



with the SFMTA as they refine their proposals for the lines affecting our district. While we are supportive of the SFMTA’s overall goals through the Muni Forward Initiative, our office will continue to monitor closely:

- » changes that may affect traffic circulation;
- » effects on the aesthetic and visual character and quality of our neighborhood;
- » addition of traffic signals along our commercial corridors;
- » removal of transit stops that serve schools or other transit connections;
- » removal/addition of stop signs; and
- » removal of parking.

Implementation of the Muni Forward Initiative measures is anticipated to take place between 2017-2020. For maps and more information on the details of the proposals for each of these lines, please visit [www.sfmta.com/node/97906](http://www.sfmta.com/node/97906). You can also view SFMTA’s full Implementation Workbook here: [www.sfmta.com/news/project-updates/tep-implementation-workbook-outreach-summary-now-available](http://www.sfmta.com/news/project-updates/tep-implementation-workbook-outreach-summary-now-available).

### Objective 2

Work with SFMTA to ensure on-time and reliable Muni rail and bus service to and from the Sunset District at all times.

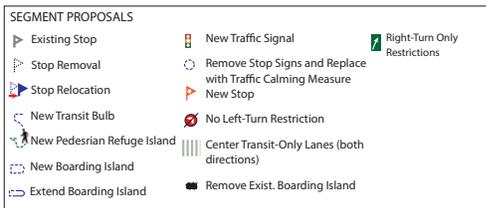
Two major Muni lines and eight bus lines run through the Sunset District.

Residents feel that these lines have irregular service and should run more reliably and efficiently during commute hours. Other concerns from residents include: switchbacks, where a train does not proceed to the end of the line to make up for gaps in service elsewhere in the system; operator shortages, which has impacted the 48-Quintara frequently; crowding on the N-Judah line; and poor service during non-commute hours.

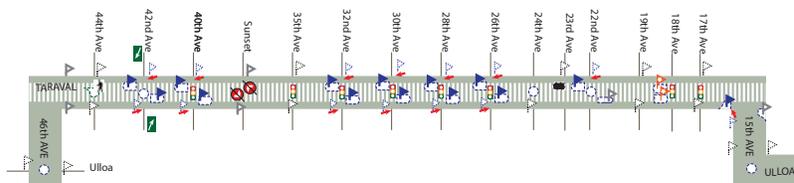
The Sunset District is very distant from the City center where many of our residents work during the day. In fact, the L-Taraval and N-Judah lines are two of the highest ridership Muni corridors in the City.<sup>1</sup> The N-Judah alone has an average of 40,000 customers per day. Seniors that live in our district often rely on public transportation to get them around during the day. Students depend on Muni to get them to school, which may not be close to home.

### SFMTA Muni Forward Initiative Proposals

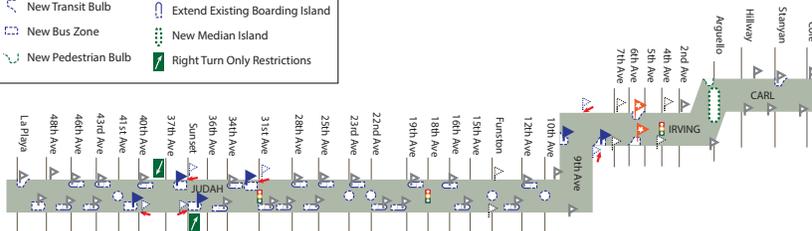
SFMTA | Municipal Transportation Agency  
**L TARAVAL**  
TRAVEL TIME REDUCTION PROPOSAL Expanded Alternative



Moderate Alternative  
The Moderate Alternative would include the same transit stop changes, parking and turn restrictions and traffic signal changes as the Expanded Alternative, except the following: The stop signs at 15th Avenue and Ulloa Street and on Taraval at 22nd and 24th avenues would be replaced by a traffic signal. Also, the stop signs on Taraval Street at 26th, 28th, 30th, 32nd, 40th, 42nd avenues would remain and the transit stops would remain nearside with new transit boarding islands, and traffic from 42nd Avenue would not be subject to right-turn only restrictions at Taraval.



SFMTA | Municipal Transportation Agency  
**N JUDAH**  
TRAVEL TIME REDUCTION PROPOSAL Expanded Alternative



Moderate Alternative  
The Moderate Alternative would replace stop signs with traffic signals at seven intersections on Judah Street (10th, Funston, 18th, 22nd, 23rd, 31st and 41st avenues) and one intersection on Irving Street and 4th Avenue. The Expanded Alternative would include the same transit stop changes, pedestrian improvements, parking and turn restrictions, and traffic signal and stop sign changes as the Moderate Alternative, except that stop signs at five of the intersections along Judah Street would be replaced with traffic calming measures, rather than traffic signals.

### SWITCHBACKS

To address some of the transportation concerns in the Outer Sunset, our office has started to look at simple solutions that can be implemented immediately. To begin with, we worked with the SFMTA to reduce switchbacks citywide. A switchback occurs when a Muni rail line does not proceed to the end of the line, but changes directions from outbound to inbound in the middle of a scheduled run. This usually occurs to address service gaps throughout the system. After identifying issues with the previous protocol, the SFMTA developed a new action plan for switchbacks and started implementing changes in June 2013. As a result, the SFMTA switchbacks have decreased on the N-Judah line from 283 in April 2013 to 105 in November 2013. On the L-Taraval, numbers in April 2013 were at 91 and in November 2013

<sup>1</sup> San Francisco Municipal Transportation Agency, “Transit Effectiveness Project” (2014), page 43. [www.sfmta.com/sites/default/files/projects/Muni\\_Forum\\_Initiative%202013%20Implementation%20Plan%20v11.12\\_Part%203\\_0.pdf](http://www.sfmta.com/sites/default/files/projects/Muni_Forum_Initiative%202013%20Implementation%20Plan%20v11.12_Part%203_0.pdf) Accessed June 3, 2014



## TRANSIT RELIABILITY

Our office continues to hear from residents that service along our transit lines are unreliable. The SFMTA informed our office and the public that they currently have an operator shortage and are required to make tradeoffs to ensure that service is provided on all lines. Our office will advocate for equal service to the outer neighborhoods and reliable NextBus information at all transit shelters.

### Objective 3

Work with SFMTA to improve early morning and late evening Muni service throughout the Sunset District.

As important as it is to have reliable public transportation during commute hours, off-peak service is equally important. High school students travelling home mid-afternoon, college students with varied schedules, seniors, and those who work outside of the standard workday times rely on public transportation. Our office will work with the SFMTA to accomplish the following:

- » Look at 311 service call data for Muni during off-peak hours to find issue areas;
- » Work with SFMTA to strategize improvements; and
- » Pilot increased service on transit lines after 5pm.

### Objective 4

Identify most utilized transit stops and transit connections, and improve those locations for commuters.

Thousands of commuters get on and off trains and buses throughout the Sunset District every day. Improving transit stops has the benefit of creating more welcoming public transportation as well as improving pedestrian safety.

The following stops have the highest number of boardings in the Sunset District, are natural gathering

decreased to only 27. SFMTA has committed to continuing to implement policies that will reduce service impacts to the outer neighborhoods including the Sunset.

## MUNI FORWARD INITIATIVE

There are several projects, including the Muni Forward Initiative, which will address some of the concerns that have been brought to our attention. The L-Taraval and N-Judah Travel Time Reduction Proposals (TTRP) will improve transit travel time and reliability. It will also decrease delay caused as a result of long passenger loading and unloading times, traffic signal delay, congestion, a high number of stop signs along the route and areas of closely spaced transit stops. The proposed changes on the L-Taraval route are expected to reduce travel time by about 12% in each direction. The proposed changes along the N-Judah route are expected to reduce travel time by 10% in each direction.

Another major Muni line is the 28/28L 19<sup>th</sup> Avenue that together serve about 17,500 daily customers. The 28-19<sup>th</sup> Avenue TTRP will reduce travel time and improve reliability by increasing stop spacing, reducing limited service stops, optimizing bus stop locations, adding transit bulbs and adding pedestrian bulbs. Together, the proposed changes should reduce travel time on the 28 by more than 5 minutes in each

direction and 1.5 minutes in each direction for the 28L.

These proposals are not yet finalized, and we will be seeking further community input along with the SFMTA about specific implementation measures. As the Muni Forward Initiative is implemented, the SFMTA will coordinate with other agencies on any work they are planning along these Muni corridors. Included in that will be the replacement of the L-Taraval tracks and the repaving of Taraval Street, which will occur within the next five to seven years. Replacement tracks will ensure a smoother ride and less noise for surrounding neighbors and businesses.

## SUNSET TUNNEL TRACKWAY IMPROVEMENT PROJECT

This project will improve the safety and reliability of the N-Judah line by replacing track and other infrastructure inside the Sunset Tunnel. The Sunset Tunnel is located between Cole Valley and Duboce Triangle, under the hill on which Buena Vista Park is located. Replacement tracks will provide a smoother, faster ride; a new overhead wire system will enhance the safety and reliability of the line; and traffic signal upgrades will allow signal priority for rail cars at nine intersections, including 19<sup>th</sup> Avenue and Judah Street in the Sunset District. This project will be complete by the middle of 2015.

areas for our community, provide connections to other Muni lines, or otherwise need attention.<sup>2</sup> We will be working with the SFMTA to look at each of these stops to see what improvements can be made either through the Muni Forward Initiative or through other funding opportunities.

<sup>2</sup> San Francisco Municipal Transportation Agency, "Muni Forward Initiative Route Data & Proposed Changes." <http://www.sfmta.com/node/97906>. Accessed June 5, 2014

*N-Judah Line:*

- » N-Judah terminus at Judah and La Playa
- » Judah and 46<sup>th</sup> Ave.

*L-Taraval Line:*

- » L-Taraval terminus at Wawona and 46<sup>th</sup> Ave.
- » Taraval and 22<sup>nd</sup> Ave.
- » Taraval and 46<sup>th</sup> Ave.

*28/28L 19<sup>th</sup> Ave:*

- » 19<sup>th</sup> Ave and Judah St.
- » 19<sup>th</sup> Ave and Noriega St.
- » 19<sup>th</sup> Ave and Quintara St.
- » 19<sup>th</sup> Ave and Taraval St.

*29-Sunset*

- » Lincoln Way and 19<sup>th</sup> Ave.
- » Sunset Blvd. and Judah St.
- » Sunset Blvd. and Noriega St.
- » Sunset Blvd. and Ortega St.
- » Sunset Blvd. and Taraval St.

*71 Haight-Noriega Line:*

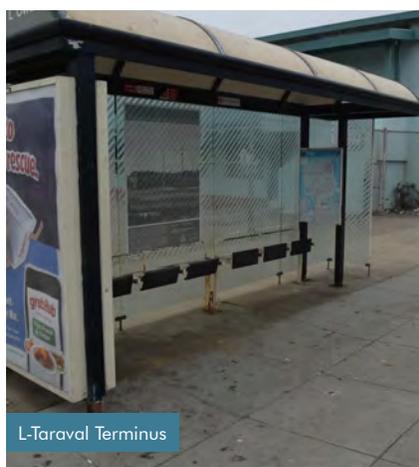
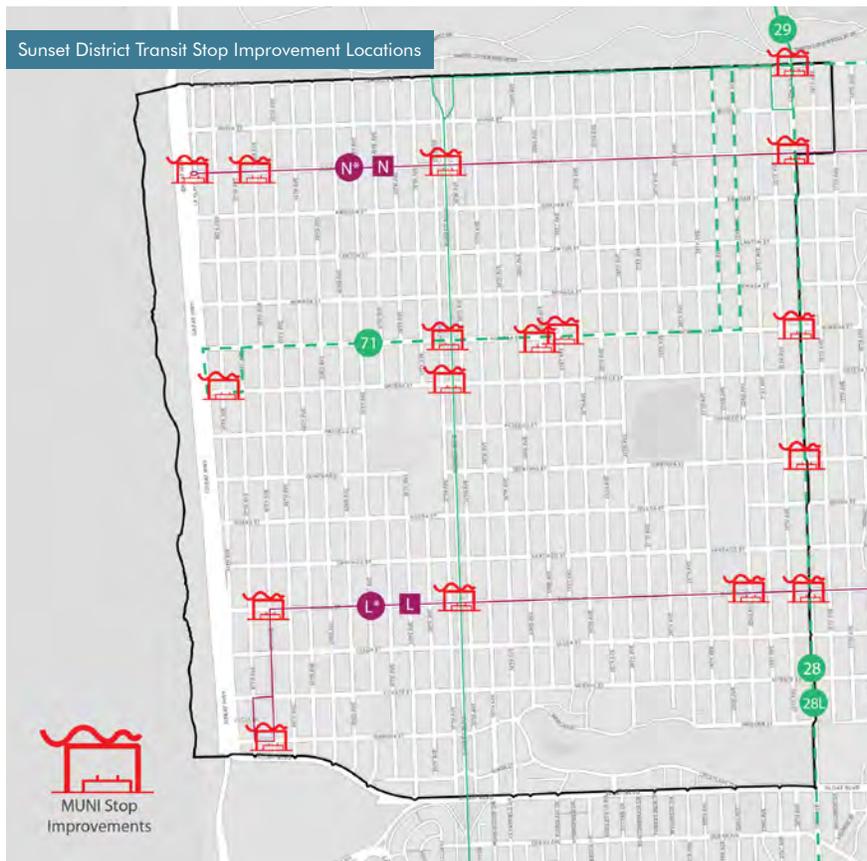
- » Noriega at 31<sup>st</sup> and 32<sup>nd</sup> Aves.
- » Ortega and 48<sup>th</sup> Ave.

**IMPLEMENT HOLISTIC IMPROVEMENTS AT KEY INTERSECTIONS AND ALONG MAJOR TRANSPORTATION CORRIDORS**

*Objective 1*

Identify most hazardous intersections for pedestrians and motorists and implement traffic calming measures.

Over the years, there have been major pedestrian accidents, including fatalities, in the Sunset District. Sunset Boulevard, Sloat Boulevard, Lincoln Way, 19th Avenue, and many of our neighborhood arterial roadways are prime candidates for pedestrian improvements, traffic calming and enforcement measures. One of the primary funding sources for these improvements is the Prop K sales tax which funds everything from streetcars to traffic signals. The SFCTA is currently identifying projects to fund in the next five years. Using MyStreetSF, located at [www.sfcta.org/mystreetsf-projects-map](http://www.sfcta.org/mystreetsf-projects-map), San Franciscans can view how Prop K dollars are currently being used, as well as Prop AA and other local, regional, state or even federal dollars.



In 2013, our office worked with the SFMTA, DPW and Caltrans to install a pedestrian hybrid beacon. The “High-Intensity Activated Crosswalk (HAWK)” beacon system on Sloat Boulevard and Forest View Drive is only the second of its kind to be installed in California and the first installed in San Francisco and was funded through the federal Highway Safety Improvement Program matched by Prop K funds. The beacon remains inactive until a pedestrian needs to cross and presses a button to activate the signal. The signal then flashes yellow to provide a warning for drivers to slow down, and then turns to solid red to provide for safe pedestrian crossing with a countdown signal. This intersection is highly utilized by students in the mornings and afternoons. Pedestrians are now able to more safely cross this intersection with the new HAWK beacon system in place.

Earlier this year, the Board of Supervisors and the SFMTA adopted “Vision Zero,” a plan to eliminate all traffic deaths in San Francisco by 2024. The Vision Zero approach includes strategies to reduce traffic deaths through design and education. As part of this plan, the SFMTA will implement 24 near-term projects for people who walk and ride a bicycle over the next two years at high-injury locations.<sup>3</sup> Two of the locations are in the Sunset District. Our office has partnered with the SFMTA to expedite a traffic signal at Sunset Boulevard and Yorba Street that will be installed by the

end of 2014. Along with bulbouts along 19th Avenue, there will be a retiming of the intersections from Sloat to Junipero Serra to increase pedestrian crossing times and adjust other safety related timings, which is funded through a combination of Prop K and the State Highway Operations and Protection Program.

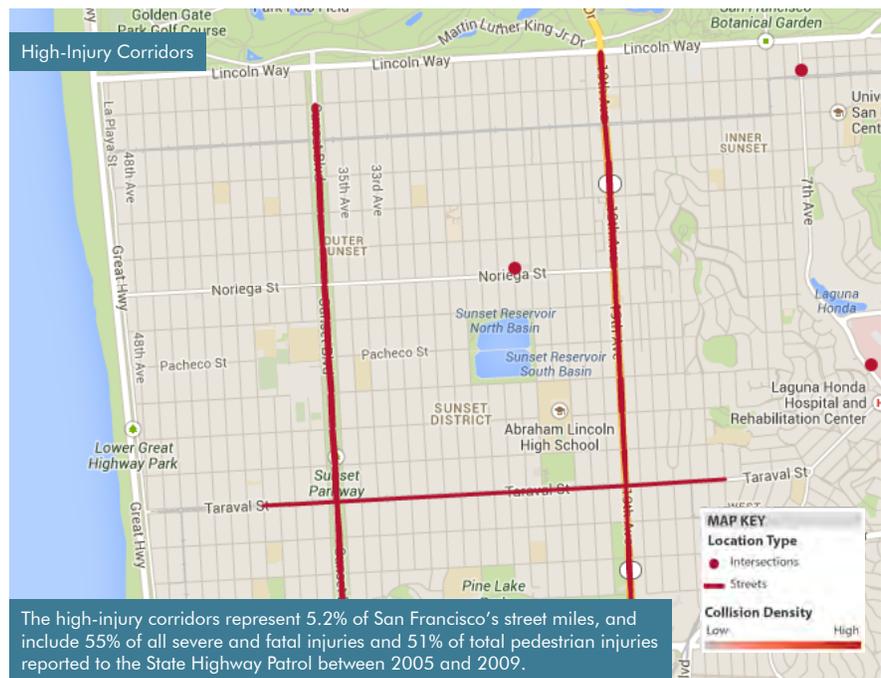
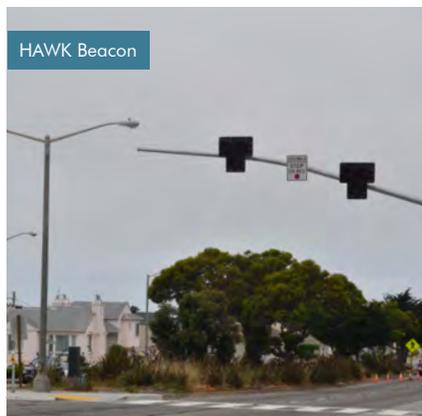
In addition to the Vision Zero strategy, SFMTA recently released their WalkFirst initiative, which is a road-map to reduce the number of serious pedestrian-related injuries and fatalities by 50% by 2021. WalkFirst is a partnership with the SFMTA, the Planning Department, Department of Public Health (DPH), DPW and the Controller’s Office. WalkFirst outlines the 70 miles of streets in the City where more than 60% of

these serious collisions and fatalities occur; and through data analysis why these crashes are happening. With a better understanding of where and why crashes occur, the SFMTA is identifying tools to fix these problems and is ready to leverage \$17 million to improve pedestrian safety at 170 locations identified by WalkFirst over the next five years.<sup>4</sup> In the Sunset District, high injury corridors include 19<sup>th</sup> Avenue, Sunset Boulevard and Taraval Street. We will continue to work with the SFMTA and the other WalkFirst partners on implementing pedestrian safety projects on the high-injury corridors in the Sunset District.

Outside of what the City is already implementing, we have heard from our constituents over the years and through the Blueprint process that the following intersections require improvements to increase pedestrian safety:

- » Irving St. at 19th Ave., 20th Ave., 27th Ave., La Playa St.
- » Kirkham St. at 26th Ave.
- » Judah St. at La Playa

<sup>4</sup> San Francisco Planning Department, “WalkFirst - Safety Streets.” <http://walkfirst.sfplanning.org/index.php/home/streets>. Accessed June 3, 2014



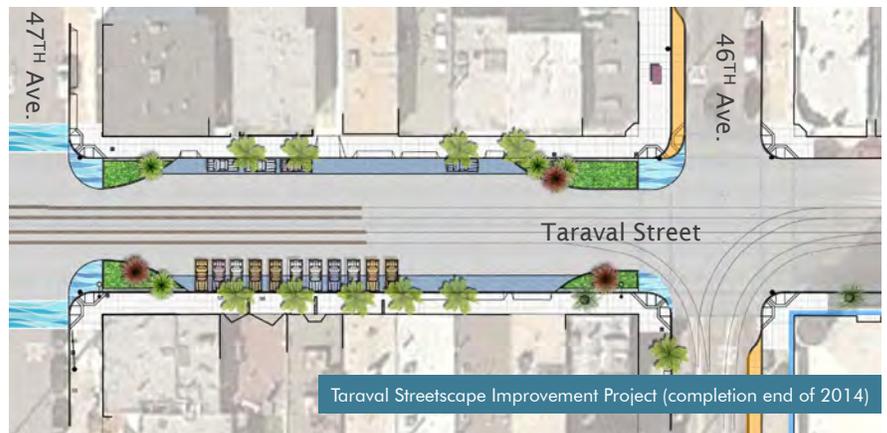
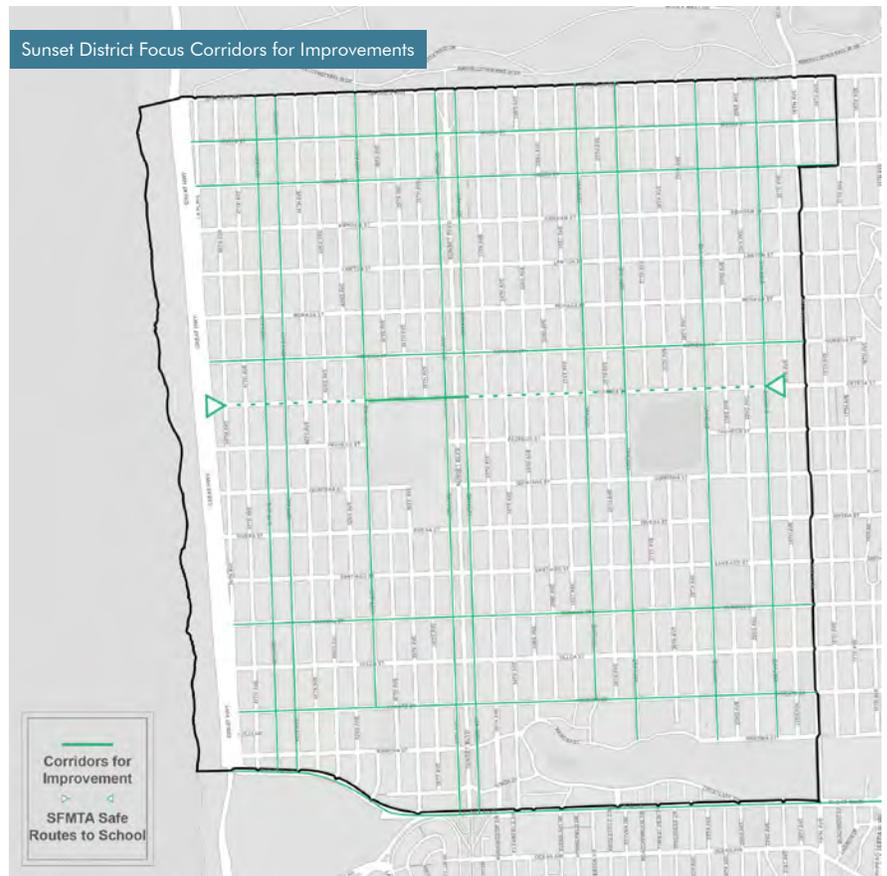
- » Lincoln Way at 20th Ave.
- » Moraga St. at 31st Ave.
- » Noriega St. at 28th, 30th, and 45th Ave.
- » Judah St. and 45th Ave.
- » Taraval St. at 21st and 44th Ave.
- » Vicente St. at 23rd Ave.
- » Wawona St. at 47th Ave.
- » Sloat Boulevard at 47th Ave.
- » Sunset Blvd. at Moraga, Wawona and Yorba St.
- » 37th Ave. and Yorba St.
- » 41st Ave. between Lawton St. and Noriega St.
- » Lower Great Highway at Irving, Kirkham and Judah St.

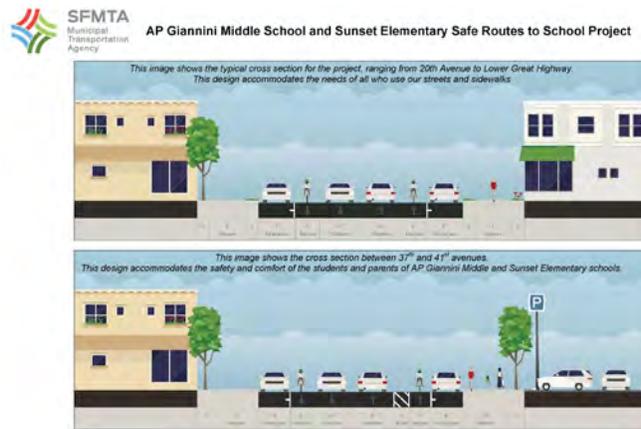
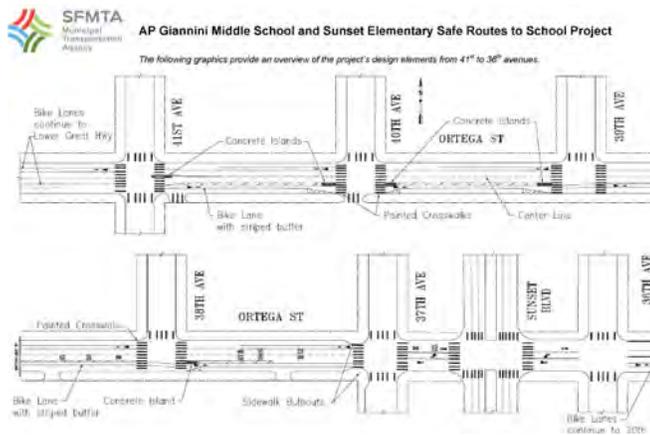
**Objective 2**

Identify neighborhood commercial and arterial residential streets to develop as more livable streets.

In 2010, the Mayor and the Board of Supervisors adopted the Better Streets Plan, which outlined streetscape policies and guidelines to shape the design of new street improvement projects. Additionally, the SFMTA’s Livable Streets Division works on the agency’s bicycle, pedestrian, traffic calming and school area safety programs. Their mission is to create safe and inviting streets and sidewalks for pedestrians and cyclists. This means that projects that affect our roadways now incorporate a wide variety of improvements that make our streets accessible and safe for multiple modes of transportation.

Our office will continue to be involved in projects brought forth by various city departments. Additionally, we will identify corridors that service a wide variety of transportation modes and focus our resources and efforts in improving those areas to create livable streets. Streets that serve motorists, pedestrians and bicyclists should be safe, inviting and represent the character and identity of our community.





## STREETSCAPE IMPROVEMENT PROJECTS

The 2011 Road Repaving and Street Safety Bond (2011 Streets Bond) infused one-time capital funds for critical infrastructure and safety improvements in San Francisco. The bond funds have been used since then to repave streets; reduce potholes; install curb ramps for equal access under the Americans with Disabilities Act (ADA); upgrade traffic, pedestrian, and transit signals; and redesign streetscapes to improve pedestrian and bicycle safety.<sup>5</sup>

As part of the 2011 Streets Bond, two of our Sunset District commercial corridors are in the process of major improvements: Taraval and Irving. The Taraval Streetscape Improvement Project extends from 46<sup>th</sup> to 48<sup>th</sup> Avenue. The Irving Streetscape Improvement Project extends from 19<sup>th</sup> to 26<sup>th</sup> Avenue. Both projects will provide a safer and more inviting environment for all users. Both projects will also include sidewalk bulb-outs, new low-maintenance landscaping, site furnishings and new sidewalks. DPW and our office have worked together to complete the outreach process for these projects. The Taraval project is slated for completion by the end of 2014, and the Irving project is expected to be complete in early 2016.

<sup>5</sup> San Francisco Department of Public Works, "2011 Road Repaving and Street Safety Bond." (2011). [www.sfdpw.org/Modules/ShowDocument.aspx?documentid=1322](http://www.sfdpw.org/Modules/ShowDocument.aspx?documentid=1322). Accessed June 3, 2014.

## A.P. GIANNINI AND SUNSET ELEMENTARY SAFE ROUTES TO SCHOOL

In 2011, the SFMTA received a federal grant which was matched with local Prop K funds to improve the safety for children, parents and community members walking and biking to A.P. Giannini and Sunset Elementary schools. The SFMTA worked with school parents, staff and residents to develop a street design that includes new crosswalks, sidewalk bulb-outs and bicycle lanes, which will be constructed in 2014 as part of the Safe Routes to School project. This project will include narrowing traffic lanes along Ortega Street; installing bicycle lanes in both directions from 20<sup>th</sup> Avenue to lower Great Highway, which will provide safe access for cyclists and discourage speeding; adding pedestrian refuge islands from 37<sup>th</sup> to 41<sup>st</sup> Avenues to make it easier to cross Ortega Street; and other crosswalk enhancements.<sup>6</sup>

## NEIGHBORHOOD FOCUS AREAS

Outside of projects that are already being implemented, our office will focus attention on the following neighborhood commercial corridors and commonly used arterial neighborhood streets to create livable areas that people can easily and safely walk, bicycle or drive through.

<sup>6</sup> San Francisco Municipal Transportation Agency, "AP Giannini Middle and Sunset Elementary Safe Routes to School." <http://www.sfmta.com/projects-planning/projects/ap-giannini-middle-and-sunset-elementary-safe-routes-school>. Accessed June 3, 2014.

Our office has already been working closely with the Office of Economic and Workforce Development (OEWD), the community and our merchants associations on improving commercial corridors. However, we will also focus attention on residential streets, particularly streets that are commonly utilized by motorists or transit lines. We will also work with each of our schools to identify simple improvements that can be made, such as applying for school crossing guards through the SFMTA, adding traffic calming measures, or adding bicycle safety improvements.

### Commercial Streets

- » Irving St.
- » Judah St.
- » Noriega St.
- » Taraval St.
- » Vicente St.
- » Sloat Blvd.

### Residential Streets

- » 20<sup>th</sup> Ave.
- » 21<sup>st</sup> Ave.
- » 24<sup>th</sup> Ave.
- » 28<sup>th</sup> Ave.
- » 30<sup>th</sup> Ave.
- » 36<sup>th</sup> Ave.
- » 37<sup>th</sup> Ave.
- » 41<sup>st</sup> Ave.
- » 45<sup>th</sup> Ave.
- » 46<sup>th</sup> Ave.

### Objective 3

Explore innovative alternatives and new technology for traffic calming and pedestrian safety improvements.

Creative solutions and new technology can help us implement pedestrian improvements and traffic safety measures while maintaining traffic flow throughout the district. The HAWK beacon recently installed on Sloat Boulevard and Forest View Drive is an example of a project that allowed us to maintain traffic flow on Sloat Boulevard while allowing pedestrians to activate the signal when needed.

### GREAT HIGHWAY CLOSURES

Due to frequent inclement weather, the Great Highway is often closed and motorists use the lower Great Highway as an alternate route, causing noticeable increases in traffic volume and speed. In response to future closures, our office has been

working with the SFMTA and the San Francisco Public Utilities Commission (SFPUC) on the installation of flashing beacons that will alert drivers when the Great Highway is closed. These beacons will be funded through Caltrans, Prop K and another local source that is to be determined. The beacons will be placed on Lincoln Way at 33<sup>rd</sup> Avenue, Sloat Boulevard at Middlefield Drive, Skyline Boulevard at John Muir Drive, and Fulton Street at 33<sup>rd</sup> Avenue. The flashing beacons will say “Great Highway closed when lights flashing” to encourage drivers to take alternate routes prior to reaching the Great Highway. The signals are expected to be in operation in winter 2014.

### SIGNAL TIMING

Recently, Sunset Boulevard received several new traffic signals at Kirkham, Quintara, Santiago, and Ulloa Streets through the federal

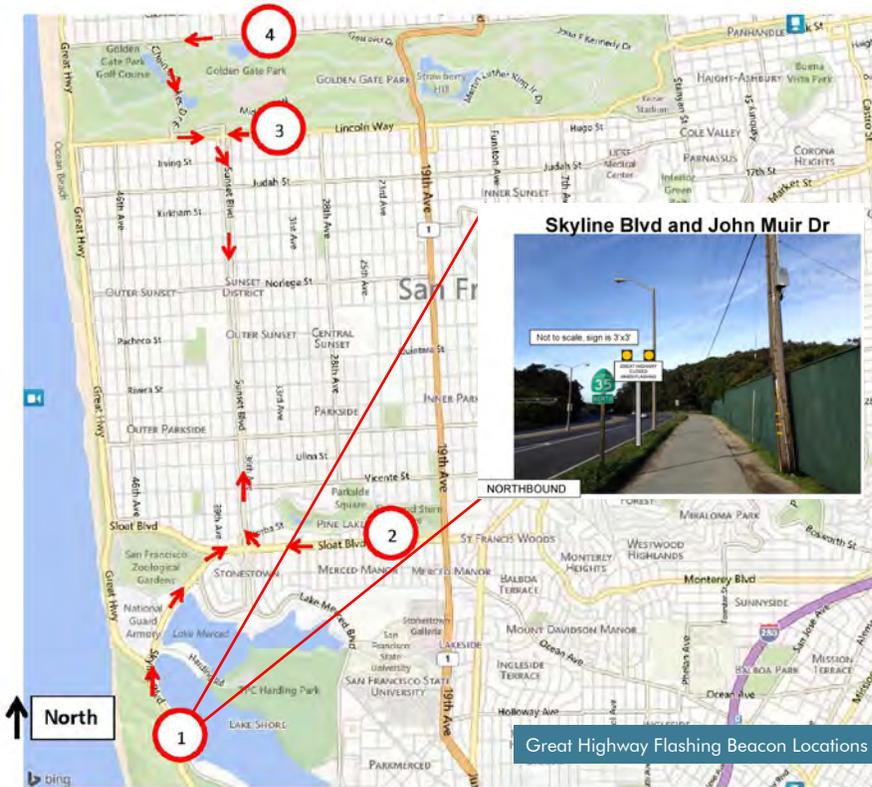
Highway Safety Improvement Program and Prop K funds. Additionally, pedestrian signals were previously added at Irving, Lawton, Pacheco, Rivera, Vicente and Ocean Avenues through federal transportation enhancement and Prop K funds. As previously mentioned, Yorba will be signalized this year and Wawona will be signalized in the near future as well. As a result of the new signals, our office has received feedback that the timing of the signals is causing traffic jams and even speeding in some cases. Our office is currently working with the SFMTA to address this issue through a combination of better timing, adding detectors to signal a light change when cars are waiting, and/or adding pedestrian push buttons to signal a light change when pedestrians are waiting.

### Objective 4

Work with city and state agencies to develop, design and implement traffic, pedestrian and bicycle improvements along Ocean Beach, Great Highway, Sloat Boulevard, Lincoln Way, 19<sup>th</sup> Avenue and Sunset Boulevard.

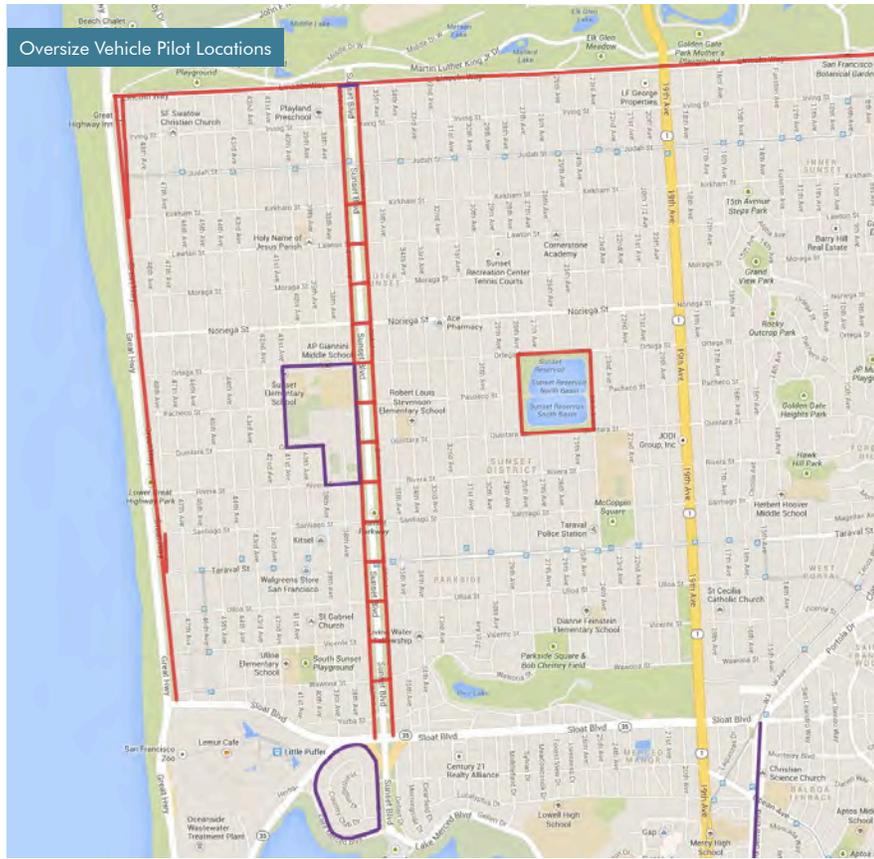
The Sunset District may not come to the forefront of our minds when we think of San Francisco traffic. However, our district contains two state highways (Sloat Boulevard – Highway 35 and 19<sup>th</sup> Avenue – Highway 1) as well as three high traffic volume streets including Lincoln Way, Sunset Boulevard and the Great Highway. Our office will continue to support pedestrian safety and bicycle improvements along these routes to make them safer for all users.

Another program that has had positive effects along many of our major roads is the oversize vehicle overnight parking restriction. In 2012, the San Francisco Board of Supervisors passed legislation to amend the Transportation Code (SFTC Section 7.2.54) to prohibit any vehicles over 22 feet in length or over 7 feet in height from parking in certain areas between midnight and 6 a.m. This



ID	Location	Facing
1	Skyline Blvd, North of John Muir Dr (Right Shoulder)	NB Traffic
2	Sloat Blvd, at Middlefield Dr (Median)	WB Traffic
3	Lincoln Way, at 33 <sup>rd</sup> Ave (Median)	WB Traffic
4	Fulton St, at 33 <sup>rd</sup> Ave (northwest corner)	WB Traffic





restriction is currently in place along the lower Great Highway; Lincoln Way; Sunset Boulevard; and around the Sunset Reservoir and West Sunset Field area; and has resulted in improved visibility for pedestrians and motorists, among other benefits to the community.

### OCEAN BEACH

There are six key recommendations to achieve the project goal of the Ocean Beach Master Plan (OBMP), which is ‘to knit the unique assets and experiences of Ocean Beach into a seamless and welcoming public landscape, planning for environmental conservation, sustainable infrastructure and long-term stewardship.’ The OBMP was developed by the San Francisco Planning and Urban Research Association (SPUR); in cooperation with city, state and federal agencies. While the plan calls for some very specific changes and improvements to address issues such as erosion and potential sea level rise, it is important to remember that the plan contains recommendations that must be fully vetted by our residents prior to implementation.

One of the key recommendations from the OBMP is a proposal to reduce the width of the Great Highway to provide amenities and facilitate managed retreat due to potential sea level rise. This includes narrowing the Great Highway between Lincoln Way and Sloat Boulevard, closing the Great Highway to vehicle traffic south of Sloat Boulevard, improving bike lanes and pedestrian promenades and introducing small pockets of parking. It also calls for improving pedestrian access to Ocean Beach at Judah, Taraval, Rivera and Noriega Streets. Our office will continue to work with SPUR and partner agencies on implementing these key recommendations with input from the community.

Current Conditions along Great Highway South of Sloat



Credit: SPUR/AECOM

Ocean Beach Master Plan Great Highway South of Sloat Coastal Trail Proposal



Credit: SPUR/AECOM

### GREAT HIGHWAY

In 2013, DPW repaved the Great Highway from Point Lobos to Sloat

Boulevard as part of the Great Highway Pavement Renovation and Streetscape Improvement Project with funds from the 2011 Streets Bond. Streetscape improvements were also made along Great Highway between Fulton Street and Lincoln Way. Pedestrian safety improvements included new curb ramps, pedestrian crossing and bicycle safety upgrades.

While these improvements have made the road smoother for cyclists and the area more accessible for all users, the Great Highway and the lower Great Highway continue to cause safety concerns.

Flashing beacons provide one solution to improve safety along the lower Great Highway during upper Great Highway closures. Our office will also look at pedestrian safety improvements to allow safe crossing for families, dog walkers, surfers, joggers and all users of the lower Great Highway to access the Great Highway multi-use pathway and Ocean Beach. The OBMP also recommends improving access at Judah, Taraval, Rivera and Noriega Streets with trailheads, signage, bike parking and landscape improvements.

Our office will also look into simple, effective, pedestrian safety improvements at all of the intersections along the lower Great Highway, including improved crosswalks, additional stop signs where needed and other solutions suggested by our city partners. Along with these improvements, we will look into funding the repaving of the lower Great Highway. This road is currently in poor condition, which in turn causes more traffic noise and potential dangers for those using lower Great Highway.

In addition, we will work with the Recreation and Park Department (RPD) to improve safety and access along the Great Highway multi-use pathway. In past years, vegetation has grown onto the pathway, decreasing the overall width and resulting in increased user conflicts. RPD is developing a tool durable and efficient enough to maintain

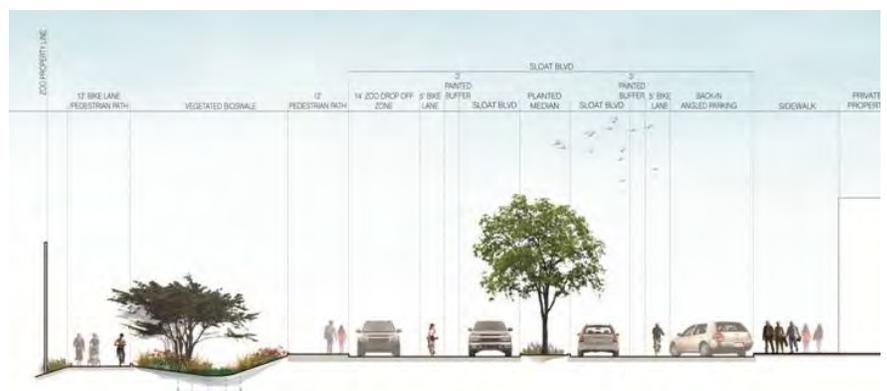
the vegetation along the pathway to make it safer for all users.

The Great Highway is subject to serious erosion issues south of Sloat Boulevard. Additionally, the Lake Merced Tunnel, a 14-foot-diameter underground sewer and stormwater pipe, is vulnerable to the dangerous effects of erosion. Thus, the OBMP calls for a plan to reroute Great Highway traffic south of Sloat. Our office will continue to work with SPUR, partner agencies, and the community about the process of rerouting the Great Highway south of Sloat. Although implementation of this proposal is estimated to take place in 10 to 20 years, we must begin the planning efforts now.

### SLOAT BOULEVARD

The area around the San Francisco Zoo (SF Zoo), Sloat Boulevard and the Great Highway can be a dangerous area for pedestrians, drivers and cyclists. For the almost 1 million

annual visitors to the SF Zoo, taking public transportation and walking from the L-Taraval terminus to the SF Zoo entrance can be a dangerous situation. To improve the situation in the near term, a traffic signal will be installed at Sloat Boulevard and 47th Avenue. This should be complete in 2014 and is funded through Prop K. The OBMP aims to create a new gateway to the SF Zoo and the coast where people can safely access both amenities. The OBMP also suggests reconfiguring and signaling the Sloat-Great Highway and Sloat-Skyline intersections. These changes include bike and transit amenities, bike lane striping, parking pockets on the south side of Sloat Boulevard and enhanced pedestrian crossings. The reconfiguration of Sloat Boulevard allows for additional parking pockets to replace the current beach parking at the end of Sloat, which continues to face erosion issues.



Credit: SPUR/AECOM (All images on page)



Ocean Beach Master Plan Proposed Roundabout at Sloat & Skyline

Credit: SPUR/AECOM

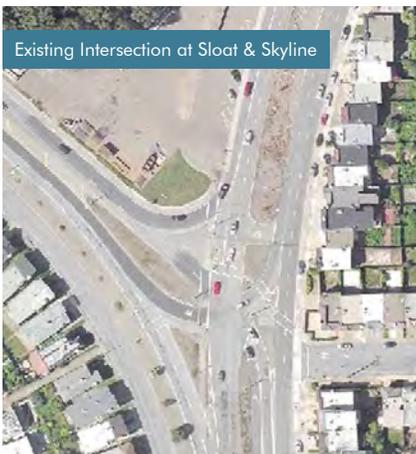


Ocean Beach Master Plan Proposed Roundabout at Sloat & Skyline

Credit: SPUR/AECOM



Ocean Beach Master Plan Proposed Roundabout at Sloat & Skyline



Existing Intersection at Sloat & Skyline

These changes are to be phased in over time. Phase I includes developing roadway configuration options, conducting traffic modeling, implementing striped bike lanes and working with the SF Zoo to develop an access plan. Next steps include conducting an interagency circulation and access study, development of detailed roadway configuration options, and a detailed traffic analysis to provide the basis for environmental review. In early 2014, SPUR convened a group of experts to perform traffic modeling in coordination with city and state standards. They began presenting their conclusions on this part of the plan to the community this spring and will continue to work with our office on implementing the OBMP.

Also part of the 2011 Streets Bond, DPW is implementing the Sloat Boulevard Pedestrian Safety Improvement Project. Sloat Boulevard is a state highway and major thoroughfare that is also

bordered by residential communities, schools, parks and a shopping center. This project includes safety improvements at three intersections along Sloat Boulevard between 19<sup>th</sup> Avenue and Skyline Drive. Phase one, completed in 2013 at Sloat Boulevard and Forest View Drive, included bulb-outs, a median extension, curb ramps, crosswalks and the HAWK beacon, which was previously mentioned. Phase two will be implemented in 2014 at two locations: Sloat Boulevard at Everglade Drive and Sloat Boulevard at 23<sup>rd</sup> Avenue. At Everglade Drive, there will be bulb-outs, curb ramps, crosswalks and a new HAWK beacon. At 23<sup>rd</sup> Avenue, there will be a median extension, curb ramps and crosswalks. Phase two will be complete by 2014 and is funded through a combination of federal Highway Safety Improvement Program funds, Prop K funds, and the City's General Fund.

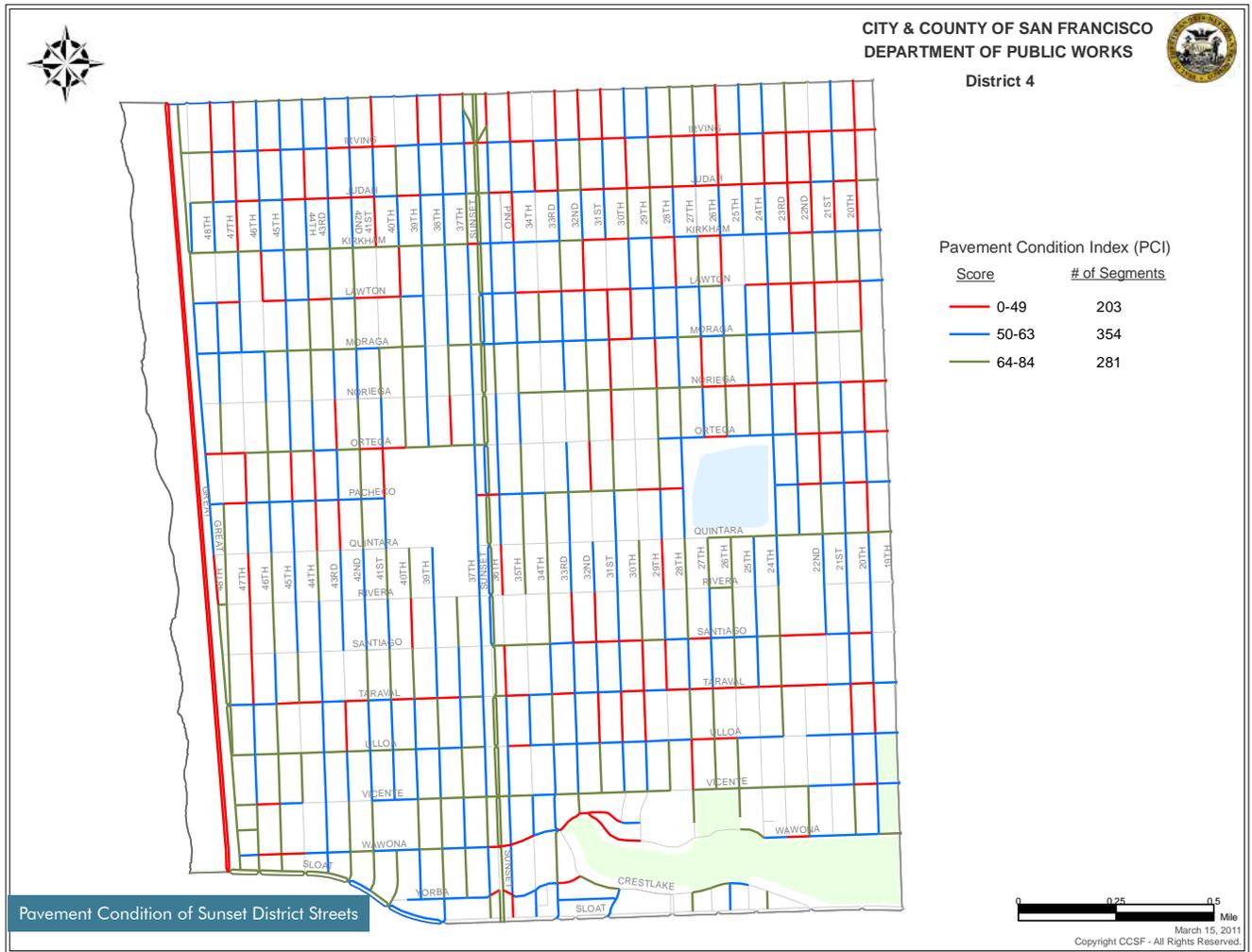
Once all projects are complete, there will be a total of six HAWK beacons on Sloat Boulevard. One exists already at Forest View Drive, and one more will be installed at Everglade Drive. A total of four more HAWK beacons will be installed on Sloat Boulevard by the year 2018 at 36<sup>th</sup> Avenue, El Mirasol Place, 26<sup>th</sup> Avenue and 21<sup>st</sup> Avenue.<sup>7</sup>

### LINCOLN WAY

Lincoln Way is a major commuter thoroughfare as well as one of the most convenient east-west corridors. As a roadway close to a residential area and bordering Golden Gate Park, there are many user conflicts and pedestrian and bicycle safety issues that exist along the entirety of Lincoln Way.

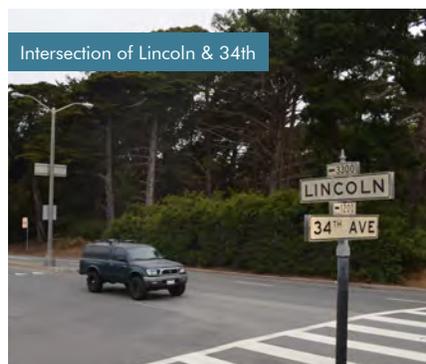
We have received significant feedback that pedestrian visibility is severely compromised along Lincoln Way. Vehicles parked close to crosswalks prevent drivers from seeing

<sup>7</sup> San Francisco Department of Public Works, "Sloat Boulevard Pedestrian Safety Improvements." <http://sfdpw.org/index.aspx?page=1688> Accessed June 3, 2014



pedestrians that are waiting or beginning to cross. We are working with the SFMTA to limit parking between crosswalks and the yield line markings, also known as “shark teeth.” This will be complete in 2014.

At one of the most dangerous intersections on Lincoln Way at 34<sup>th</sup> Avenue, our office has been working with the SFMTA to install a traffic signal. This intersection is where



pedestrians often cross to access the Polo Fields in Golden Gate Park. A traffic signal will be installed there by the end of 2015 and has been funded through Prop K and Prop AA funds.

### SUNSET BOULEVARD

The SFMTA was awarded a State Transportation Improvement Program Transportation Enhancements grant with matching Prop K funds to update pedestrian countdown signals along Sunset Boulevard and to analyze pedestrian collisions in the Sunset District.

In addition to the new traffic signals at Kirkham, Quintara, Santiago, and Ulloa Streets, Sunset Boulevard would benefit from additional pedestrian safety improvements. Traffic signals at Wawona and Yorba Streets will bring added safety to those dangerous intersections.

### Objective 5

Identify roads not included as part of the City’s Five Year Paving Plan for top consideration of re-pavement when funding is available.

DPW maintains 12,458 blocks of streets in San Francisco. To determine which streets will be repaved, each street is ranked based on a score that reflects the roadway condition and its traffic load.

With the passage of the 2011 Streets Bond, the City will repave streets in neighborhoods throughout San Francisco; repair deteriorating bridges, overpasses and stairways; and make traffic, pedestrian and bicycle and safety improvements. Repair and repaving projects are planned for 2,300 city blocks over the next three years, of which approximately 1,400 are bond funded. With

the interactive online map, residents can locate 2011 Streets Bond projects by visiting [www.streetsbondsf.org/projects-map-updated-daily.html](http://www.streetsbondsf.org/projects-map-updated-daily.html).

In addition to the 2011 Streets Bond, there are several other repaving projects that will address streets that are in need of improvements.

## 19<sup>TH</sup> AVENUE PAVEMENT REHABILITATION PROJECT

The 19<sup>th</sup> Avenue Pavement Rehabilitation Project proposes to preserve and extend the life of the existing pavement, improve minor structural defects in the pavement and improve ride quality. Excluding areas between Eucalyptus and Brotherhood Way, which will be impacted by the proposed 19<sup>th</sup> Avenue Transit M-Line project in July 2020, the proposed rehab project includes 6.1 miles of asphalt-concrete pavement and a one-mile section of precast concrete pavement. The project also includes the upgrade of existing curbs and ramps at intersections and crosswalks with pedestrian facilities to meet current Americans with Disabilities Act (ADA) standards.

Under the current project schedule, Caltrans proposes to accelerate the 19<sup>th</sup> Avenue Pavement Rehabilitation Project and have construction be complete by summer 2018.

## 19<sup>TH</sup> AVENUE ENHANCEMENTS

In 2006, the SFCTA initiated a planning effort to develop solutions for the 19<sup>th</sup> Avenue/Park Presidio corridor in partnership with Caltrans, the SFMTA and DPW. The 19<sup>th</sup> Avenue/Park Presidio Transportation Plan, funded entirely by Prop K, was the result of this planning process and proposed a variety of measures to improve the overall safety of the busy corridor. Since adoption of the plan, 26 of the 35 intersections in the study area have received upgraded and more visible traffic signals, additional street lighting, pedestrian countdown signals and accessible

curb ramps. In addition, a parking edge line has been implemented on the east and west sides of the street for a two-mile stretch from Sloat Boulevard to Lincoln Way. The remaining nine intersections await further funding.

The study also recommended installing bulb-outs along 19<sup>th</sup> Avenue. As a result, 22 pedestrian and bus/transit bulb-outs will be constructed between Lincoln Way and Junipero Serra Boulevard through Prop K funds and supplemented by federal funding and our City's General Fund. Bulb-outs are extended sidewalk corners that reduce the crossing distance for pedestrians. This project is being coordinated with the Muni Forward Initiative's 28/28L bus stop improvements, and is anticipated to complete design by 2015 and will be constructed by 2016.



Taraval Street Pavement Condition



Lower Great Highway Pavement Condition

## SLOAT BOULEVARD/STATE ROUTE 35 PAVING PROJECT

The Sloat Boulevard/State Route 35 Paving project, led by Caltrans and supported by DPW, will repair and resurface the roadway from Skyline Boulevard to 19<sup>th</sup> Avenue. The project includes resurfacing and

curb ramp upgrades to meet ADA standards. There has been some delay in the design of the project due to the inclusion of ADA standards, but this project is moving forward and will begin construction in the 2014-2015 fiscal year.

In addition to these projects that are currently underway, our office will work with DPW to identify funding and prioritize paving the following heavily used roadways, particularly targeting roads with a low Pavement Condition Index Score according to DPW:<sup>8</sup>

- » Sunset Blvd.
- » Lower Great Hwy.
- » Taraval St.
- » Judah St.

## PROVIDE SAFE CONNECTIONS FOR PEDESTRIANS THROUGHOUT THE SUNSET DISTRICT

With improvements to our neighborhood commercial corridors, great parks throughout the area, and many seniors and families living in our district, we have more pedestrians and bicyclists using our sidewalks, streets and pathways. Although we have a relatively safe district, there were a total of 222 reported pedestrian-related collisions in the Sunset District between May 2006 and May 2011.<sup>9</sup>

With more attention being given to this important issue, our office is working closely with city agencies and non-profits to bring awareness to the community and more pedestrians resources to the Sunset District.

<sup>8</sup> San Francisco Department of Public Works, "District 4 Pavement Condition Index."

<http://www.sfdpw.org/Modules/ShowDocument.aspx?documentid=1300> Accessed June 3, 2014

<sup>9</sup> San Francisco Municipal Transportation Agency, "Sunset Pedestrian Safety Campaign." <http://sfmta.com/projects-planning/projects/sunset-pedestrian-safety-campaign> Accessed June 3, 2014

In July 2012, the SFMTA was awarded a State Transportation Improvement Program Transportation Enhancements grant with matching Prop K funds to update pedestrian countdown signals along Sunset Boulevard and to analyze pedestrian collisions in the Sunset District. As part of that grant, the SFMTA has also developed an outreach campaign based on the findings to help educate motorists and promote safe and responsible driving. SFMTA placed banners around the Sunset District that display the message, “Think Ahead, Save a Life.” These banners hang throughout our corridors to remind drivers to always expect a person on foot to cross at any intersection and to be prepared to yield the right of way.

As previously mentioned, the SFMTA adopted “Vision Zero” to eliminate all traffic deaths in San Francisco by 2024. The overall frequency of traffic fatalities in San Francisco puts each pedestrian and bicyclist at risk. In 2011, according to the Office of Traffic Safety, San Francisco ranked #1 for collisions involving pedestrians or bicyclists out of all the counties in California.<sup>10</sup>



**Objective 1**

Include pedestrian safety amenities in every street or intersection improvement project.

The Better Streets Plan is incorporated into all of our streetscape projects. It creates a set of unified standards, guidelines, and implementation strategies to govern how

<sup>10</sup> San Francisco Municipal Transportation Agency, “Vision Zero.” <https://www.sfmta.com/projects-planning/projects/vision-zero> Accessed June 3, 2014

the City designs, builds and maintains its pedestrian environment. Goals include promoting human needs for the use and enjoyment of public streets, creating a memorable and engaging public experience, developing a green network and improving street-based social opportunities and community life. Benefits of the Better Streets Plan also include decreasing the likelihood of pedestrian injuries and fatalities.

As a result, pedestrian safety amenities will always be integrated into street or intersection improvement projects. However, our office will go a step further and identify projects being completed by outside agencies, such as utility projects, and reach out to those companies to see what pedestrian improvements can be incorporated. When we receive stop sign or other traffic calming requests, we will look at the intersection as a whole to identify other safety measures, such as removing obstacles to visibility, trimming vegetation, adding curb ramps and eliminating visual obstacles at intersections are small steps to make each intersection safer in our district.

**Objective 2**

Include pedestrian safety elements for pathways to heavily-used gathering spaces, family recreation areas, and schools.

Pedestrian safety in our neighborhood parks, open spaces and schools is paramount. Our office will address pedestrian safety in these areas with a simple checklist of questions that should be addressed for each place:

- » Are there four-way stops?
- » Are there updated curb ramps?



- » Are the surrounding sidewalks accessible and in good repair?
- » Are there crosswalk visibility issues leading to the park or school?
- » Does the school need a crossing guard?
- » Are there updated speed limit signs?
- » Are other safety elements needed such as speed radar signs or speed humps?
- » Are there safe crossings available at the nearest high traffic corridors?

The following is a list of our schools and parks where we will address these questions. We will prioritize schools that are closer to streets that have had pedestrian-vehicle injuries or are high injury corridors according to

data from DPH. There is a map of these corridors located at:

<http://sfgov.maps.arcgis.com/apps/OnePane/basicviewer/index.html?appid=7382117f2b5f440e8e183f30cf2c6d57>.

## SCHOOLS

### *Within One Block of Intersection with Pedestrian Fatality or Severe Injury*

- » Jefferson Elementary School – 1725 Irving St.
- » Lycee Francais de San Francisco – 1201 Ortega St.

### *Within One Block of Pedestrian Injury*

- » Abraham Lincoln High School – 2162 24<sup>th</sup> Ave.
- » AP Giannini Middle School – 3151 Ortega St.
- » Cornerstone Academy Lawton Campus – 1925 Lawton St.
- » Lawton Elementary School – 1570 31<sup>st</sup> Ave.
- » Robert Louis Stevenson Elementary School – 2051 34<sup>th</sup> Ave.
- » St. Ignatius College Preparatory – 2001 37<sup>th</sup> Ave.
- » Sunset Elementary School – 1920 41<sup>st</sup> Ave.
- » West Portal Lutheran School – 3101 Moraga St.

### *No Recorded Pedestrian Injury within One Block*

- » Dianne Feinstein Elementary School – 2550 25<sup>th</sup> Ave.
- » Francis Scott Key Elementary School – 1530 43<sup>rd</sup> Ave.
- » Holy Name School – 1560 40<sup>th</sup> Ave.
- » St. Gabriel Elementary School – 2550 41<sup>st</sup> Ave.
- » Ulloa Elementary School – 2650 42<sup>nd</sup> Ave.

## NEIGHBORHOOD PARKS AND OPEN SPACES

### *Within One Block of Intersection with Pedestrian Fatality or Severe Injury*

- » 45<sup>th</sup> Ave. Boat Playground – 45<sup>th</sup> Ave. and Lincoln Way
- » Sunset Reservoir Park – bound south by Quintara St., north by Ortega St., east by 24<sup>th</sup> Ave. and west by 28<sup>th</sup> Ave.

### *Within One Block of Pedestrian Injury*

- » West Sunset Playground – Ortega St. and 39<sup>th</sup> Ave.
- » La Playa Park – La Playa St. between Judah St. and the Lower Great Highway
- » Larsen Park – Vicente St. and 19<sup>th</sup> Ave.
- » McCoppin Square Playground – Taraval St. and 23<sup>rd</sup> Ave.
- » McCoppin Square Field – Santiago St. and 22<sup>nd</sup> Ave.
- » South Sunset Playground – Vicente St. and 40<sup>th</sup> Ave.

### *No Recorded Pedestrian Injury within One Block*

- » Parkside Square – Vicente St. and 27<sup>th</sup> Ave.

## Objective 3

Work with city and county agencies to install pedestrian safety measures along south side of Golden Gate Park, along Lincoln Way.

Our office recently partnered with Stanford Urban Studies students and the San Francisco Bicycle Coalition to analyze improvements that can be made to Lincoln Way to make Golden Gate Park more accessible. Students cited lack of signage, low visibility, high traffic speeds, no pedestrian refuge and difficult navigation as barriers to Golden Gate Park. Their goal was to provide safer entrances to the park and to encourage walking and bicycling.

Priority recommendations included:

*Low-cost, low-maintenance and high effectiveness:*

- » bike sharrows
- » park entranceway signage
- » landscaping
- » frequent/visible signs
- » bus shelters
- » removing parking near crosswalks
- » high visibility crosswalks

*Longer term, higher maintenance and higher cost:*

- » flashing beacons
- » pedestrian refuge islands
- » bulb-outs

Our office would like to look into these low-cost, low-maintenance and high effectiveness recommendations in the near-term, in particular at intersections with direct access to the park, including:

- » 19<sup>th</sup> Ave.
- » 20<sup>th</sup> Ave.
- » 25<sup>th</sup> Ave.
- » 30<sup>th</sup> Ave.
- » 34<sup>th</sup> Ave.
- » 41<sup>st</sup> Ave.
- » 45<sup>th</sup> Ave.
- » La Playa St.

## Objective 4

Work with city agencies to provide clear, safe and identifiable entrances to Golden Gate Park.

Signage serves a dual purpose as way finding and an opportunity for creating neighborhood art and identity. We will be advocating for improved signage along Lincoln Way that incorporates artistic elements at the following intersections to highlight attractions and landmarks:

- » **19<sup>th</sup> Avenue:** Stow Lake & Stow Lake Boathouse, Rainbow Falls and Prayerbook Cross, San Francisco Botanical Garden, Japanese Tea Garden, California



- Academy of Sciences, de Young Museum, County Fair Building, Music Concourse, Conservatory of Flowers, Mother’s Playground
- » **20<sup>th</sup> Avenue:** Elk Glen Meadow, Mother’s Playground, Stow Lake & Stow Lake Boathouse
- » **25<sup>th</sup> Avenue:** Mallard Lake, Elk Glen Lake, Elk Glen Meadow
- » **30<sup>th</sup> Avenue:** Mallard Lake, Metson Lake
- » **34<sup>th</sup> Avenue:** Polo Field
- » **41<sup>st</sup> Avenue:** Bercut Equitation Field, Chain of Lakes – South Lake, Middle Lake and North Lake, Bison Paddock, Spreckels Lake, Hellman Hollow
- » **45<sup>th</sup> Avenue:** 45<sup>th</sup> Avenue Boat Playground

- » **La Playa Street:** Murphy Windmill, Beach Chalet Soccer Fields, Queen Wilhelmina Tulip Garden, Beach Chalet Brewery and Restaurant, Golden Gate Park Golf Course, Golden Gate Park Archery Range

### DEVELOP ENFORCEMENT PLAN FOR ONGOING ISSUES IN THE SUNSET DISTRICT

The SFMTA analyzed collision data from the Statewide Integrated Traffic Records System (SWITRS) and identified the top five collision factors:<sup>11</sup>

- » Driving at unsafe speed given conditions of roadway;
- » Red light signal violations;
- » Failure of driver to yield to pedestrian at a crosswalk;
- » Failure of driver to yield while making a left or U-turn; and
- » Failure to stop at a STOP sign limit line.

As part of Vision Zero, the San Francisco Police Department (SFPD) has identified goals and actions to prevent traffic fatalities, including a distracted driving campaign; public service announcements (i.e. “don’t walk and text”); targeted location enforcement, such as around schools

<sup>11</sup> San Francisco Police Department, “Traffic Safety Strategy Presentation” (2014). <http://www.sf-police.org/Modules/ShowDocument.aspx?documentid=27290> Accessed June 3, 2014

and elderly facilities; and speed enforcement. The SFPD has also adopted a “Focus on the Five” initiative. SFPD will engage in increased traffic enforcement at the five most dangerous intersections in each police district. In the Taraval District, those five intersections include:<sup>12</sup>

1. 19th Ave. / Junipero Serra Blvd.
2. Brotherhood Way / Lake Merced Blvd.
3. Lake Merced Blvd. / Sunset Blvd.
4. 19th Ave. / Sloat Blvd.
5. Arch Street / Brotherhood Way

Our office continues to receive input from the community regularly about additional areas that would benefit from more focused attention and enforcement. We will continue to keep track of these areas and work with the Taraval Police Station on effective and efficient ways to increase enforcement, as well as with the SFMTA on traffic-calming measures. We will also continue to request focused enforcement around schools and Muni stops, where passengers are getting on and off buses and trains.

Enforcement is paramount. However, education is a tool that can save valuable enforcement resources and prevent unnecessary collisions. The “Think Ahead, Save a Life” campaign is a great start, and we will continue to work with the SFMTA and SFPD to remind residents about exercising caution while on the road.

#### Objective 1

Work with Taraval Police Station to identify the most dangerous intersections in the Sunset District and work on enforcement strategy.

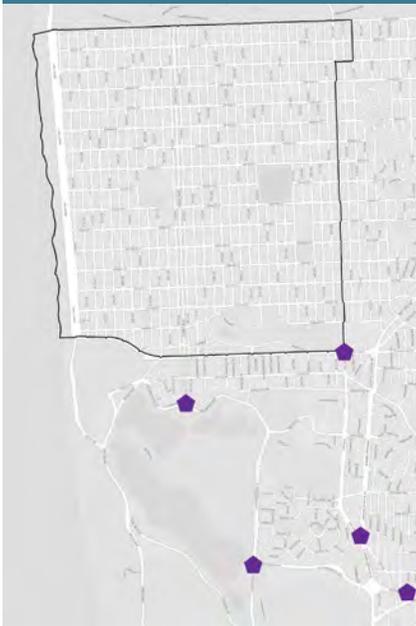
Traffic calming is an important and effective way to increase safety for motorists and non-motorists alike. However, enforcement is a vital tool that, coupled with traffic calming

<sup>12</sup> SF Police Department “Focus on the Five” Traffic Safety Initiative <http://www.taraval.org/?p=610> Accessed June 3, 2014



Existing Golden Gate Park Wayfinding Signage

Vision Zero 'Focus on the Five' Intersections in the Taraval Police District



measures, can have an even greater impact. We will look at the same dangerous intersections where we would like to implement traffic calming measures and work with the Taraval Police Station to develop an enforcement strategy in those areas as well.

Intersections that need traffic calming and enforcement, based on ongoing community feedback:

1. Lincoln Way and 34<sup>th</sup> Ave. (traffic signal slated for installation by the end of 2015)
2. Irving and 27<sup>th</sup> Ave.
3. 28<sup>th</sup> Ave. and Irving St.
4. Kirkham St. and 26<sup>th</sup> Ave.
5. Moraga and 31<sup>st</sup> Ave.
6. Taraval and 21<sup>st</sup> Ave.
7. Vicente and 23<sup>rd</sup> Ave.
8. Sunset Boulevard and Yorba St. (traffic signal slated for installation by the end of 2014)
9. Lower Great Highway and Kirkham St.
10. Wawona St. and 47<sup>th</sup> Ave.
11. Sloat Boulevard and 47<sup>th</sup> Ave. (traffic signal slated for installation by the end of 2014)

12. Judah St. between La Playa St. and Lower Great Highway

13. 19<sup>th</sup> Ave. and Lincoln Way

These intersections are not an exhaustive list of the areas in the Sunset District that need traffic calming and enforcement, but they represent the areas that have been repeatedly brought to our attention by community members and neighborhood groups.

### Objective 2

Work with Taraval Police Station to enforce speed limits around schools during drop-off and pick-up hours.

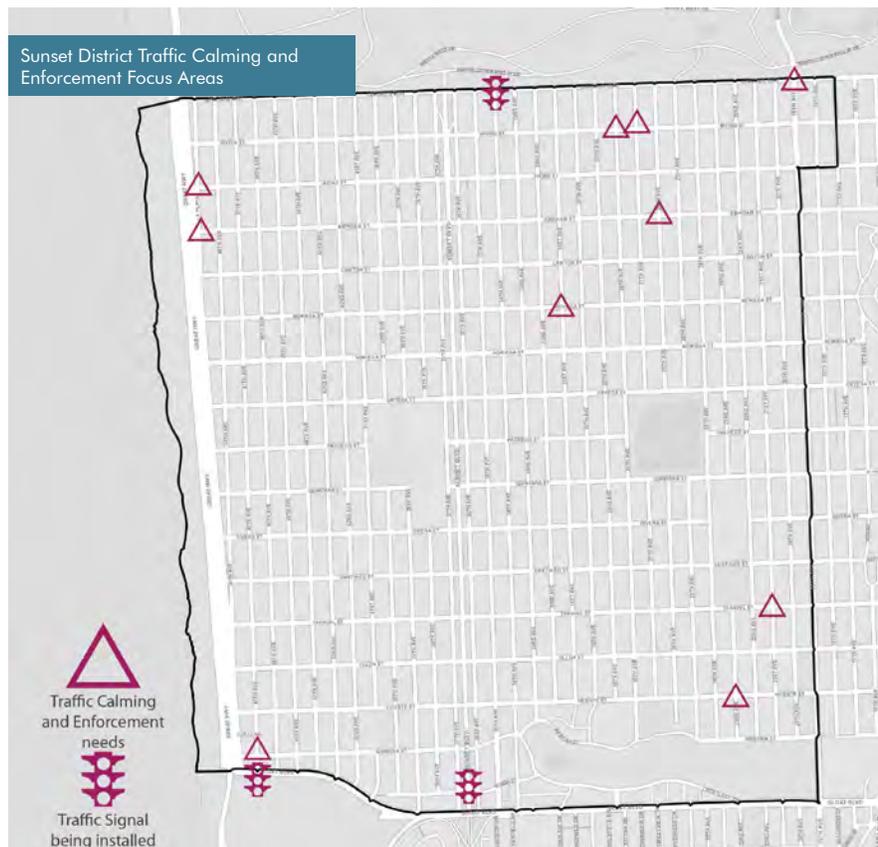
The Taraval Police Station has been working with Sunset District schools to enforce traffic and speed laws around our schools during drop-off and pick-up hours. The safety of our students and their families is a priority for our office. Our office would like to work more closely with the Taraval Police Station to implement a bi-annual enforcement campaign at each school each year. Additionally,

our office will continue to advocate for increased enforcement of the 15mph speed limit around all of our schools during school hours.

### Objective 3

Identify areas of high pedestrian and automobile activity and work with SFPD to enforce existing laws, including but not limited to: double parking; yielding to pedestrians; speeding and bicycle laws.

Irving Street is a prime example of a corridor that has many traffic challenges. Double parking is one of the biggest challenges and can impact traffic flow, pedestrian visibility and public safety. Double parking can be challenging also on a street like Judah, where a double parked car can truly impede traffic when a Muni train is trying to make its way through. Our office will continue to advocate for focused enforcement efforts on areas around schools and with dense commercial zones, including Irving Street between 19<sup>th</sup> Avenue and 27<sup>th</sup> Avenue, Noriega





Street between 30<sup>th</sup> and 33<sup>rd</sup> Avenues and 44<sup>th</sup> to 47<sup>th</sup> Avenues, and Vicente Street between 39<sup>th</sup> and 40<sup>th</sup> Avenues.

Yielding to pedestrians is another problem we face in the Outer Sunset, as cars often speed past pedestrians that have already entered a crosswalk. We will work with the Taraval Police Station to implement more enforcement efforts around motorists yielding for pedestrians in crosswalks, particularly in the most hazardous intersections in the Sunset District. This can include additional pedestrian safety stings, where police officers in plain clothes pose as pedestrians attempting to cross the street. With heightened enforcement around speeding in these areas, we hope to increase driver awareness of their surroundings.

#### Objective 4

Work with SFMTA on pilot program to install cameras on Muni light rail vehicles to ensure that drivers yield to embarking and disembarking passengers.

Pedestrian safety for passengers boarding and exiting Muni is an important ongoing issue. The Muni Forward Initiative will address pedestrian safety in particular along the N-Judah, L-Taraval and 28/28L – 19<sup>th</sup> Avenue lines with capital improvements such as bulb-outs and pedestrian-boarding islands.

Former District 4 Supervisor Carmen Chu worked with the SFMTA on creating bumper stickers for Muni Light Rail Vehicles, reminding motorists



to yield to disembarking passengers. A simple and cost-effective tool, bumper stickers are a gentle reminder to drivers that pedestrians have the right of way when disembarking from a train.

Our office will also partner with the SFMTA on piloting an external, rear-facing camera that could be installed on our light rail vehicles to capture footage of drivers in violation of the yielding laws.

### MAKE BICYCLING A VIABLE OPTION FOR SUNSET DISTRICT RESIDENTS AND VISITORS

According to the SFMTA, San Franciscans take approximately 75,000 trips per day by bicycle. And according to the SFBC's 2013 Annual Report, streets with new bike infrastructure have seen the largest growth in ridership. For example,



Fell and Oak Streets saw a 78% increase in ridership; while Portola and O'Shaughnessy saw an incredible 83% increase.

The Sunset District is one of the farthest neighborhoods from the City center. We share the SFBC's goal of connecting people with safe cross town bikeways. Recently, with repaving work done on the Great Highway, newly striped bike lanes provide a safe and enjoyable north-south bicycle route through the Sunset District. Sloat Boulevard also received newly striped bicycle lanes and a road diet to make this State highway safer for everyone.

Though we have seen some improvements to bicycle infrastructure in the Outer Sunset, our office will continue to work with the SFMTA and the SFBC on enhancing existing routes, creating better connections to downtown bike routes and educating our residents about bicycle safety.

We would also like to encourage more residents to leave their cars behind and bike around the Sunset District to enjoy restaurants and cafes, shop and spend time with family and friends. Even if people are not able



to bicycle to work, many can make shorter and easier trips throughout the Sunset District.

### Objective 1

In partnership with SFMTA and San Francisco Bicycle Coalition, work to enhance existing bicycle routes and create additional bicycle connections to the rest of the City.

The Sunset District has several main bicycle routes:

#### East-West

- » Kirkham St.
- » Vicente St.
- » Sloat Blvd.
- » John F. Kennedy Dr. in Golden Gate Park

#### North-South

- » 20<sup>th</sup> Ave.
- » 34<sup>th</sup> Ave.
- » Great Hwy.

Our office will continue to work with the SFMTA and SFBC on strengthening the routes that already exist in the Sunset District to make them safer and friendlier for cyclists. For example, 34<sup>th</sup> Avenue could benefit from added traffic calming measures to make it a stronger north-south connection.

Additionally, where appropriate, our office would like to find opportunities to enhance bicycle opportunities for travelling within the neighborhood. One project that is already in development is the A.P. Giannini and Sunset Elementary Safe Routes to School Project, funded through federal Safe Routes to School and matching Prop K funds. This project will include narrowing traffic lanes along Ortega Street and installing bicycle lanes in both directions from 20<sup>th</sup> Avenue to lower Great Highway to provide safe access by bicycle and discourage speeding. This project will be complete in 2014.

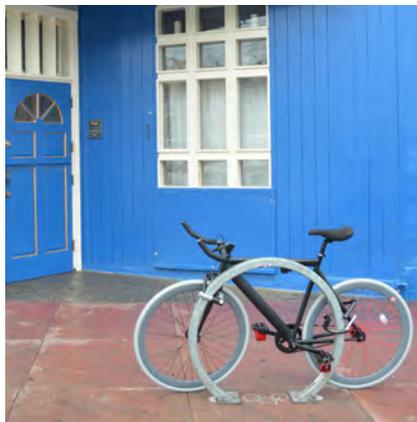


### Objective 2

Develop bicycle parking plan for commercial corridors.

According to the SFBC 2013 Annual Report, lack of secure bike parking is one of the main barriers for bicyclists in San Francisco. In Sunset District commercial corridors, we lack adequate parking amenities for bicyclists. Our office will look into adding needed bicycle parking in the following areas:

- » Irving St. between 20<sup>th</sup> and 27<sup>th</sup> Ave.



- » Irving St. between 40<sup>th</sup> and 48<sup>th</sup> Ave.
- » Lawton St. near 43<sup>rd</sup> Ave.
- » Noriega between 20<sup>th</sup> and 34<sup>th</sup> Ave.
- » Noriega between 45<sup>th</sup> and 47<sup>th</sup> Ave.
- » Taraval near 22<sup>nd</sup>, 32<sup>nd</sup> and 46<sup>th</sup> Ave.
- » Sloat Boulevard and 45<sup>th</sup> Ave.

### Objective 3

Install signage for bicycle routes within the Sunset District.

The Sunset District has existing bicycle routes in both the east-west and north-south directions. Many of them are shared lanes. Shared lanes are typically wide travel lanes shared by bicyclists and vehicles. They are commonly marked with sharrows and signs. In the Sunset District, shared lanes are demarcated by painted white sharrows. We have noticed that despite the bicycle route markings, many are still not aware of where designated bicycle pathways are within the Sunset District.

Our office would like to address this with a twofold solution. We intend to work with the SFMTA on enhancing our bicycle routes with “green-backed” or “super” sharrows. Green-backed sharrows can already be seen on Market Street and along the infamous “Wiggle” bicycle route.

Additionally, we would like to install signage where bicycle routes meet each other, directing cyclists to connecting routes. These signs would be installed in the general vicinity of the following areas:

- » Great Hwy. and Lincoln Way, Kirkham St., Ortega St., Vicente St. and Sloat Blvd.
- » Kirkham St. at 34<sup>th</sup> and 20<sup>th</sup> Ave.
- » Ortega St. at 34<sup>th</sup> and 20<sup>th</sup> Ave.
- » Vicente St. at 34<sup>th</sup> and 20<sup>th</sup> Ave.
- » Sloat Blvd. at 34<sup>th</sup> and 20<sup>th</sup> Ave.

Way-finding improvements like green-backed sharrows and signage will provide our residents and visitors better opportunities to navigate existing bicycle routes.

### Objective 4

In partnership with San Francisco Bicycle Coalition, continue to provide residents educational opportunities about bicycling in the Sunset District and throughout the rest of the City.

As part of a bicycling educational effort, our office hosted a bicycle tour of the Outer Sunset that ended with a trip to the Civic Center. Our office also participates in Bike to Work and Bike to School Day each year. These are all great opportunities to show the community safe and easy ways to bike around the Sunset and throughout the City.

SFBC also offers workshops and classes to members as well as the public including practice rides, traffic skills, and youth and family classes. Our office will continue to work with SFBC to bring practice rides and workshops to the west side to make biking as accessible as possible for our commuters and families.



Photo Credit (Flickr Creative Commons): Mat Honan, Wiggle Route

### IMPROVE TAXI SERVICE FOR SUNSET DISTRICT RESIDENTS AND VISITORS

A major transportation barrier for Sunset District residents is the lack of taxi service. For years, residents have complained that taxis refuse fares, do not show up, or take too long. Taxi companies have expressed frustration that west side residents often call multiple companies and take the first ride that arrives.

Ridesharing has provided additional options to our community and ride-share companies have filled in where taxi companies have not been able to. However, Sunset residents deserve all transportation options, and we believe that a mixture of resources, including taxi service, is best for our community. We will continue to work with the SFMTA in addressing this issue.



### *Objective 1*

Work with SFMTA to develop west side taxi dispatch center to enable better taxi service for Sunset District residents and visitors.

A severe lack of taxi services has impacted our district for years. Unreliable service causes many residents to call more than one taxi company at a time, and taking the first taxi that shows up, suggesting that we are unreliable customers. Other residents report that when they tell taxi drivers they are headed to the Outer Sunset, their fares are refused. Our office has begun working with the Taxi Services division of the SFMTA to address this issue for the entire west side of the City.

We will be identifying an area to serve as a west side taxi dispatch center, which would provide a location from which taxis would dispatch cars. Having a designated west side dispatch center will provide taxi drivers increased incentives to serve passengers coming from and going to the Sunset area.

### *Objective 2*

Work with SFMTA to develop taxi stands along commercial corridors.

Taxi drivers also need taxi stands to guarantee fares and provide customers a clear waiting place. Taxi drivers also use stands to take breaks and would benefit from having options to

do so on the west side. Taxi stands are inexpensive and can be created by painting a curb and adding a small sign, so they can be easily removed if need be. Our office is exploring locations near the following locations to have pilot taxi stands:

- » Irving St. near 22<sup>nd</sup> Ave.
- » Judah St. near 46<sup>th</sup> Ave.
- » Noriega St. near 31<sup>st</sup> Ave.
- » Taraval St. near 22<sup>nd</sup> Ave.
- » San Francisco Zoo near 47<sup>th</sup> Ave. and Sloat Blvd.

### *Objective 3*

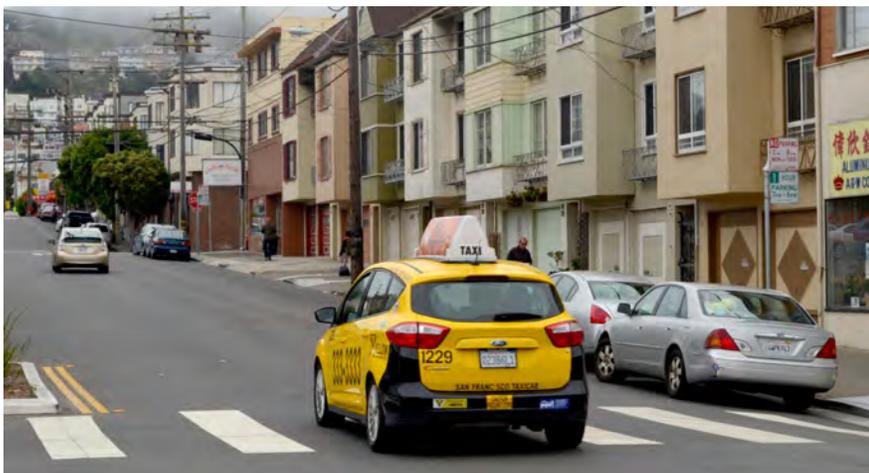
Advocate for technology improvements within taxi industry, including credit card acceptance within all vehicles and GPS tracking of vehicles requested.

Technology is a large barrier when it comes to using a taxi. Not all taxis can be hailed using a smart phone, and not all taxis have credit card machines.

In 2013, the SFMTA Board of Directors approved legislation that will require all taxicabs in San Francisco to allow the installation of equipment that will collect and provide real-time location and occupancy data to smart phone application developers. This will be used by a vendor to create a single data stream that will provide the public with quicker and easier access to taxis.

The SFMTA's resulting "Electronic Taxi Access System" will provide public access to taxis through smart phone and internet platforms. This data will be used by the SFMTA to analyze taxi service trends by identifying areas of the City and time periods when there are service gaps or even too much service. This will be a great improvement for the taxi industry and for the public as well.

Our office will also work with the SFMTA to find out what it will require to ensure that all of our taxis are at least equipped with credit card readers and allow customers to pay with smart phones.



## TIMELINE FOR IMPLEMENTATION OF PUBLIC TRANSPORTATION & PEDESTRIAN SAFETY FRAMEWORK

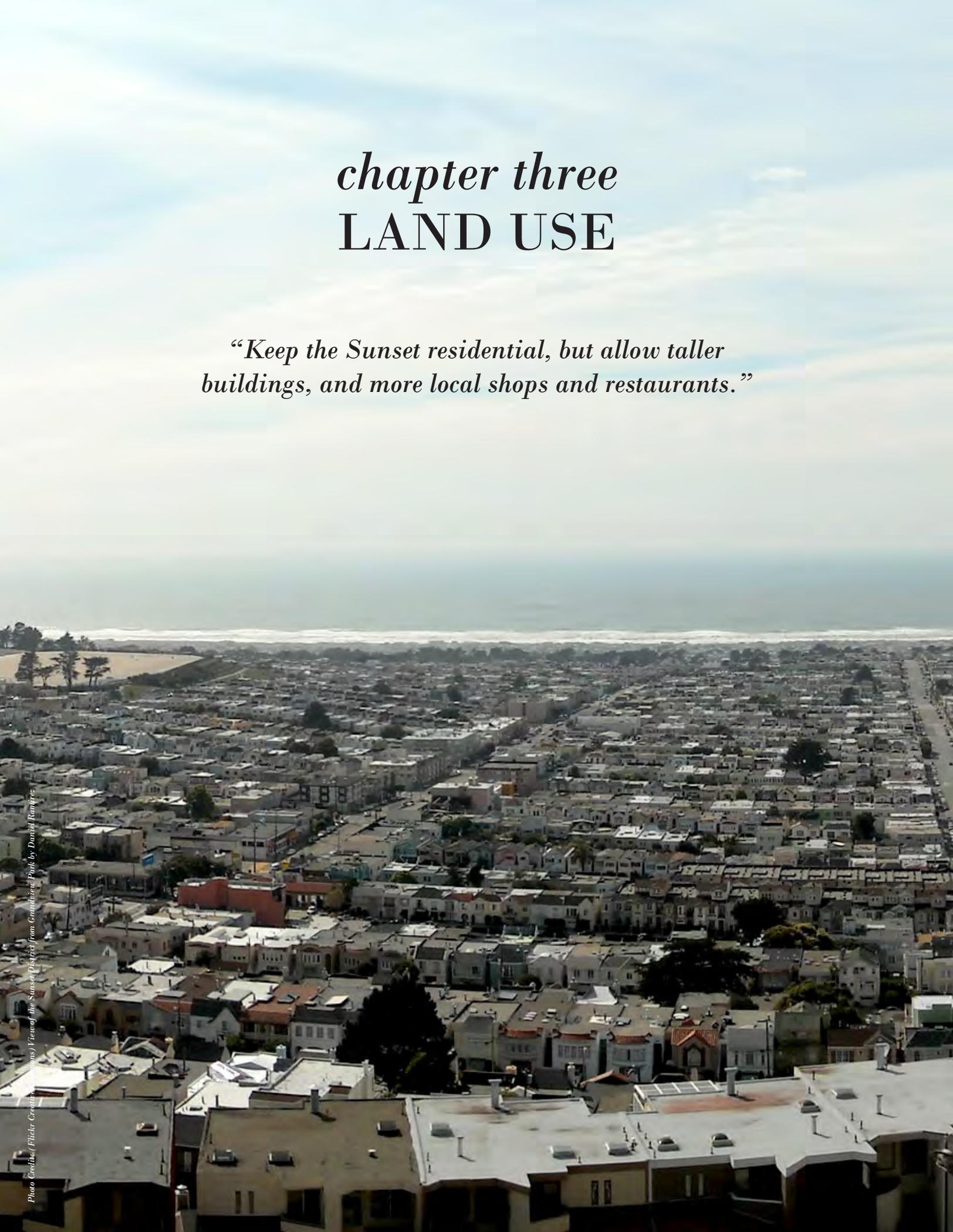
Objective	Short (0-2 years)	Medium (2-5 years)	Long (5+ years)
<b>Transit Service:</b> Ensure reliable, safe and accessible public transportation to and from the Sunset District.			
Work with San Francisco Municipal Transportation Agency to develop and implement appropriate improvements as part of the Muni Forward Initiative.			→
Work with San Francisco Municipal Transportation Agency to ensure on-time and reliable Muni rail and bus service to and from the Sunset District at all times.	→		
Work with San Francisco Municipal Transportation Agency to improve early morning and late evening Muni service throughout the Sunset District.		→	→
Identify most utilized transit stops and transit connections, and improve those locations for commuters.		→	→
<b>Traffic Calming and Infrastructure Improvements:</b> Implement holistic improvements at key intersections and along major transportation corridors.			
Identify most hazardous intersections for pedestrians and motorists and implement traffic calming measures.	→		
Identify neighborhood commercial and arterial residential streets to develop as more livable streets.			→
Explore innovative alternatives and new technology for traffic calming and pedestrian safety improvements.			→
Work with city and state agencies to develop, design and implement traffic, pedestrian and bicycle improvements along Ocean Beach, Great Highway, Sloat Boulevard, Lincoln Way, 19th Avenue and Sunset Boulevard.	→		
Identify roads not included as part of the City's Five Year Paving Plan for top consideration of re-pavement when funding is available.	→		
<b>Pedestrian Safety:</b> Provide safe connections for pedestrians throughout the Sunset District.			
Include pedestrian safety amenities in every street or intersection improvement project.	→		
Include pedestrian safety elements for pathways to heavily-used gathering spaces, family recreation areas, and schools.		→	→
Work with city and county agencies to install pedestrian safety measures along south side of Golden Gate Park, along Lincoln Way.			→
Work with city agencies to provide clear, safe and identifiable entrances to Golden Gate Park.			→
<b>Enforcement:</b> Develop enforcement plan for ongoing issues in the Sunset District.			
Work with Taraval Police Station to identify the most dangerous intersections in the Sunset District and work on enforcement strategy.	→		
Work with Taraval Police Station to enforce speed limits around schools during drop-off and pick-up hours.	→		
Identify areas of high pedestrian and automobile activity and work with SFPD to enforce existing laws, including but not limited to: double parking; yielding to pedestrians; speeding and bicycle laws.	→		
Work with San Francisco Municipal Transportation Agency on pilot program to install cameras on Muni light rail vehicles to ensure that drivers yield to embarking and disembarking passengers.			→

*“I wish there were more dedicated bike lanes,  
more stop signs or traffic calming  
measures in place, and smoother pavement.”*



## TIMELINE FOR IMPLEMENTATION OF PUBLIC TRANSPORTATION & PEDESTRIAN SAFETY FRAMEWORK (CONTINUED)

Objective	Short (0-2 years)	Medium (2-5 years)	Long (5+ years)
<b>Alternative Modes of Transportation:</b> Make bicycling a viable option for Sunset District residents and visitors.			
In partnership with San Francisco Municipal Transportation Agency and San Francisco Bicycle Coalition, work to enhance existing bicycle routes and create additional bicycle connections to the rest of the City.	→		
Develop bicycle parking plan for commercial corridors.	→		
Install signage for bicycle routes within the Sunset District.		→	
In partnership with San Francisco Bicycle Coalition, continue to provide residents educational opportunities about bicycling in the Sunset District and throughout the rest of the City.	→		
<b>Taxi Service:</b> Improve taxi service for Sunset District residents and visitors.			
Work with San Francisco Municipal Transportation Agency to develop a west side taxi dispatch center to enable better taxi service for Sunset District residents and visitors.	→		
Work with San Francisco Municipal Transportation Agency to develop taxi stands along commercial corridors.	→		
Advocate for technology improvements within taxi industry, including credit card acceptance within all vehicles and GPS tracking of vehicles requested.	→		

An aerial photograph of a densely packed residential neighborhood, likely in San Francisco, showing a mix of multi-story apartment buildings and smaller houses. The buildings are mostly light-colored with flat roofs. In the background, the ocean is visible under a cloudy sky. The text is overlaid on the upper portion of the image.

*chapter three*  
**LAND USE**

*“Keep the Sunset residential, but allow taller buildings, and more local shops and restaurants.”*

It is no secret that San Francisco is a world-class destination which many seek to call home. This also means that we are challenged with finding ways to absorb a rapidly growing population within 49 square miles. The latest 2010 U.S. Census data shows San Francisco's population quickly growing past 830,000 people. Over the last few decades, however, the City's housing production has not kept pace with the growing population. This has led to increasingly unaffordable housing prices and has made it more difficult for people to stay in San Francisco.

Our city should respond to the housing challenge by prioritizing the creation of more housing to meet the high demand, particularly for those who do not qualify for subsidized housing but are still struggling to live in San Francisco. We must ensure that our city provides a diverse mix of housing supply to serve individuals and families of all economic levels. It is also crucial that we promote and enhance our city's assistance programs for homeownership.

Any intensification of land use must be coupled with careful, long-term planning with community input. We must also take into consideration our neighborhood character and ensure that new development serves our community needs. Building along transit corridors should be encouraged to minimize traffic impacts.

Community-oriented planning is important because it fosters a strengthened sense of identity and culture. Through art, landscaping and architectural design, we can add vibrancy to our neighborhoods and provide our community with opportunities to learn about our district's historic roots and push us to explore our district's potential. Through creation of community gathering spaces, we can provide residents and visitors with opportunities to connect and share ideas with each other. We should use every opportunity to enhance the natural features surrounding our district and incorporate environmentally beneficial features into projects.

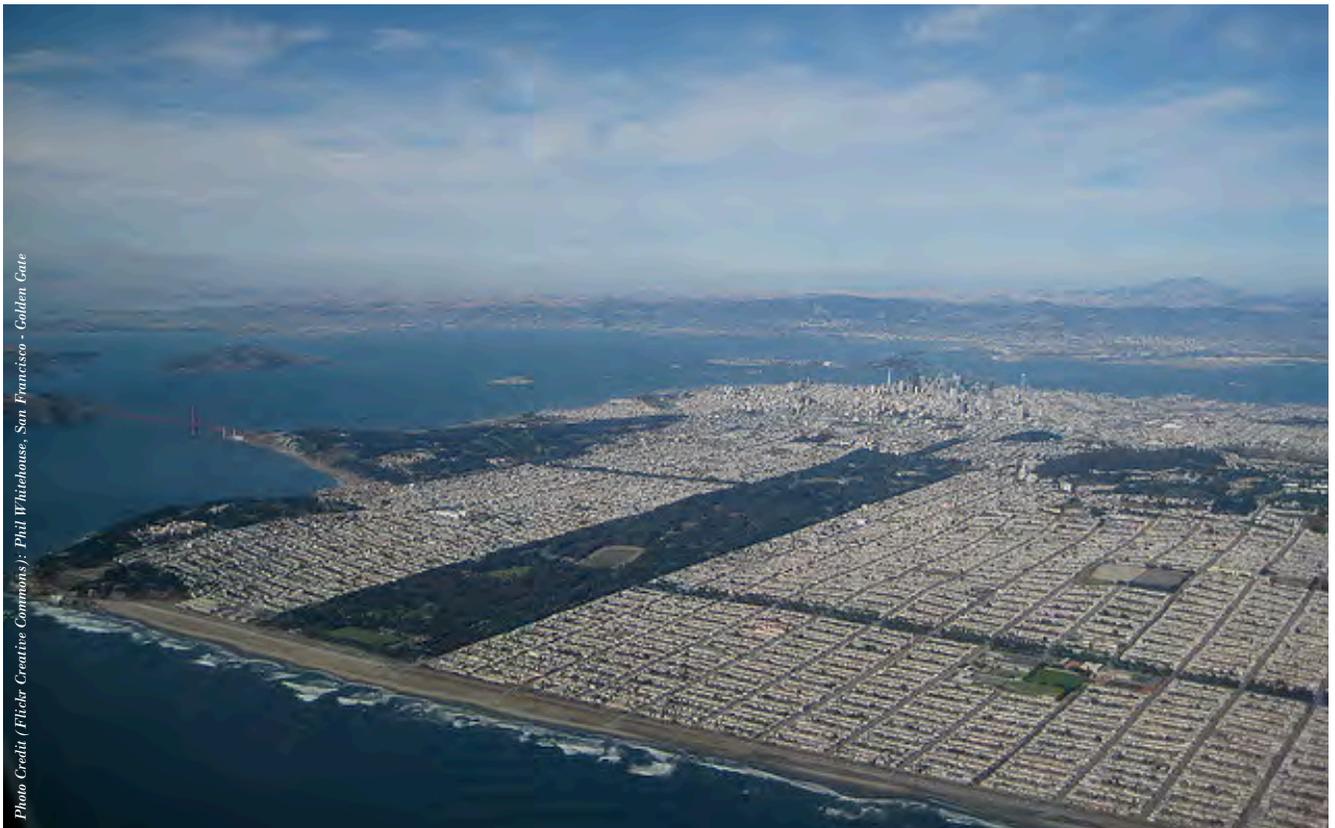


Photo Credit (Flickr Creative Commons): Phil Whitehouse, San Francisco - Golden Gate



Photo credit: (Flickr Creative Commons) Otaro Saito - in Francisco by John D. Jones



To successfully accommodate the next generation, we must examine our current landscape and plan for a more sustainable future.

As Sunset residents, we have an opportunity to tackle our city's housing and land use challenges with focused attention and smart long-term planning. As a residential neighborhood consisting of mostly single-family dwelling units, the Sunset District has historically represented less than 1% of the

development of new housing in our entire city. While we must strive to preserve our neighborhood character, we cannot remain stagnant as a community. We must work together with the rest of the city to contribute to addressing the demands for affordable housing.

Our office will continue working with the community and city departments to ensure that we optimize the use of our land in District 4 to best serve the needs of our residents.





*framework*  
LAND USE

**Development:** *In partnership with the community, promote thoughtful and appropriate development that serves the needs of our residents along transportation and business corridors and on underutilized sites.*

- » Identify areas where additional housing can be built on underutilized lots and along transit and business corridors, and engage property owners, the community and developers.
- » Create vibrant, mixed-use development responsive to community needs on currently underutilized sites.
- » Ensure that any growth in the Sunset District does not adversely impact the existing residential neighborhood character.
- » Encourage development of housing that serves a variety of household types.
- » Support housing for middle income households.
- » Work with Planning Department on their city-wide effort to revise Residential Design Guidelines for easier understanding and a smoother process for property owners.
- » Encourage development of new housing or remodeling of existing housing to accommodate seniors and individuals with disabilities by promoting universal design principles.

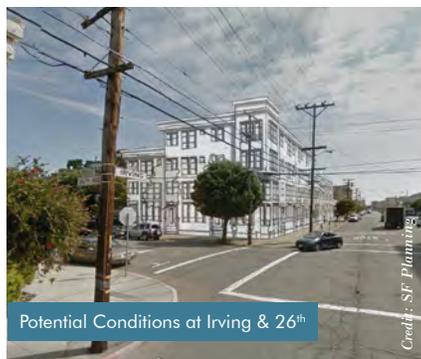
**Education:** *Engage property owners, tenants and city departments in thoughtful dialogue around housing and building policy, and provide ongoing educational opportunities.*

- » Continue providing property owners and tenants with educational opportunities to learn about rights and responsibilities under San Francisco laws.
- » Continue to provide opportunities for property owners to engage with the Planning Department and Department of Building Inspection in the Sunset District.

**Beautification, Art & Identity:** *Support art and culture that promotes and respects the distinct character of our neighborhood, and projects to create public amenities that benefit our residents, visitors and the environment.*

- » Create community gathering opportunities through art, landscaping, architectural design, and coordination with major infrastructure projects.
- » Establish neighborhood-defining connections to natural landmarks such as Ocean Beach and Golden Gate Park.

- » Create opportunities for public art that define and add vibrancy to the neighborhood, and that strengthen the Sunset District's local culture and sense of place and history.
- » Continue to encourage installation of additional street trees and landscaping to increase value and enjoyment of our neighborhood.
- » Continue Front Yard Ambassadors Program with the San Francisco Public Utilities Commission and work with Planning Department to better enforce existing codes regarding front yard paving requirements.
- » Encourage development of community garden spaces that are visible and accessible to the public.
- » Engage community on recommendations from the Ocean Beach Master Plan.

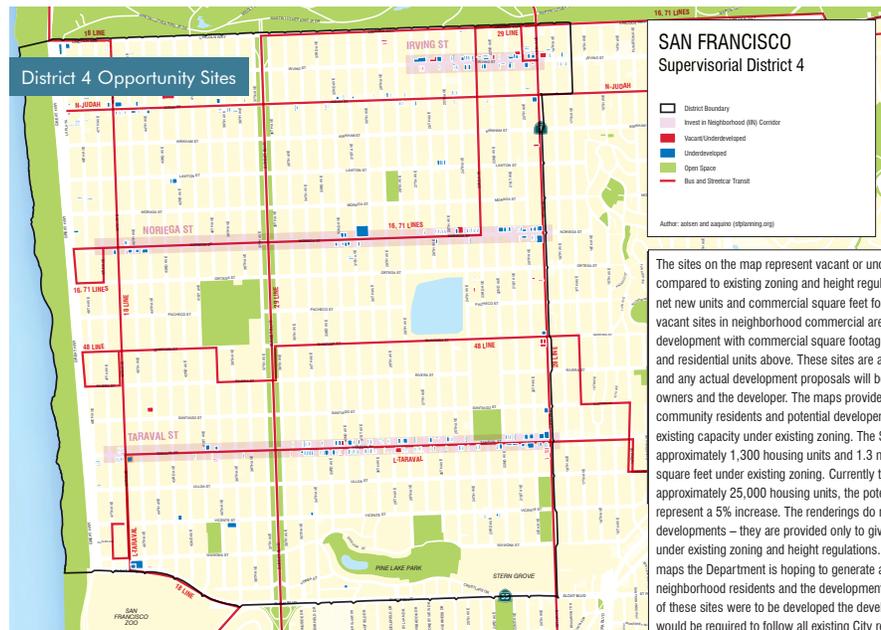


## OUR BLUEPRINT FOR LAND USE

IN PARTNERSHIP WITH THE COMMUNITY, PROMOTE THOUGHTFUL AND APPROPRIATE DEVELOPMENT THAT SERVES THE NEEDS OF OUR RESIDENTS ALONG TRANSPORTATION AND BUSINESS CORRIDORS AND ON UNDERUTILIZED SITES

### Objective 1

Identify areas where additional housing can be built on underutilized lots and along transit and business



The sites on the map represent vacant or under-developed sites as compared to existing zoning and height regulations. The number of net new units and commercial square feet for underdeveloped or vacant sites in neighborhood commercial areas assume a typical development with commercial square footage on the ground floor and residential units above. These sites are all privately owned and any actual development proposals will be between the site owners and the developer. The maps provide information for both community residents and potential developers on sites that have existing capacity under existing zoning. The Sunset could add approximately 1,300 housing units and 1.3 million commercial square feet under existing zoning. Currently the Sunset has approximately 25,000 housing units, the potential new units represent a 5% increase. The renderings do not represent proposed developments – they are provided only to give a sense of scale under existing zoning and height regulations. In producing these maps the Department is hoping to generate a dialogue between neighborhood residents and the development community. If one of these sites were to be developed the developer/property owner would be required to follow all existing City regulations.

Francis Scott Key Annex Building

Residents have expressed a desire to see a multi-purpose facility that preserves community benefits and some open space.



corridors, and engage property owners, the community and developers.

Without any changes to existing height limits or zoning, our district could accommodate an additional 1,000 housing units along our transit and commercial corridors. Many buildings have not yet maximized their full potential, and several underutilized sites could be transformed into more effective neighborhood-serving uses.

Most of the areas with potential for further development are located along our transit and commercial corridors, with a majority of these opportunity sites located along Taraval and a portion of Noriega and Irving Streets. Developing along transit and commercial corridors serves many purposes. It can ease the impact of neighborhood congestion

from vehicular traffic by allowing residents to easily access public transportation options. It can also ease congestion by allowing residents to be located in close proximity to local businesses and reduce the need for driving. They can also bring more transportation resources to the area through increased ridership.

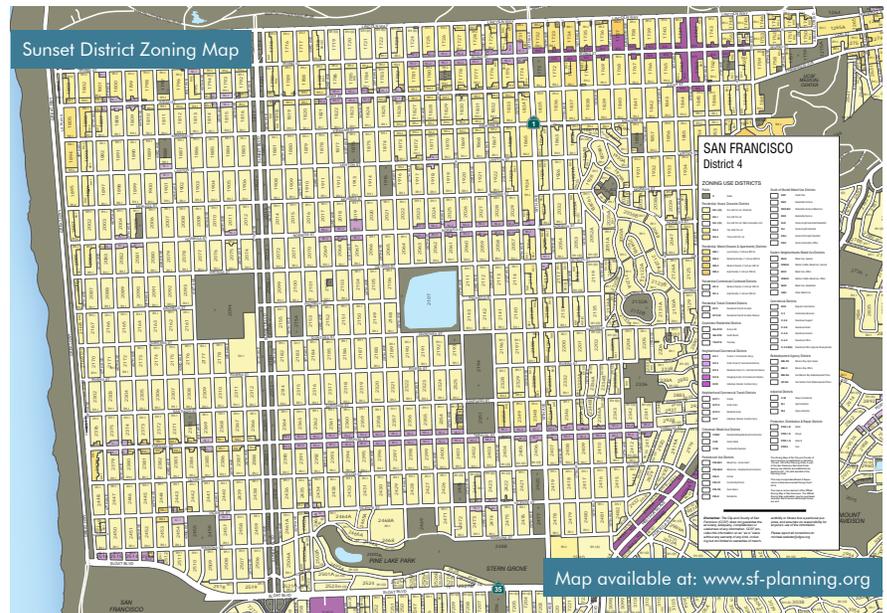
Successful developments provide residents with the ability to move easily, safely and with a range of viable options to access the services they need within the community in which they live. We will continue working with the community, property owners, Planning Department and developers to guide our district in maximizing its full potential.

Planning Department staff will conduct a more detailed “soft site” analysis to determine which parcels in District 4 have capacity for more housing units. We will prioritize planning for sites that residents have identified as problematic in their current state, as well as sites that will contribute positive resources for our neighborhood. We will also work with the Planning Department to explore whether modest zoning changes and design guidelines are warranted to ensure feasibility of housing opportunities on key sites while ensuring good design and neighborhood compatibility.

### Objective 2

Create vibrant, mixed-use development responsive to community needs on currently underutilized sites.

Residents have expressed a strong desire for new development to be mixed-use as well as responsive to our district’s needs. Mixed-use projects generally integrate commercial and residential uses. However, on larger project sites, this may include a wider range of options. Many community members have suggested incorporating into larger developments a community center which can accommodate families and people of all ages for a variety of activities; a wellness and fitness center; a



center for teens and seniors to access resources; and space for community-oriented activities, such as a farmers market. Many of the suggestions from residents reflect the services and venues that are currently lacking in our district but that future development may be able to provide.

Mixed-use developments can enhance our district by giving people the space to connect and easily access a variety of resources. By placing several different types of uses together in one area, these mixed-use sites can infuse life into a neighborhood and bring our residents together.

### Objective 3

Ensure that any growth in the Sunset District does not adversely impact the existing residential neighborhood character.

A majority of the Sunset District is comprised of single-family homes, and our district is recognized for its great ability to accommodate families. Known as the “Outside Lands” with many tract houses originally built on sand dunes, the Sunset District’s architectural contributors include Henry Doelger, the Gellerts, Ray F. Falli, and the Rousseau brothers.

A large amount of construction activity in the Sunset District took

place between 1925 and 1950.<sup>1</sup> The development during this time resulted in tightly packed, stucco-clad, single-family houses, with integrated garages at the ground story and living spaces above.<sup>2</sup> Major factors that influenced the design and construction at the time include: infrastructure development, such as the construction of streetcar tunnels and graded streets to cross the sand dunes; the mass adoption of automobiles; the Great Depression and federal intervention to stimulate building and increase homeownership; population shifts; and the postwar population boom.<sup>3</sup>

Any new growth or land use changes to the Sunset District should take into consideration the residential character of our neighborhoods. This is one reason why it is important to focus development efforts along our transit and commercial corridors,

<sup>1</sup> Sunset District Residential Builders, 1925-1950 Historic Context Statement [http://www.sf-planning.org/ftp/files/Preservation/sunset\\_survey/Adopted\\_SunsetHCS.pdf](http://www.sf-planning.org/ftp/files/Preservation/sunset_survey/Adopted_SunsetHCS.pdf) Accessed June 3, 2014

<sup>2</sup> Sunset District Residential Builders, 1925-1950 Historic Context Statement [http://www.sf-planning.org/ftp/files/Preservation/sunset\\_survey/Adopted\\_SunsetHCS.pdf](http://www.sf-planning.org/ftp/files/Preservation/sunset_survey/Adopted_SunsetHCS.pdf) Accessed June 3, 2014

<sup>3</sup> Sunset District Residential Builders, 1925-1950 Historic Context Statement [http://www.sf-planning.org/ftp/files/Preservation/sunset\\_survey/Adopted\\_SunsetHCS.pdf](http://www.sf-planning.org/ftp/files/Preservation/sunset_survey/Adopted_SunsetHCS.pdf) Accessed June 3, 2014

where more intensified uses are already located.

Many people choose to live in the Sunset District for its character, and any new development should enhance and respect the features that define our district.

**Objective 4**

Encourage development of housing that serves a variety of household types.

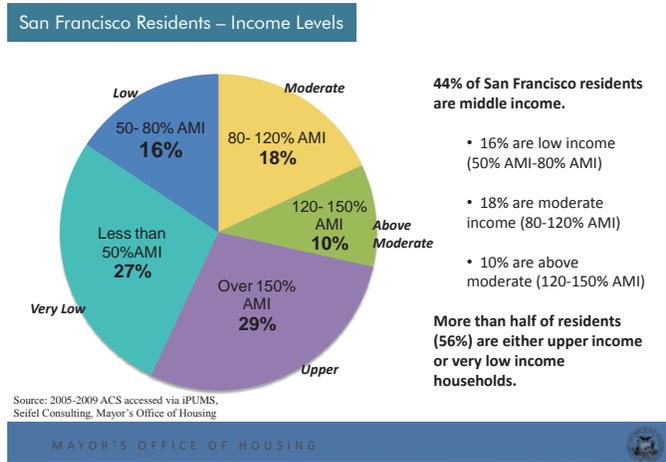
It is expensive to build any kind of housing in San Francisco. We face challenges with little land on which to build and an ever-growing population, resulting in enormous land costs. Additionally, there are many hurdles to overcome in the city’s permitting process, including cost, time, and predictability.

A recent look at the cost of building in San Francisco shows it costs nearly \$470,000 per 800 square feet, including costs to build affordable, below market rate housing.<sup>4</sup> It is no surprise, then, that single-bedroom units are most commonly built to achieve the most financial benefits. However, these types of projects do not adequately accommodate families with children or seniors.

To keep families in San Francisco, we must build housing that actually serves these populations and allows them to grow and age in place. According to the 2010 U.S. Census, there were over 345,000 total households in San Francisco. Out of the total number of households,

<sup>4</sup> The Urbanist, Feb 2014 edition, p. 11. (Calculation based on a 100-unit building assuming 800 square feet per unit. Calculation includes: \$120,000 (land cost per unit of housing); \$240,000 (construction cost per unit – hard costs – at \$300 per square foot, \$48,000 (permits, city fees and professional services fees at 20% of \$240,000); \$27,000 (subsidy to build affordable below-market rate (BMR) units – 12% of total unit count – based on a \$200,000 per unit subsidy times 12, divided by the remaining 88 units); \$24,800 (selling expenses – marketing, legal fees, and real estate commissions – at 8%). Calculation does not include construction financing expenses, contingencies, or developer’s profit.)

there were over 150,000 families, over 55,000 of which had children under 18 years old within their family.<sup>5</sup> Out of the total households, there were over 82,000 which had individuals who were 65 years and over.<sup>6</sup> In San Francisco, there were only 376,942 units of housing as of 2010.<sup>7</sup>



amount of time and money it takes. It is equally challenging to consider the length of time and amount of

work it entails to go through the City’s permitting process. However, for those with growing families – whether it is

through the addition of children, aging parents or other family members – remodeling a home is necessary to allow the family to remain in place. Providing residents with well-defined information on the City’s permitting process can lead to more opportunities for families to consider a home remodel. Residents and project sponsors also need certainty when it comes to the permitting process, and we will work with the City’s permitting departments on a clearer process.

For major building remodels and vertical additions that are visible from the street, historic preservation review can present challenges for property owners. Properties that are located within historic survey areas and which are not classified as historic resources do not require additional preservation review. In the Sunset District, less than 20% of the buildings have been surveyed. To expedite preservation review and allow for a clearer permitting process, we encourage a preservation survey

2010 Census Data	
Households in San Francisco	345,000
Families in San Francisco households	150,000
Families with children under 18 years	55,000
Households with individuals over 65 years	82,000
Units of housing in San Francisco	376,942

The need for additional housing is clear. But we must focus more attention on encouraging housing that accommodates a variety of household types, including families, seniors living independently, younger individuals or couples and multi-generational households. Families make significant contributions and investments in the communities in which they live.

One way that households can accommodate the people they live with is to pursue a home remodel project. However, for many, the idea of embarking upon a home remodel project can be daunting, given the

<sup>5</sup> United States Census Bureau American Fact Finder <http://factfinder2.census.gov/faces/table-services/jsf/pages/productview.xhtml?src=bkmk> Accessed June 3, 2014

<sup>6</sup> United States Census Bureau American Fact Finder <http://factfinder2.census.gov/faces/table-services/jsf/pages/productview.xhtml?src=bkmk> Accessed June 3, 2014

<sup>7</sup> United States Census Bureau American Fact Finder <http://factfinder2.census.gov/faces/table-services/jsf/pages/productview.xhtml?src=bkmk> Accessed June 3, 2014

2014  
**MAXIMUM INCOME BY HOUSEHOLD SIZE**  
 derived from the  
**Unadjusted Area Median Income (AMI)**  
 for HUD Metro Fair Market Rent Area (HMFA) that contains San Francisco

Income Definition	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person	9 Person
20% OF MEDIAN	\$13,600	\$15,550	\$17,500	\$19,400	\$20,950	\$22,550	\$24,100	\$25,650	\$26,400
25% OF MEDIAN	\$17,000	\$19,450	\$21,850	\$24,300	\$26,200	\$28,150	\$30,100	\$32,050	\$33,000
30% OF MEDIAN	\$20,400	\$23,300	\$26,200	\$29,150	\$31,450	\$33,800	\$36,100	\$38,450	\$39,600
40% OF MEDIAN	\$27,200	\$31,100	\$34,950	\$38,850	\$41,950	\$45,050	\$48,150	\$51,250	\$52,800
50% OF MEDIAN	\$34,000	\$38,850	\$43,700	\$48,550	\$52,450	\$56,350	\$60,200	\$64,100	\$66,050
55% OF MEDIAN	\$37,350	\$42,750	\$48,050	\$53,400	\$57,650	\$61,950	\$66,200	\$70,500	\$72,650
60% OF MEDIAN	\$40,750	\$46,600	\$52,450	\$58,250	\$62,900	\$67,600	\$72,250	\$76,900	\$79,250
70% OF MEDIAN	\$47,550	\$54,400	\$61,200	\$67,950	\$73,400	\$78,850	\$84,300	\$89,700	\$92,450
72% OF MEDIAN	\$48,900	\$55,950	\$62,950	\$69,900	\$75,500	\$81,100	\$86,700	\$92,250	\$95,100
75% OF MEDIAN	\$50,950	\$58,300	\$65,550	\$72,850	\$78,650	\$84,500	\$90,300	\$96,100	\$99,050
80% OF MEDIAN	\$54,350	\$62,150	\$69,900	\$77,700	\$83,900	\$90,100	\$96,300	\$102,500	\$105,650
90% OF MEDIAN	\$61,150	\$69,950	\$78,650	\$87,400	\$94,350	\$101,400	\$108,350	\$115,350	\$118,850
100% OF MEDIAN	\$67,950	\$77,700	\$87,400	\$97,100	\$104,850	\$112,650	\$120,400	\$128,150	\$132,050
110% OF MEDIAN	\$74,750	\$85,450	\$96,150	\$106,800	\$115,350	\$123,900	\$132,450	\$140,950	\$145,250
120% OF MEDIAN	\$81,550	\$93,250	\$104,900	\$116,500	\$125,800	\$135,200	\$144,500	\$153,800	\$158,450
135% OF MEDIAN	\$91,750	\$104,900	\$118,000	\$131,100	\$141,550	\$152,100	\$162,550	\$173,000	\$178,250
140% OF MEDIAN	\$95,150	\$108,800	\$122,350	\$135,950	\$146,800	\$157,700	\$168,550	\$179,400	\$184,850
150% OF MEDIAN	\$101,950	\$116,550	\$131,100	\$145,650	\$157,300	\$169,000	\$180,600	\$192,250	\$198,100
200% OF MEDIAN	\$135,900	\$155,400	\$174,800	\$194,200	\$209,700	\$225,300	\$240,800	\$256,300	\$264,100

San Francisco Mayor's Office of Housing and Community Development

- Notes:  
 1. Source: U.S. Dept. of Housing and Urban Development, published December 18, 2013.  
 2. Figures derived by SF MOH from HUD's 2012 Median Family Income for a 4 person Household for San Francisco ("HMFA"), unadjusted for high housing costs, and are rounded to the nearest \$50.  
 3. Additional information on HUD's defined income limits can be found at: <http://www.huduser.org/portal/datasets/il.html>

for the remaining 80% of the Sunset District.

As we embark towards the City's goal of bringing 30,000 units of housing online by 2020, the City must provide better incentives for constructing housing that serves a variety of household types. We will work with city departments to adjust design and density controls to encourage the creation of a mix of units. We will also work on developing a minimum dwelling unit mix requirement to encourage family-sized units.

### Objective 5

Support housing for middle income households.

In San Francisco, 44% of residents are middle income.<sup>8</sup> However,

<sup>8</sup> San Francisco Mayor's Office of Housing, Controller's Office, and Office of Economic and Workforce Development, "Housing for San Francisco Residents," <http://sf-moh.org/modules/showdocument.aspx?documentid=5808> (Middle income" defined as 50% - 150% AMI.) Accessed June 3, 2014

only 20% of affordable housing stock supports the middle-income population.<sup>9</sup> For middle income households, home ownership is often out of their reach, they are largely unserved by the City's rental programs and they tend to experience difficulty finding an apartment in an affordable price range. The City has historically focused on programs supporting those earning below 60% AMI (\$40,750 for a single-person household, or \$58,250 for a family of four).<sup>10</sup> This has been the case because the City is able to leverage additional state and federal funding for housing by serving very low-income populations. For any pro-

<sup>9</sup> Curbed San Francisco, "Middle Income Housing: What's the Answer?" (2012). [http://sf.curbed.com/archives/2012/02/14/middleincome\\_housing\\_whats\\_the\\_answer.php](http://sf.curbed.com/archives/2012/02/14/middleincome_housing_whats_the_answer.php) Accessed June 3, 2014

<sup>10</sup> San Francisco Mayor's Office of Housing, Controller's Office, and Office of Economic and Workforce Development, "Housing for San Francisco Residents," <http://sf-moh.org/modules/showdocument.aspx?documentid=5808> (Middle income" defined as 50% - 150% AMI.) Accessed June 3, 2014

grams serving those above 60% AMI, the City has only local sources to draw from, such as the City's General Fund, tax increment and bond proceeds, and affordable housing fees.<sup>11</sup>

In 2011, a moderate income household (120% AMI – \$116,500/year for a family of four) could afford only 23% of the homes for sale in San Francisco.<sup>12</sup> Even those classified as "above moderate income" households (150% AMI – \$145,650/year for a family of four) could afford only 39% of the homes for sale in San Francisco.<sup>13</sup>

In the Sunset District as of 2012, the average median income for households within the 94116 zip code was \$83,000 (roughly 85% AMI for a family of four); and \$78,000 (just over 80% AMI for a family of four) for households in the 94122 zip code as of 2012.<sup>14</sup> Most of the City's rental and home ownership programs do not reach our residents, and our office is committed to working with the Mayor's Office of Housing and Community Development (MOHCD) to address this gap in support.

We encourage the City to change its Below Market Rate (BMR) Program to increase income limits to serve

<sup>11</sup> San Francisco Mayor's Office of Housing, Controller's Office, and Office of Economic and Workforce Development, "Housing for San Francisco Residents," <http://sf-moh.org/modules/showdocument.aspx?documentid=5808> (Middle income" defined as 50% - 150% AMI.) Accessed June 3, 2014

<sup>12</sup> San Francisco Mayor's Office of Housing, Controller's Office, and Office of Economic and Workforce Development, "Housing for San Francisco Residents," <http://sf-moh.org/modules/showdocument.aspx?documentid=5808> (Middle income" defined as 50% - 150% AMI.) Accessed June 3, 2014

<sup>13</sup> San Francisco Mayor's Office of Housing, Controller's Office, and Office of Economic and Workforce Development, "Housing for San Francisco Residents," <http://sf-moh.org/modules/showdocument.aspx?documentid=5808> (Middle income" defined as 50% - 150% AMI.) Accessed June 3, 2014

<sup>14</sup> San Francisco Mayor's Office of Housing, Controller's Office, and Office of Economic and Workforce Development, "Housing for San Francisco Residents," <http://sf-moh.org/modules/showdocument.aspx?documentid=5808> (Middle income" defined as 50% - 150% AMI.) Accessed June 3, 2014

middle income households earning up to 120% AMI for both homeownership and rentals. Currently, the BMR Program ownership program is limited to serving those at 90-100% AMI or below, which is \$97,100 for a family of four, and the rental program is geared toward residents earning up to 55% of AMI, which is \$53,400 for a family of four. These programs are valuable, and with fine-tuning, which included increasing income thresholds, could be enhanced to better serve the needs of the residents of District 4. When it comes to middle income homeownership, we are supportive of the recent increase to the City's Downpayment Assistance Loan Program (DALP), and the increased income thresholds for First Responders. We want to encourage the City to further expand the DALP to cover higher income limits and offer increased amounts of downpayment assistance. These are just a few steps that can be taken to better support our City's middle class. We need a strong middle class in San Francisco that can thrive and contribute to the economic and cultural longevity of our city.

### Objective 6

Work with Planning Department on their citywide effort to revise Residential Design Guidelines for easier understanding and a smoother process for property owners.

Under the City's Planning Code, all construction of new residential buildings and alterations to existing buildings located in residential

#### Examples from Residential Design Guideline



The buildings on this block have a variety of building forms and details, however the overall building scale is uniform, helping to define the block's visual character.



With a variety of building scales, forms and details, this block has a mixed visual character.

districts must undergo review using the Residential Design Guidelines (Guidelines). The Guidelines provide direction on how to approach new construction or alterations by addressing issues such as: neighborhood character, site design, building scale and form, architectural features and building details. The design principles from the Guidelines are meant to ensure that new buildings or renovations protect neighborhood character and that they enhance the uniqueness of our various neighborhoods throughout the City.

The Guidelines serve as an important tool to prevent disruption to a cohesive neighborhood identity. However, they can often be too broad in their recommendations and can create additional hurdles for even single-family home remodeling projects. While we recognize that the Guidelines are meant to provide a general framework for all residential projects, property owners often need more clear guidance prior to engaging an architect.

As the Planning Department undergoes their citywide process to revise the Guidelines, our office will



Although this building is twice the width of surrounding buildings, it has been designed to have two gabled forms, similar in width to other buildings.



The horizontal emphasis of this building's windows and the lack of facade articulation results in a building that disrupts the character of the street and is inconsistent with the proportions of surrounding buildings.



Through the use of vertical oriented windows, the proposed building has proportions similar to surrounding buildings.

work to incorporate suggestions for more definitive requirements so that property owners and architects have a better understanding of what the Planning Department will allow – all prior to submitting plans for either a new project or a home remodel.

### Objective 7

Encourage development of new housing or remodeling of existing housing to accommodate seniors and individuals with disabilities by promoting universal design principles.

Giving people the opportunity to age in place and remain in their homes is important. Effects of aging or disabilities can make it challenging to remain in or find suitable housing. Coupled with the challenges of affordability and the availability of housing in San Francisco, it is crucial to attempt to address these difficulties now through universal design principles that accommodate people of all ages and abilities, and allow individuals to easily perform their day-to-day functions as independently as possible. Seniors and those with disabilities should have the option to stay in their communities.

Additionally, seniors and those with disabilities often do not have the resources, whether physically or financially, to care for a single-family home or other large unit that they once had no significant challenges with. Our city's zoning rules make it difficult to add appropriate-sized units for empty-nesters or independent seniors to rent or buy in their neighborhoods. This means that the inventory of such units is low. By incorporating universal design principles into construction of new housing or remodeling of existing housing, we can help more people find stability in their homes.

Some of the most common universal design features that should be incorporated into homes include:

- » **No-step entry:** No stairs to get into the home or into the main rooms.

Universal Design Elements

Priority Features List		
AREA	PRIORITY	UNIVERSAL HOUSING FEATURE
Entrances	①	1. One entrance without steps and a flat or very low threshold
	①	2. Minimum 60" by 60" level maneuvering space at stepless entrance (roof over entrance offers additional convenience)
General Interior	②	3. Hall widths of 42" (where possible)
	①	4. Passage doors 32" clear (typically provided with 36" door)
	②	5. Maneuvering space at doors—if inswinging door obstructs a bathroom or kitchen fixture or appliance, use offset hinges, swing door out, hinge door on opposite jamb, or widen doorway
	②	6. Increased number of electrical outlets for additional lighting and alarm indicators, especially in bedrooms
Kitchens	①	7. Clear floor space in kitchens; many configurations possible, 60" minimum turning circle recommended
	②	8. Adaptable cabinets to reveal kneespace at sink and under work surface near cooking appliance
Bathrooms	①	9. Clear floor space in room; modest increase in room size beyond 5' X 8'
	②	10. Adaptable cabinets with under sink kneespace
	②	11. Broadly applied bands of blocking (reinforcement) inside walls around toilets and bathing fixtures for future installation of grab bars
	③	12. Offset controls in tub or shower to minimize stooping, bending, and reaching
	②	13. Toilet in a 48" X 56" space with centerline of toilet 18" from sidewall
	②	14. Curbless showers, if installed, at least 36" X 60"

- ① These features are given the highest priority so a person using a wheelchair or other mobility device can safely and independently enter and exit the dwelling and get to and maneuver in the kitchen and bathroom.
- ② These features, when incorporated into the dwelling, offer residents with children, a family member with a disability or an older adult the possibility of being safe and independent for as long as possible.
- ③ Offset controls offer increased safety for all users.

The Center for Universal Design, NC State University, College of Design

- » **One-story living:** Places to eat, use the bathroom and sleep are all located on one level.
- » **Wide doorways:** Doorways that are 32-36 inches wide allow wheelchairs to pass through.
- » **Wide hallways:** Hallways should be 36-42 inches wide to allow everything to move more easily from room to room.
- » **Extra floor space:** Gives wheelchairs have more space to turn.
- » **Good lighting:** Assists people with poor vision.

- » **Lever door handles and rocker light switches:** Helps people with poor hand strength.<sup>15</sup>

Our office encourages the Department of Building Inspection (DBI) and Planning Department to develop a guide on incorporating universal design principles for home remodeling projects and new developments. These guides should be shared with home owners and project sponsors during the plan review process so project sponsors will think more

<sup>15</sup> National Association of Homebuilders, "What is Universal Design?" <http://www.nahb.org/generic.aspx?genericContentID=89934> Accessed June 3, 2014

broadly about providing an accessible and stable housing situation that accommodates people of all ages and abilities.

## ENGAGE PROPERTY OWNERS, TENANTS AND CITY DEPARTMENTS IN THOUGHTFUL DIALOGUE AROUND HOUSING AND BUILDING POLICY, AND PROVIDE ONGOING EDUCATIONAL OPPORTUNITIES

### Objective 1

Continue providing property owners and tenants with educational opportunities to learn about rights and responsibilities under San Francisco laws.

Our office hosted a workshop in January 2014, attended by nearly 100 residents, informing tenants and landlords of their rights and responsibilities. The success of this educational workshop demonstrated the need to provide property owners and tenants with additional opportunities to learn about San Francisco laws, which can be complex.

In San Francisco, for example, rent control is in effect for all renters who live in buildings constructed before 1979. This means rent can only increase by a certain percentage each year, based on the Consumer



District 4 Workshop on Tenant/Landlord Rights and Responsibilities

2010 Census Data	San Francisco	Sunset District*
Tenant-occupied units	65%	44%
Owner-occupied units	35%	55%

\*(based on 94122 and 94116 zip codes)

Price Index (CPI) and with 30-day notice. For evictions to occur in rent-controlled buildings, a landlord must justify the eviction based on one of the 15 “just causes.”

The Sunset District is comprised of a nearly even split between tenants and homeowners, with about 44% of housing occupied by tenants, and about 55% of housing occupied by homeowners.<sup>16</sup> This represents a large difference as compared to the rest of the City, where approximately 35% of housing units are occupied by home owners and about 64% are occupied by tenants.<sup>17</sup>

It is no surprise that, given the complexity of our city’s housing laws and the makeup of our district, many questions have been raised by community members from both a tenant and landlord perspective. We intend to bring City Department staff and other community resources out to our district for additional educational sessions on rights and responsibilities under San Francisco laws.

### Objective 2

Continue to provide opportunities for property owners to engage with the Planning Department and Department of Building Inspection in the Sunset District.

In February 2014, our office hosted a workshop with staff from DBI and Planning Department so residents could easily access city resources in the Sunset District. We encouraged residents to attend with both general questions and inquiries about specific

<sup>16</sup> United States Census Bureau American Fact Finder. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml> (Based on zipcodes 94122 and 94116). Accessed June 3, 2014.

<sup>17</sup> United States Census Bureau American Fact Finder. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml> (Based on “San Francisco County”). Accessed June 3, 2014

projects. They were also able to meet with DBI and Planning Department staff with their plans for specific proposals.

We often hear from residents how challenging it is to navigate our city’s Building and Planning Department process. And with both DBI and Planning Department offices located downtown, we wanted to provide Sunset residents with the ability to easily meet department staff in person within the neighborhood. Many have also expressed how they are unclear whether their issues should be addressed by DBI or Planning Department. Given the number of DBI and Planning Department issues raised by our office, we also intend to continue holding workshops in the Sunset for residents to engage with DBI and Planning Department staff more easily.

#### Planning & DBI at a Glance:

#### PLANNING DEPARTMENT

The Planning Department plays a central role in guiding the growth and development in our City through the General Plan and neighborhood plans, fostering exemplary design through planning controls, improving our surroundings through environmental analysis, preserving our unique heritage, encouraging a broad range of housing and enforcing the Planning Code.

[www.sf-planning.org](http://www.sf-planning.org)

#### DEPARTMENT OF BUILDING INSPECTION

DBI oversees the safe and fair enforcement of the City’s Building, Housing, Electrical, Mechanical, Plumbing and Disability Access Codes.

[www.sfdbi.org](http://www.sfdbi.org)

## SUPPORT ART AND CULTURE THAT PROMOTES AND RESPECTS THE DISTINCT CHARACTER OF OUR NEIGHBORHOOD, AND PROJECTS TO CREATE PUBLIC AMENITIES THAT BENEFIT OUR RESIDENTS, VISITORS AND THE ENVIRONMENT

### Objective 1

Create community gathering opportunities through art, landscaping, architectural design and coordination with major infrastructure projects.

We often hear from residents that the Sunset District lacks public spaces where the community can gather and spend time in the neighborhood. Within the last few years, many volunteers have taken the initiative to create community gathering opportunities through a combination of art, landscaping and architectural design.



Planning Department/DBI Mobile Workshop in District 4





La Playa Park - Before

One great example is the effort spearheaded by residents living around the La Playa/Judah neighborhood. Referred to now as “La Playa Park” the area surrounding the N-Judah terminus at La Playa and Java Beach Café was formerly made up of concrete medians and plagued with public safety concerns. The proprietors of Java Beach Café worked with the community to turn the median across their café into a small oasis where patrons could sit and enjoy their coffee or meal from Java Beach Café. The positive transformation inspired additional community members to take on the challenge of developing another concrete median into a community garden. Now, with the second garden complete and equipped with a bocce ball court, the community members continue to work on beautifying the surrounding area through art, landscaping and design.

Many of our small businesses have also worked to install creative parklets in our neighborhood, adding to the vibrancy of our commercial corridors and offering more community gathering spaces through the City’s Pavement to Parks program.<sup>18</sup> The Sunset District now has three parklets, located at Outerlands (45<sup>th</sup> Ave & Judah), Trouble Coffee (between 45<sup>th</sup>/46<sup>th</sup> & Judah), and

<sup>18</sup>San Francisco Planning Department’s Pavement to Parks website. <http://pavement-toparks.sfplanning.org/> Accessed June 3, 2014



La Playa Park – After

Devil’s Teeth Baking Company (46<sup>th</sup> Ave & Noriega). All of these installations have infused art and life into the Sunset District.

Major infrastructure projects being implemented by city departments also offer great opportunities to incorporate community-focused design aspects. For example, the San Francisco Public Utilities Commission’s (SFPUC) upcoming landscaping projects to divert stormwater from our sewer system have incorporated educational gathering opportunities for residents and DPW’s streetscape improvement projects have incorporated public art along merchant corridors. We should use every opportunity to augment or design upcoming projects to provide for community enhancements.

Our office will continue to support community efforts to create additional public gathering opportunities in our district as they contribute to our neighborhood vitality, help decrease crime and provide residents and visitors more opportunities to interact with each other.

### Objective 2

Establish neighborhood-defining connections to natural landmarks such as Ocean Beach and Golden Gate Park.

Given that our district is bordered by incredible landmarks such as Ocean

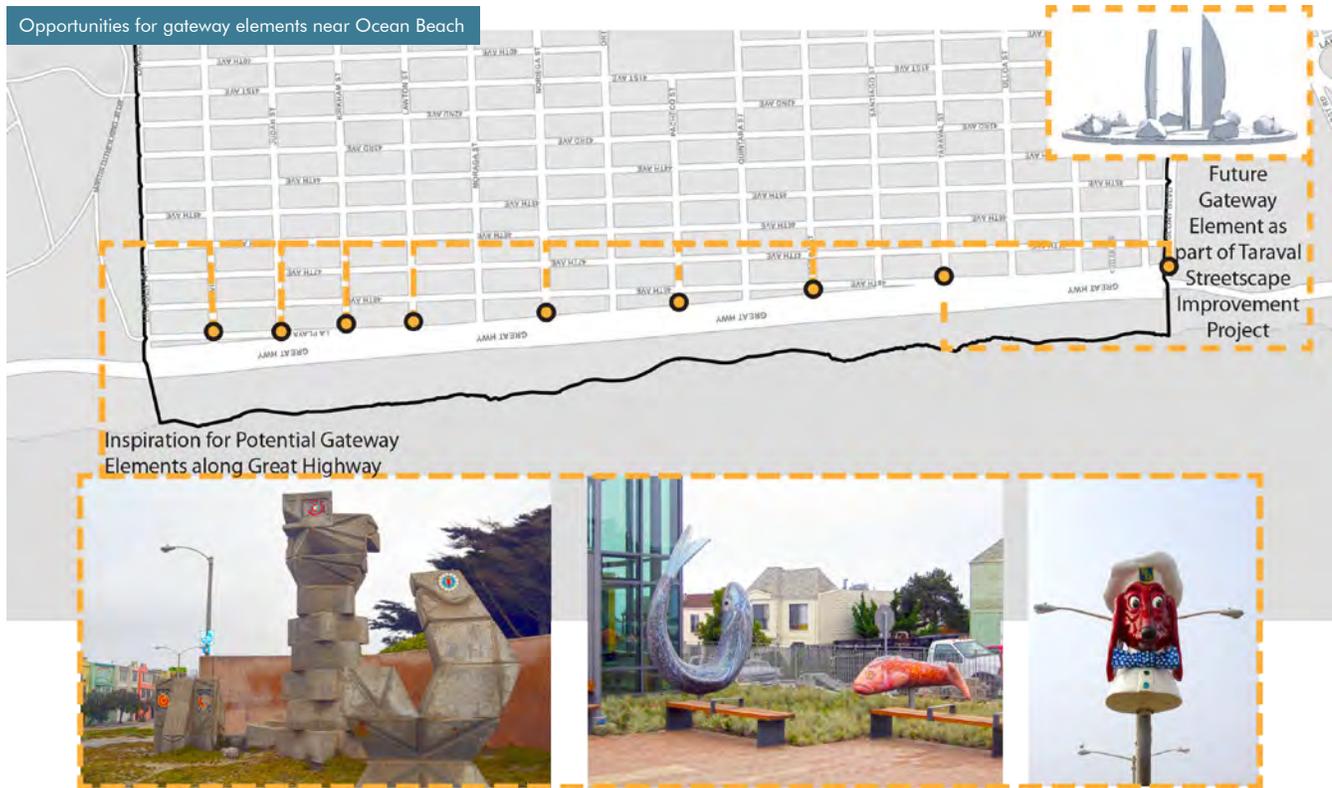
Beach and Golden Gate Park, there are many opportunities to enhance our neighborhood connections to these places.

For example, installation of creative wayfinding signs along the border of Golden Gate Park by Lincoln Way can assist both residents and visitors with finding the best entrance into Golden Gate Park. At the same time, signage can serve as an artistic element to help define our neighborhood.

We recommend signage at the following locations along Lincoln Way, which serve as major gateways to attractions within Golden Gate Park:

- » **19th Avenue:** Stow Lake & Stow Lake Boathouse, Rainbow Falls and Prayerbook Cross, San Francisco Botanical Garden, Japanese Tea Garden, California Academy of Sciences, De Young Museum, County Fair Building, Music Concourse, Conservatory of Flowers, Mother’s Playground
- » **20th Avenue:** Elk Glen Meadow, Mother’s Playground, Stow Lake & Stow Lake Boathouse
- » **25th Avenue:** Mallard Lake, Elk Glen Lake, Elk Glen Meadow
- » **30th Avenue:** Mallard Lake, Metson Lake
- » **34th Avenue:** Polo Field
- » **41st Avenue:** Bercut Equitation Field, Chain of Lakes – South Lake, Middle Lake and North Lake, Bison Paddock, Spreckels Lake, Hellman Hollow
- » **45th Avenue:** 45<sup>th</sup> Avenue Boat Playground
- » **La Playa Street:** Murphy Windmill, Beach Chalet Soccer Fields, Queen Wilhelmina Tulip Garden, Beach Chalet Brewery and Restaurant, Golden Gate Park Golf Course, Golden Gate Park Archery Range

We have also encouraged that artistic gateway elements be incorporated into city projects, such as through the Taraval and Irving Streetscape Improvement projects. We can build



on these upcoming projects, such as through the installation of a series of gateway elements along the lower Great Highway to mark our district’s connection to Ocean Beach. We look forward to working with our local artists to help shape our Sunset District identity.

**Objective 3**

Create opportunities for public art that define and add vibrancy to the neighborhood, and that strengthen the Sunset District’s local culture and sense of place and history.

Many Sunset District residents expressed that our neighborhood lacks a sense of identity. The district is mostly residential and generally comprised of single-family homes. However, public art can add vibrancy to the neighborhood, as well as strengthen the Sunset District’s local culture and sense of place and history.

Artistic elements that enhance the Sunset District’s character and history should be incorporated into as many projects as possible. For



example, while working to improve façade conditions with merchants at Taraval Street and 32nd Avenue (T-32 Project), our office partnered with small business owners to incorporate a Sunset District defining mural on the wall at Art’s TV shop. This mural has helped generate more attention to this previously dull intersection, and also provides an opportunity to showcase the beauty of the Sunset District. We also worked with the proprietor of Gene’s Liquor through the T-32 Project to refurbish signage to reflect the history of the building, which was home to one of the Parkside neighborhood’s first community meetings.



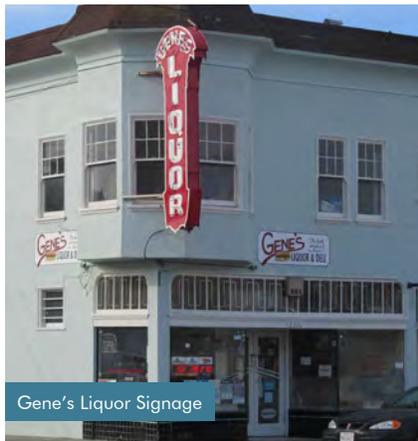
The City also has a program, StreetSmARTS, which connects established urban artists with private property owners to create vibrant murals. This program, which is a partnership between the DPW and the San Francisco Arts Commission (SFAC), aims to restore San Francisco’s stature as a recognized, international destination for mural art. Additionally, murals have proven to be effective in making property less vulnerable to graffiti vandalism. Our office has connected and will continue to connect property owners with the StreetSmARTS program. In addition to painted murals, there are other ways to incorporate art

into our community. For example, a District 4 artist, Renee McKenna, spearheaded an effort to create a tile mural surrounding South Sunset Playground. Renee engaged volunteers throughout the neighborhood and held fundraising events and tile-making parties. The beautiful installation serves as a reminder that one person with a great idea can make a huge impact in our community.

Our office will continue to find opportunities to incorporate art into our neighborhood, especially art strengthening the Sunset District's identity.

#### Objective 4

Continue to encourage installation of additional street trees and landscaping to increase value and enjoyment of our neighborhood.



Gene's Liquor Signage

There are many benefits to planting street trees and installing landscaping. In an analysis conducted on our City's urban forestry, it is estimated that San Francisco's public tree populations in the inventoried neighborhoods (Outer Sunset; Haight; Western Addition; North Beach; Bernal Heights; Excelsior; and Bayview) are providing annual benefits of \$3,947,417 (\$4.86 per capita).<sup>19</sup> These benefits include energy savings, air quality improvements, stormwater interception, atmospheric CO<sup>2</sup> reduction and aesthetic contributions to the social and economic health of the community.<sup>20</sup> In addition to these direct improvements, healthy urban trees increase the overall attractiveness of a community and have been proven to increase the value of local real estate by 7% to 10%, as well as promoting shopping, retail sales and tourism.<sup>21</sup>

Additionally, the presence of trees reduces the speed of drivers, and the



Tile Wall at South Sunset Playground

frequency and severity of crashes.<sup>22</sup> Trees and sidewalk gardens also increase revenues in shopping districts, where consumers have a 12% higher willingness to pay for goods and services in retail areas.<sup>23</sup> And the interception of stormwater by our city's urban forest has an annual value of about \$470,000.<sup>24</sup>

Our city invests an estimated \$903,912 (\$1.11 per capita) each year to provide care for these trees, which results in the community realizing an overall net benefit of \$3,043,505 every year.<sup>25</sup> In other words, for every \$1 spent on public trees, our residents receive \$4.37 in benefits.<sup>26</sup>

In past years, many residents have partnered with organizations, such as Friends of the Urban Forest (FUF), to plant trees in their neighborhood. Additionally, the City has planted over 100,000 of the City's 700,000

<sup>22</sup> Nederi, Jody; Kweon, Byoung-Suk; and Maghelal, Praveen, "The Street Tree Effect and Driver Safety," (2008). [http://www.naturewithin.info/Roadside/Tree&Driver\\_ITE.pdf](http://www.naturewithin.info/Roadside/Tree&Driver ITE.pdf) Accessed June 3, 2014

<sup>23</sup> Wolf, Kathleen, "Public Response to the Urban Forest in Inner-City Business Districts," *Journal of Arboriculture* 29(3), (May 2003) [http://www.fs.fed.us/pnw/pubs/journals/pnw\\_2003\\_wolf002.pdf](http://www.fs.fed.us/pnw/pubs/journals/pnw_2003_wolf002.pdf) Accessed June 3, 2014

<sup>24</sup> Maco, Scott; McPherson, E.; Simpson, James; Peper, Paula; and Xiao, Qingfu, "City & County of San Francisco Street Tree Resource Analysis," Center for Urban Forest Research (December 2003). [http://www.fs.fed.us/psw/programs/uesd/uep/products/cufr427\\_SFSTAFinal.pdf](http://www.fs.fed.us/psw/programs/uesd/uep/products/cufr427_SFSTAFinal.pdf) Accessed June 3, 2014

<sup>25</sup> Davey Resource Group, "City & County of San Francisco Street Tree Census: Resource Analysis of Inventoried Public Trees" (2013), page 1, 3. [http://www.sf-planning.org/ftp/files/plans-and-programs/planning-for-the-city/urban-forest-plan/UrbanForestPlan\\_StreetTreeCensus\\_FullReport\\_apr2013.pdf](http://www.sf-planning.org/ftp/files/plans-and-programs/planning-for-the-city/urban-forest-plan/UrbanForestPlan_StreetTreeCensus_FullReport_apr2013.pdf) Accessed June 3, 2014

<sup>26</sup> Davey Resource Group, "City & County of San Francisco Street Tree Census: Resource Analysis of Inventoried Public Trees" (2013), page 1, 3. [http://www.sf-planning.org/ftp/files/plans-and-programs/planning-for-the-city/urban-forest-plan/UrbanForestPlan\\_StreetTreeCensus\\_FullReport\\_apr2013.pdf](http://www.sf-planning.org/ftp/files/plans-and-programs/planning-for-the-city/urban-forest-plan/UrbanForestPlan_StreetTreeCensus_FullReport_apr2013.pdf) Accessed June 3, 2014



New facade improvements and mural at Taraval & 32<sup>nd</sup>

street trees.<sup>27</sup> However, among the 30 largest urban cities in the country, San Francisco ranks last in tree canopy cover.<sup>28</sup> Given this, as well as the environmental and economic benefits generated from increased street trees, the City hopes to plant 50,000 new street trees by 2033.<sup>29</sup>

The City has incorporated tree plantings in many projects, including the Taraval Streetscape Improvement Project (46<sup>th</sup> – 48<sup>th</sup> Ave) and Irving Streetscape Improvement Project (19<sup>th</sup> – 27<sup>th</sup> Ave). When completed, these two projects will be adding 150 new trees along our two commercial corridors.

While we recognize the significant positive impacts of street trees, we have heard from community members how it is equally important to have proper maintenance of our City's green infrastructure. Due to budget cuts in the City, about 60,000 of the 100,000 public streets trees were transferred to fall under the responsibility of private property owners.<sup>30</sup> DPW, which is responsible for maintaining

<sup>27</sup> Davey Resource Group, "City & County of San Francisco Street Tree Census: Resource Analysis of Inventoried Public Trees" (2013), page 1, 3. [http://www.sf-planning.org/ftp/files/plans-and-programs/planning-for-the-city/urban-forest-plan/UrbanForestPlan\\_StreetTreeCensus\\_FullReport\\_apr2013.pdf](http://www.sf-planning.org/ftp/files/plans-and-programs/planning-for-the-city/urban-forest-plan/UrbanForestPlan_StreetTreeCensus_FullReport_apr2013.pdf) Accessed June 3, 2014

<sup>28</sup> Kuruvila, Matthai, "Plant a tree, build community in S.F." SF Gate (2010). <http://www.sfgate.com/bayarea/article/Plant-a-tree-build-community-in-S-F-3272432.php> Accessed June 3, 2014

<sup>29</sup> Lamb, Jonah, "SF makes plan to plant more trees, take responsibility of existing ones." San Francisco Examiner. (2014) <http://www.sfxaminer.com/sanfrancisco/sf-makes-plan-to-plant-more-trees-take-responsibility-of-existing-ones/Content?oid=2676963> Accessed June 3, 2014

<sup>30</sup> Lamb, Jonah, "SF makes plan to plant more trees, take responsibility of existing ones." San Francisco Examiner. (2014) <http://www.sfxaminer.com/sanfrancisco/sf-makes-plan-to-plant-more-trees-take-responsibility-of-existing-ones/Content?oid=2676963> Accessed June 3, 2014

## BY THE NUMBERS

Scientists at the U. S. Forest Service and elsewhere have developed tools to quantify the many benefits and ecosystem services provided by urban trees. These estimates indicate the magnitude of benefits our trees collectively return to the city - millions of dollars. For every \$1 spent on public street trees, it is estimated that San Francisco receives \$4.37 in benefits -- a tremendous return on investment<sup>1</sup>.



# 669,000

Estimated number of trees in San Francisco.<sup>2</sup>



# 516,468,000 gal

Estimated gallons of water trees divert from the sewer system each year.<sup>3</sup>



# 196,000 tons

Amount of carbon stored by the city's trees each year.<sup>2</sup>



# 260 tons

Amount of atmospheric pollutants filtered by the urban forest annually.<sup>2</sup>

<sup>1</sup> City of San Francisco Resource Analysis of Inventoried Public Trees, Davey Resource Group (2013).  
<sup>2</sup> Assessing Urban Forest Effects and Values: San Francisco's Urban Forest, United States Forest Service (2007).  
<sup>3</sup> Based on estimate of on average 774 gallons intercepted annually per tree (Davey Resource Group 2013).  
<sup>4</sup> San Francisco Bay Area State of the Urban Forest Report, USDA Forest Service (2007).

## Benefits of Trees

# \$1,700,000,000

Estimated capital value of San Francisco's urban forest (i.e. replacement cost for all existing trees within the city).<sup>2</sup>

# \$98,272,878

Increase in property values provided by San Francisco's trees annually.<sup>4</sup>

# \$9,439,309

Value of environmental benefits (hydrological, air quality, and carbon storage) provided annual by the urban forest.<sup>2,4</sup>

the City's public trees, currently has a staff of 11 arborists to manage 40,000 street trees.<sup>31</sup>

Our office will continue to support the City's efforts to increase our tree canopy cover in San Francisco. However, it is also important that we address long-term maintenance strategies for our street trees. We will work with DPW to determine the best way to support our environmental goals while ensuring proper maintenance of our City's greenery.

### Objective 5

Continue Front Yard Ambassadors Program with the San Francisco Public Utilities Commission and work with Planning Department to better enforce existing codes regarding front yard paving requirements.

<sup>31</sup> Lamb, Jonah, "SF makes plan to plant more trees, take responsibility of existing ones." San Francisco Examiner. (2014) <http://www.sfxaminer.com/sanfrancisco/sf-makes-plan-to-plant-more-trees-take-responsibility-of-existing-ones/Content?oid=2676963> Accessed June 3, 2014

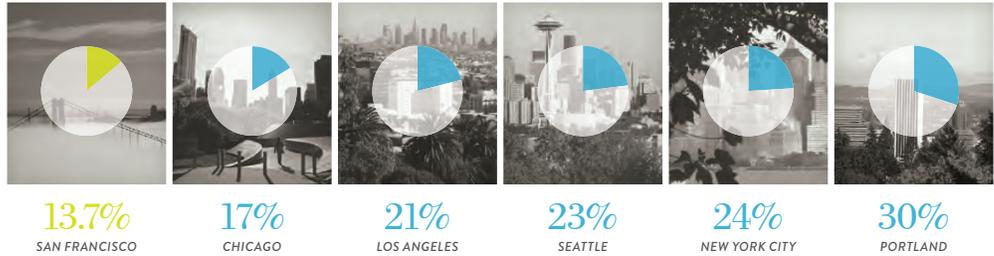
Our office, along with the SFPUC, FUF and community members, implemented the pilot round of our city's first Front Yard Ambassadors Program in February 2014. In addition to the goal of building community relationships among District 4 residents, one of the main purposes of the program is to divert stormwater runoff into our City's sewer system.

San Francisco is served predominantly by a combined sewer system, meaning that our system collects both sewage and stormwater in the same pipes, and then treats and discharges the combined flows to the San Francisco Bay or Pacific Ocean. Our system provides important environmental benefits by treating stormwater, which can contain numerous pollutants. There are ways residents and businesses can help protect the environment, preserve our sewers, and save on costs. Reducing or delaying the amount of stormwater entering the combined system through green infrastructure

## San Francisco has one of the smallest tree canopies of any major U.S. city.

**URBAN TREE CANOPY COMPARISON** Sources: SF Planning Department (2012), City of Seattle (2007), City of Portland (2012), Million Trees NYC (2012), City of Chicago (2012) and Million Trees LA (2006).

Using aerial photos, the size of an urban forest can be monitored and its growth or decline tracked over time. The benefits and services provided by trees are directly related to the extent of a city's canopy cover. Larger leaf surface areas indicate the increased capacity of trees to clean air, absorb stormwater and beautify streets and neighborhoods.

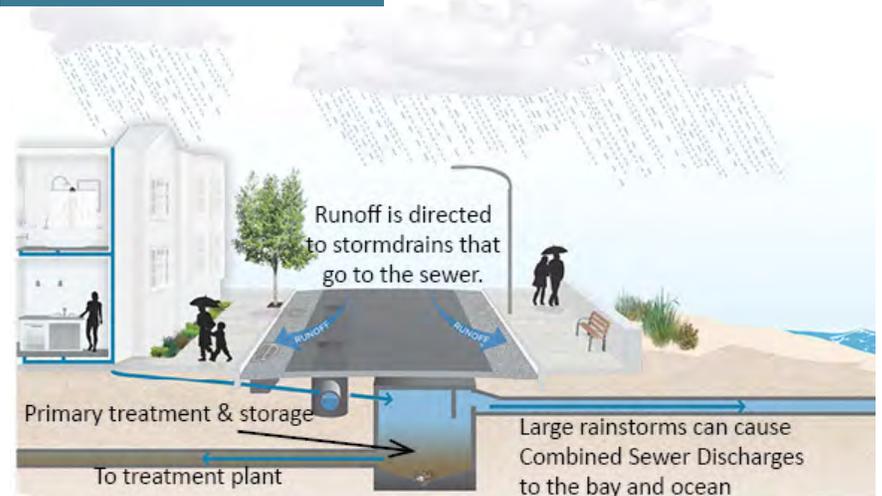


(like front yard gardens or rain barrels) and keeping fats, oils and grease (FOG) out of the system are two examples. The potential savings by reducing stormwater and FOG are approximately \$1,900 per million gallons removed and \$3.5 million, respectively.<sup>32</sup>

Over time, our city has developed more impervious surfaces, which allow large volumes of stormwater to flow directly into our sewer system. Our office designed the Front Yard Ambassadors Program to combat this by installing front yard gardens to reduce, filter, and slow stormwater runoff. For each square foot of concrete converted to landscaping, an average of 12 gallons of stormwater runoff can be removed from the sewer system each year. In our first phase of the Front Yard Ambassadors Program, we anticipate diverting about 30,000 gallons per year of stormwater runoff from our sewer system. When taken in conjunction with other projects the SFPUC has underway, such as the Sunset Boulevard Greenway Project, the amount of stormwater diverted from our combined sewer system is significant.<sup>33</sup>

As we implement additional green stormwater management programs, it is also important that the City enforce existing regulations for front yard paving requirements. Currently, under our city's Planning Code (Section 132(g)), anyone who

SFPUC Diagram of Combined Sewer System



Front Yard Ambassadors Program



<sup>32</sup> According to SFPUC

<sup>33</sup> San Francisco Public Utilities Commission, "Sunset Boulevard Greenway Project." <http://sfwater.org/index.aspx?page=682> Accessed June 3, 2014



to bring neighbors together, as well as provide environmental benefits and educational opportunities for everyone. Currently, the Sunset District is home to several community gardens, such as La Playa Park, the Taraval median garden at the lower Great Highway, and many developed by our local schools. Recently, neighbors partnered with St. Paul’s Presbyterian Church (43<sup>rd</sup> Avenue & Judah Street) to develop a new community garden on site. Additionally, through the proposed Sunset Boulevard Greenway Project (construction to begin summer 2015), the SFPUC is incorporating several rain garden “learning labs” for nearby students and residents to interact with.

The City also has a program, called the Street Parks Program, which allows residents to partner with DPW and the San Francisco Parks Alliance (Parks Alliance) to develop and create community managed gardens on public rights of way under the City’s jurisdiction. Since the program began in 2004, 100 community gardens have been developed and many more are in progress. To participate in this program, residents must locate a public site they are interested in planting/developing and maintaining for at least three years. The program applies to: unaccepted

paves or re-paves more than 200 sq. ft. of the front setback is required to provide for 50% permeable surface.<sup>34</sup> Vegetation is not required in this instance, and alternative permeable materials are allowed. In any case, all residential properties in residential districts are required to meet the 20% landscaping requirement, with the exception of properties whose front yards have existed in its current condition prior to 2002. The 20% landscaping would count towards the 50% permeable surfaces requirement, if triggered.

In 2012, the District 4 office worked with the Planning Department to spearhead changes in enforcement around front yard paving. Due to many complaints received from residents regarding violations of the front yard paving requirements, our office worked with the Planning Department to institute daily fines for non-compliance after a 30-day notice to abate the violation. Previously, violators could pay a one-time fee and continue to be in violation of the City’s front yard paving regulations.

Our office will continue to support and encourage green stormwater management projects throughout our district, as well as work with the Planning Department to continue

effective enforcement of our City’s existing regulations. In combination, these efforts will allow the Sunset District to contribute our part in preventing environmental hazards and in supporting the longevity of our crucial sewer system infrastructure.

### Objective 6

Encourage development of community garden spaces that are visible and accessible to the public.

The creation and maintenance of community gardens are great ways

Part of proposed Sunset Boulevard Greenway Project



### LEARNING LAB VIEWS BEFORE AND AFTER



<sup>34</sup> San Francisco Planning Code, Section 132(g)

streets (public areas where private property owners are responsible for maintenance), medians, and public rights-of-way. Although neighbors would need to secure funding through grants and other public/private funding sources, much of the costs for improvements can be off-set by volunteer participation and support from the Parks Alliance and DPW. For more information on how to participate in this program and to download an application, visit: [www.sfdpw.org/index.aspx?page=1237](http://www.sfdpw.org/index.aspx?page=1237).

Community gardens created in the Sunset District have made positive changes in our neighborhood, and we will continue to support the development of urban gardening opportunities.



Ocean Beach Master Plan Community Workshop 2011



Ocean Beach Master Plan Community Workshop 2014

### Objective 7

Engage community on recommendations from the Ocean Beach Master Plan.

The Sunset District is bordered by an incredible natural treasure – Ocean Beach. However, Ocean Beach brings with it a series of challenges that we must prepare before it is too late.

The Ocean Beach Master Plan (OBMP), developed by the San Francisco Planning and Urban Research (SPUR) Association in conjunction with city, state, federal agencies and community members, was the result of more than a decade of advocacy by community members and an 18-month-long public process

to address ongoing issues at Ocean Beach.

The OBMP tackles complex challenges, including: severe erosion, jurisdictional maintenance issues, a diverse array of beach users and points of view and climate-induced sea level rise. The OBMP provides a series of recommendations, both long-term and short-term, to address these particular issues. Implementing the recommendations will require environmental review, additional studies, funding and other permitting processes. Community input is vital to the process, and our office continues to work with SPUR to engage residents and stakeholders on the recommendations.

There are six major recommendations from the OBMP:

#### **Reroute Great Highway south of Sloat and replace it with a coastal trail.**

- » This would help address the severe erosion occurring at the south end of Ocean Beach and provide a connecting trail between Land's End and Fort Funston. This would also help address traffic concerns along Sloat Boulevard and key intersections to make the street and its surrounding area safer for everyone.

#### **Introduce a multipurpose coastal protection/restoration/access system.**

- » This would entail incrementally dismantling the Great Highway and parking lots, allowing erosion to proceed inland. It would also entail protecting the existing Lake Merced Wastewater Tunnel in place with three layers: a low-profile hard structure, a cobble berm or dynamic revetment, and placed sand. This would allow storm surges to wash over the tunnel and dissipate toward higher ground.

#### **Reduce the width of the Great Highway to provide amenities and facilitate managed retreat.**

- » This involves the potential narrowing of Great Highway from four lanes to two south of Lincoln

Way and use of the current southbound lanes for parking pockets and restrooms. There are also plans to introduce a multiuse promenade west of the road.

**Restore the dunes along the middle reach.**

- » Nourishing the beach with sand dredged by the Army Corps of Engineers along the southern end of the beach has already begun and will continue. In phases, the plan calls for restoration of native dunes in key locations, especially at Lincoln and Vicente Streets.

**Create a better connection between Golden Gate Park and Ocean Beach.**

- » Tightening and reconfiguring the parking lot at O'Shaughnessy Seawall to improve pedestrian conditions, bike access and traffic circulation is part of this proposal. It also includes installing permeable paving, amenities and appropriate vegetation to create a more welcoming, attractive space.

**Introduce bicycle and pedestrian improvements north of Balboa Street.**

- » This recommendation included narrowing the Great Highway and Point Lobos Avenue from four lanes to two, and introducing a physically separated bikeway with connections to Lands End and beyond. Both of these projects have already been completed.

We emphasize that most of these recommendations require additional community input and informational sessions prior to implementation, and we will keep residents and stakeholders informed of opportunities to provide feedback.

Long-term planning is vital if we want to allow future generations to access and enjoy Ocean Beach.

For more information on the Ocean Beach Master Plan, visit: [www.spur.org/featured-project/ocean-beach-master-plan](http://www.spur.org/featured-project/ocean-beach-master-plan)



## TIMELINE FOR IMPLEMENTATION OF LAND USE FRAMEWORK

Objective	Short (0-2 years)	Medium (2-5 years)	Long (5+ years)
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**Development:** In partnership with the community, promote thoughtful and appropriate development that serves the needs of our residents along transportation and business corridors and on underutilized sites.

Identify areas where additional housing can be built on underutilized lots and along transit and business corridors, and engage property owners, community and developers.	→		
Create vibrant, mixed-use development responsive to community needs on currently underutilized sites.			→
Ensure that any growth in the Sunset District does not adversely impact the existing residential neighborhood character.	→		
Encourage development of housing that serves a variety of household types.	→		
Support housing for middle income households.	→		
Work with Planning Department on their citywide effort to revise Residential Design Guidelines for easier understanding and a smoother process for property owners.		→	
Encourage development of new housing or remodeling of existing housing to accommodate seniors and individuals with disabilities by promoting universal design principles.		→	

**Education:** Engage property owners, tenants and city departments in thoughtful dialogue around housing and building policy, and provide ongoing educational opportunities.

Continue providing property owners and tenants with educational opportunities to learn about rights and responsibilities under San Francisco laws.	→		
Continue to provide opportunities for property owners to engage with the Planning Department and Department of Building Inspection in the Sunset District.	→		

**Beautification, Art & Identity:** Support art and culture that promotes and respects the distinct character of our neighborhood, and projects to create public amenities that benefit our residents, visitors and the environment.

Create community gathering opportunities through art, landscaping, architectural design, and coordination with major infrastructure projects.	→		
Establish neighborhood-defining connections to natural landmarks such as Ocean Beach and Golden Gate Park.		→	
Create opportunities for public art that define and add vibrancy to the neighborhood, and that strengthen the Sunset District's local culture and sense of place and history.	→		
Continue to encourage installation of additional street trees and landscaping to increase value and enjoyment of our neighborhood.	→		
Continue Front Yard Ambassadors Program with SFPUC and work with Planning Department to better enforce existing codes regarding front yard paving requirements.	→		
Encourage development of community garden spaces that are visible and accessible to the public.	→		
Engage community on recommendations from the Ocean Beach Master Plan.	→		

*“Revitalize/support our merchant corridors.  
Make them thrive and a place where daily needs can  
be met without leaving the neighborhood/create  
more of a ‘town square’ community.”*

SEEDLESS  
MANDARINES  
\$2.99  
2.25 bag

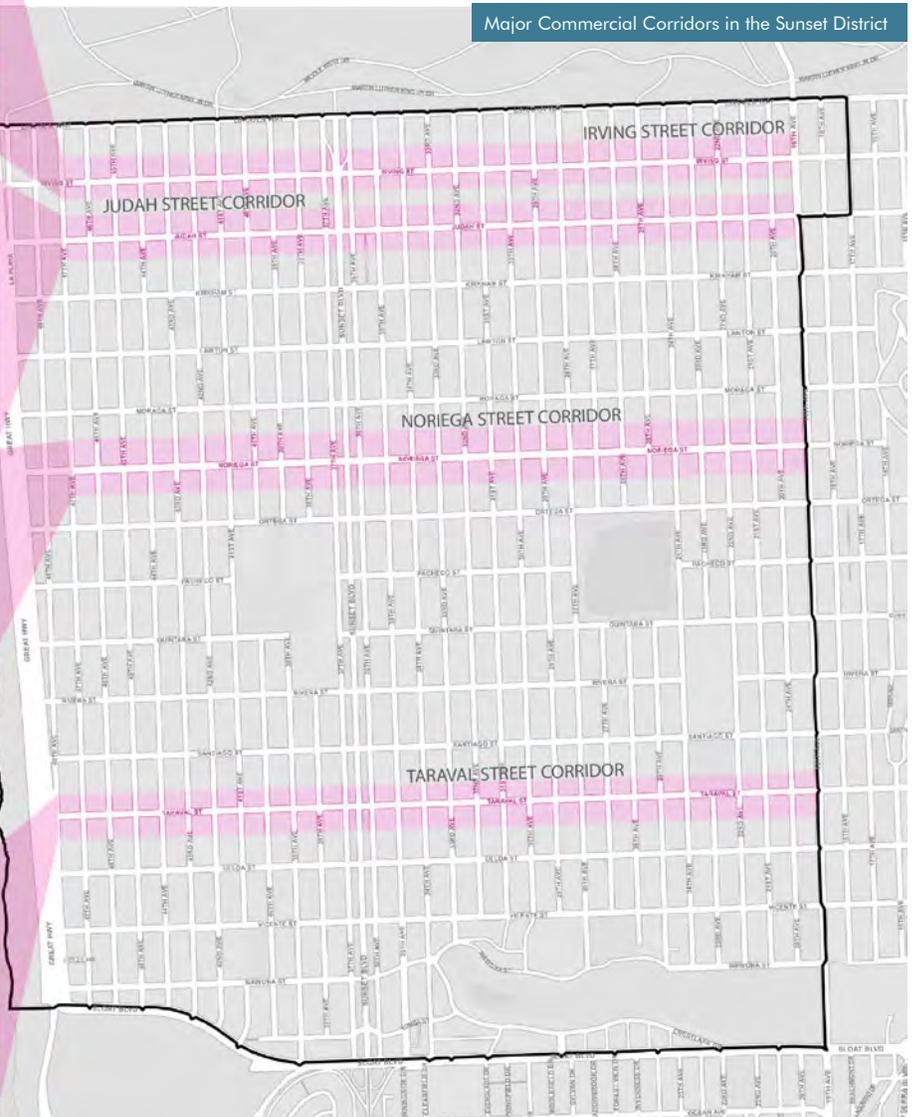
*chapter four*  
**ECONOMIC DEVELOPMENT**

Small businesses are the backbone of our community. They create vibrant public spaces that draw residents out into the neighborhood to participate in daily life, and also attract visitors to support our local economy.

The Sunset District has a great variety of small businesses and four key commercial corridors. Irving Street is always bustling with people and serves the daily needs of our community well with great food, hardware, housewares, retail shopping, personal services and medical and pharmaceutical services. Judah Street has become a destination for all types of people with popular eateries,

coffee shops and great public spaces especially near Ocean Beach. Noriega Street has always had a bustling central shopping district near Sunset Boulevard and has recently seen some revitalization near Ocean Beach. Taraval has a great variety of restaurants and personal services along with a newly rebuilt playground and library at McCoppin Square.

While we benefit from such a variety of healthy commercial areas, the Sunset District still needs targeted and focused efforts to attract new businesses, continued support from the community and city to retain existing businesses, the creation of





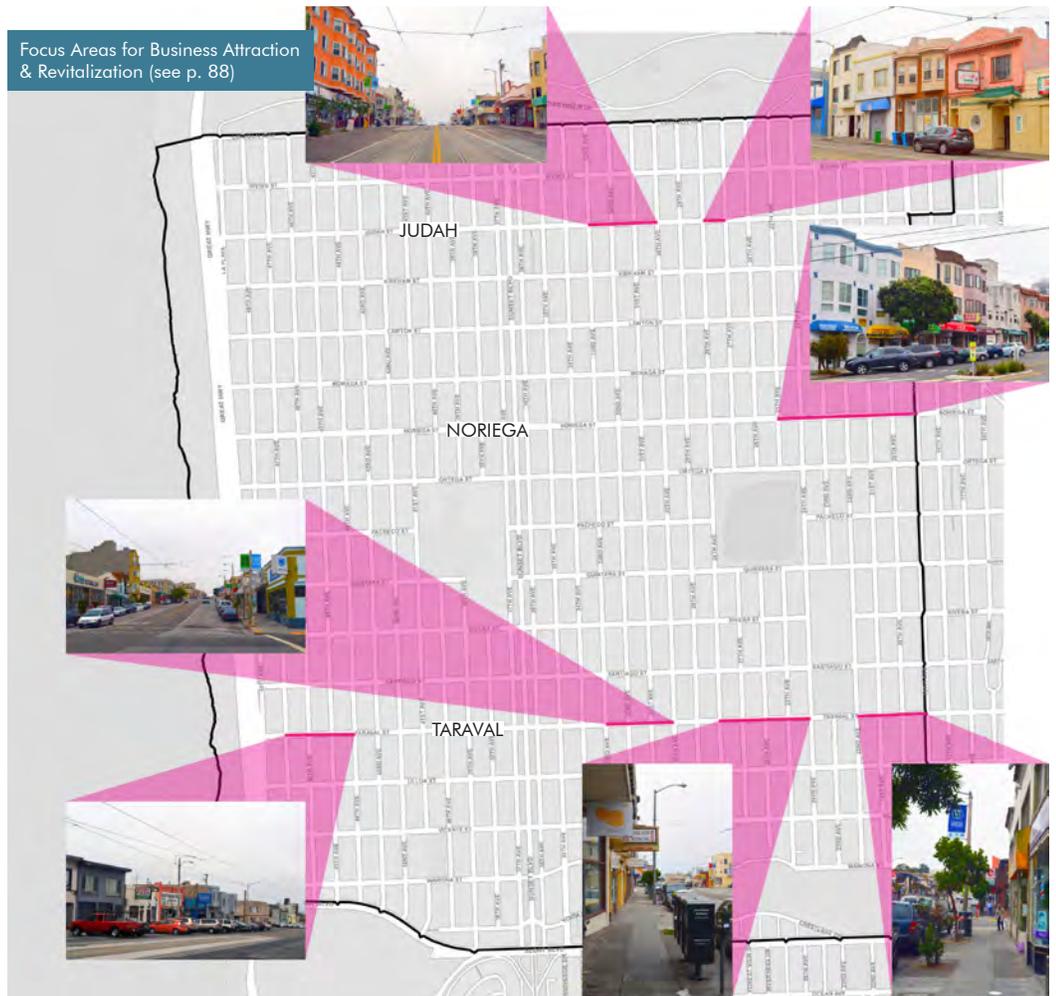
GENERAL  
STORE





physical improvements to existing commercial corridors and businesses, and increased cleaning and maintenance in all of our commercial areas. Our office will continue to work with the Office of Economic and Workforce Development (OEWD), the Office of Small Business (OSB), the Planning Department, the Department of Public Works (DPW), our community partners, non-profits and residents to transform our commercial corridors into vibrant and attractive areas.

Our office is committed to finding ways to make it easier to start, own and operate a small business in San Francisco. This includes working with our various city departments to streamline permitting processes, fees, and policies so that small businesses can thrive in the Sunset District and throughout San Francisco.





*framework*  
ECONOMIC DEVELOPMENT

**Business Variety, Attraction and Retention:** *Recruit strong anchor businesses; attract businesses that serve daily needs of residents; increase variety to promote local shopping and enjoyment of our neighborhood.*

- » Identify key nodes along commercial corridors for focused business attraction.
- » Recruit anchor businesses to support and attract other neighborhood-serving businesses.
- » Create inventory of existing businesses and develop plan to attract wider variety of businesses currently not available to the community.
- » Develop balance of day and night time businesses and activities to keep neighborhood vibrant.
- » Create incentive programs, such as a Small Business Development Program, to attract small businesses to vacant storefronts.

**Process and Programs:** *Simplify and streamline process of starting a new business; provide educational and financial opportunities to small business owners; support existing, successful programs.*

- » Continue to support the City's Invest in Neighborhoods program to provide focused and customized assistance to meet the needs of Sunset District commercial corridors.
- » Support development of small business web portal to streamline the City's permitting and licensing processes.
- » Promote green building practices to help merchants save on energy and business costs.
- » Support existing merchants with customer attraction, business promotion, façade improvements, and business improvements and investments.
- » Address the financial strain of opening, making improvements to and operating a small business and work with the Office of Economic and Workforce Development and the Office of Small Business to increase accessibility and availability of funding mechanisms as well as explore eligible fee or permit waiver opportunities.

**Vibrant Corridors:** *Identify key nodes to serve as district-wide models; attract visitors and customers to our neighborhood businesses; make infrastructure enhancements in community to serve all small businesses.*

- » Support community-building events that involve local businesses and encourage business participation in neighborhood events and public meetings.
- » Collaborate with tourism agencies and major event organizers to promote Sunset District amenities.

- » Create policy to discourage property owners from leaving commercial spaces vacant for prolonged periods.
- » Support legislation or programs to incentivize business owners in maintaining the condition of their storefronts and corridors.
- » Work with Planning Department to develop Neighborhood Commercial Design Guidelines that reflect and support the character of the Sunset District.

**Storefronts, Sidewalks and Cleanliness:** *Work with City Departments and existing programs to improve commercial corridor experience for patrons.*

- » Collaborate with Department of Public Works on enforcement of existing city codes to allow for better pedestrian circulation, safety and cleanliness along commercial corridors.
- » Work with community members and merchants to participate in the City's "Adopt-a-Street" program to promote shared and individual responsibility over street cleanliness.
- » Create program for community volunteers to assist merchants with façade improvements.
- » Work with Department of Public Works to target neighborhood improvements and outreach.

## OUR BLUEPRINT FOR ECONOMIC DEVELOPMENT

### RECRUIT STRONG ANCHOR BUSINESSES; ATTRACT BUSINESSES THAT SERVE DAILY NEEDS OF RESIDENTS; INCREASE VARIETY TO PROMOTE LOCAL SHOPPING AND ENJOYMENT OF OUR NEIGHBORHOOD

#### Objective 1

Identify key nodes along commercial corridors for focused business attraction.

Some areas of the Sunset District require significant business attraction and revitalization efforts. Modeling off recently revitalized areas such as Outer Judah and Outer Noriega and well-established business districts such as Irving, our office will focus on the following nodes with the intent of attracting new businesses, creating physical improvements, and building community and stakeholder interest and support.

Focused efforts along these nodes can include, but are not limited to: façade improvements, improved variety of businesses, better marketing for attracting community-serving business tenants and pedestrian safety improvements.

Our office will focus on the following nodes due to the high concentration of commercial storefronts, lack of variety in types of businesses and the number of vacancies in the area.

- » Judah St. 27<sup>th</sup>–28<sup>th</sup> Ave.
- » Judah St. 30<sup>th</sup>–33<sup>rd</sup> Ave.
- » Noriega St. 19<sup>th</sup>–25<sup>th</sup> Ave.
- » Taraval St. 19<sup>th</sup>–22<sup>nd</sup> Ave.
- » Taraval St. 24<sup>th</sup>–28<sup>th</sup> Ave.

- » Taraval St. 30<sup>th</sup>–33<sup>rd</sup> Ave.
- » Taraval St. 44<sup>th</sup>–47<sup>th</sup> Ave.

#### Objective 2

Recruit anchor businesses to support and attract other neighborhood-serving businesses.

The Sunset District has incredibly long commercial corridors, with east-west streets approximately two miles in length. And our long business districts are often broken up by extensive residential areas. This has a twofold effect: one, the business districts have become nodes with

their own unique personalities and types of businesses; two, some of these nodes become lost among the housing and do not attract the level of customers to make these businesses as successful.

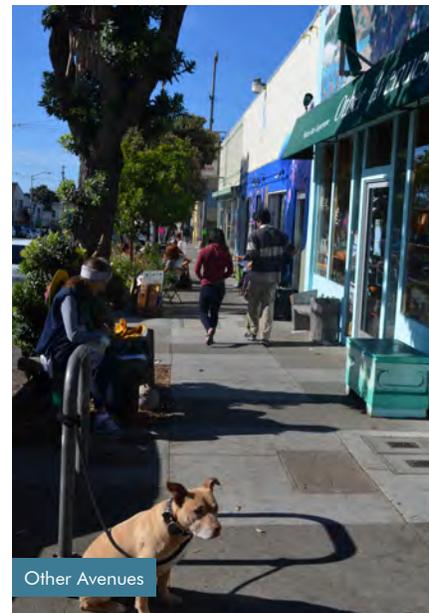
However, our office has seen some dramatic changes as a result of the establishment of “anchor” type businesses. For example, Java Beach Café, which began more than 20 years ago at Judah and La Playa Streets, is now a bustling gathering place where friends meet, families congregate, and the community has come to life. Prior to Java Beach Café’s arrival, the surrounding area



Outerlands



Noriega Produce



Other Avenues

was mostly unattractive to the community. The same improvement has taken place at Java Beach Café on Sloat, which opened almost seven years ago.

Trouble Coffee and Outerlands have also helped transform Judah near 46<sup>th</sup> Avenue. With existing businesses like Other Avenues Food Store, the entire area has sprung to life. Retail shops, art galleries and the initiation of a new community garden at St. Paul’s Church at 43rd Avenue and Judah Street have changed the character of the area dramatically.

The Pizza Place and Devil’s Teeth Baking Company on Noriega Street served as the tipping point for lower Noriega Street, and the area now attracts families to the Outer Sunset in droves. Other anchor businesses like Noriega Produce provide a great variety so families can stay and enjoy the commercial area. These businesses have drawn others to establish stores in the area, and Noriega is a great example of a successful revitalization in the Sunset District. Residents can now get their coffee, go out to have a family dinner, purchase healthy groceries, and even buy pet products, gifts and housewares all in the same day on the same street.

Our office would like to see this type of positive transformation in other areas of the Sunset District, and we will focus on the nodes we have identified as a starting point. New anchor businesses will propel underutilized and less active commercial zones into successful areas to serve our community. The Sunset District is also lucky to have a variety of existing, neighborhood-serving businesses along these focus nodes that can propel revitalization efforts and also increase business retention.

In order to attract anchor business to these identified nodes, our office will:

- » Identify a list of businesses Sunset residents would like to see, including: fitness, clothes, healthy food and grocery, thrift shops, yoga, art and theater, and family activities like bowling or skating;

- » Identify areas in the Sunset District where there are services lacking;
- » Work with OEWD and OSB to identify small business owners looking for space;
- » Locate suitable properties for new businesses in the Sunset District and reach out to property owners;
- » Create a dialogue between the City, small businesses and property owners to assist with the streamlined development of a new business or revitalization of an existing business; and
- » Work with property owners on incentives to attract new tenants.

### Objective 3

Create inventory of existing businesses and develop plan to attract wider variety of businesses currently not available to the community.

The City’s Invest in Neighborhoods (IIN) initiative is part of the Mayor’s 17-point plan for jobs and economic opportunity. The vision of IIN is to ensure that neighborhood commercial districts thrive economically; are safe, resilient, and sustainable; and meet the needs of local residents. IIN aims to organize and share existing resources and services that are most needed in each district.

The IIN program staff developed neighborhood profiles for each of our three IIN corridors within the Sunset District: Irving, Noriega and Taraval Streets. These profiles include a breakdown of the types of stores on each corridor. For instance, Taraval Street has 42 eating and drinking establishments, four animal hospitals/kennels and three bakeries as of June 2013. The information from these neighborhood profiles can better assist us in our efforts to identify what is most needed in the Sunset District.

We will focus business attraction first in corridors with the most vacancies. Taraval has approximately 30 vacancies, Irving has about a dozen, and Noriega has the fewest at only four as of May 2014. Although Judah is not designated as an IIN corridor, we will continue to include Judah in our business attraction efforts by identifying services that are lacking in the nodes we have identified.

We received helpful feedback throughout the Blueprint process on what types of community-serving businesses residents would like to see in the Sunset, and we will continue to perform focused outreach on this subject through surveys in our commercial corridors in cooperation with OEWD and OSB. This additional data will help us determine



what mixture of businesses will best serve our community's needs and would be valuable in attracting new businesses to our neighborhood by demonstrating an existing need in the community and support for that type of business. We envision this information feeding into a business attraction package and campaign to better assist us with our recruitment efforts.

### Objective 4

Develop balance of day and night time businesses and activities to keep neighborhood vibrant.

The Sunset District is often described as a quiet neighborhood. Many businesses close early in the evening and restaurants are generally the only establishments that remain open into the evening hours. However, we have heard from residents that they would like to see a better variety of night time businesses in our community. Restaurants and bars can be great assets to the community and provide gathering spaces as well as contribute to the vitality of our business districts. But in addition to great restaurants and bars, our office would like to bring music, art and more lively activities to the Sunset District so residents can enjoy being in the neighborhood in the evening.

The Sunset District could benefit from a healthy night-time environment for the community to engage in the neighborhood. A successful night-time economy can have the following benefits:

- » Provide solutions to public safety problems with additional eyes on the street;
- » Develop cultural and community vitality;
- » Improve the local economy; and
- » Create more opportunities for the production and consumption of art and culture.<sup>1</sup>

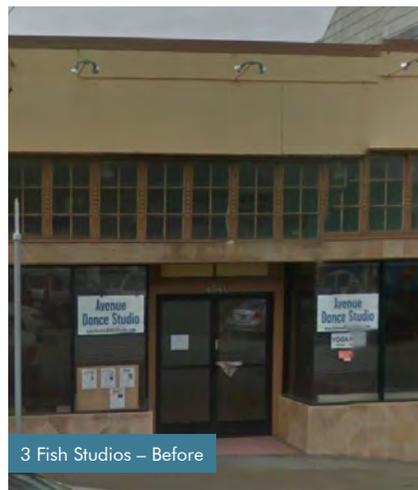
<sup>1</sup> Rowe, David; Stevenson, Deborah; Tomsen, Stephen; Bavinton, Nathaniel; and Brass, Dr. Kylie, "The City After Dark: Cultural Planning and Governance of the Night-time Economy in Parramatta," (2008).

Our office envisions a well-balanced range of evening activities that are suitable for teenagers, young adults and families.

These could include:

- » Expanded free movie nights in our libraries and community centers;
- » Game nights at coffee shops or small businesses;
- » Creative workshops for teens at small businesses;
- » Supporting restaurants and businesses that stay open later in appropriate commercial areas and;
- » Supporting music, shows or other cultural activities at our small businesses.

Our office will explore partnering with some of our non-profits, schools, parks and small businesses on some of these potential activities. We will also work with our merchants associations on developing a monthly evening event in the Sunset District modeled after events like First Fridays in Oakland or Second Saturdays in Sacramento. Businesses can elect to stay open later and provide food, music or other entertainment to the community. Our office hopes to bring more family-friendly events to the Sunset District that will attract parents, young adults and teenagers to enjoy the Sunset District in the evenings with the added benefit of drawing more people to visit our small businesses.



3 Fish Studios – Before

### Objective 5

Create incentive programs, such as a Small Business Development Program, to attract small businesses to vacant storefronts.

New small businesses are limited by factors including funding or finding a suitable space. Starting a new business is a risky endeavor. Many business owners want guaranteed foot traffic and will look for a trendy or popular neighborhood. For this reason, the Sunset District does not necessarily draw a large number of new and unique businesses. We also have a large number of vacancies, some of which have been vacant for more than one year. Property owners can also have a difficult time finding tenants for their spaces.

Our office is working to partner with property owners who own empty storefronts to reduce vacancies and give small businesses an opportunity to grow their company. This small business development program can provide incentives to small businesses to locate in the Sunset and grow their business. Tenants that fill a void in the community can give the corridor a boost. For example, 3 Fish Studios relocated their shop from the Dogpatch neighborhood to the Outer Sunset and transformed a vacant storefront into a vibrant artistic gallery and printmaking shop. Storefront transformations such as these can make our neighborhoods more vibrant. 3 Fish Studios hosts



3 Fish Studios – After

printmaking workshops and events, and is committed to community collaboration. This has been a great benefit to the Outer Sunset.

Our office will choose one or more of our identified focus nodes to implement a small business development program. By choosing an area with several vacancies and filling them simultaneously, we can make a large impact in a short amount of time.

Our office will work with landlords to determine their needs and what incentives they can provide to business tenants. We have already reached out to organizations that provide business training and support for input on how to best attract new businesses to the Sunset District, and we will also continue our efforts with OEWD and OSB.

Opening a small business requires a huge commitment of time and money in addition to permits and paperwork. Often times, entrepreneurs must pay rent for several months while waiting for completion of the City’s permitting process. While it is always an uncertain endeavor to open any type of new business anywhere, our office and our community recognize the value and importance of having strong neighborhood-serving small businesses. That is why our office will work with landlords willing to provide tenant incentives for small businesses.

Tenant incentives for the program could include:

- » Free or reduced rent for a period of time to allow a business to establish itself or complete the City’s permitting process;
- » Paying rent on alternating months during the first few months as a new business;
- » Lower base rent for the lease period;
- » Financial assistance with improvements to the space;
- » Tenant improvement allowance;
- » Shorter or temporary lease periods;

- » Consent to sublease the space; and
- » If space allows, renting to a group of retailers that can share a space.

## SIMPLIFY AND STREAMLINE PROCESS OF STARTING A NEW BUSINESS; PROVIDE EDUCATIONAL AND FINANCIAL OPPORTUNITIES TO SMALL BUSINESS OWNERS; SUPPORT EXISTING, SUCCESSFUL PROGRAMS

### Objective 1

Continue to support the City’s Invest in Neighborhoods program to provide focused and customized assistance to meet the needs of Sunset District commercial corridors.

Although much of our attention is focused on attracting new businesses to the Outer Sunset, business retention is a vital part of the equation. Retaining successful and desirable businesses in our neighborhood is a great way to attract new businesses that see existing thriving storefronts. For example, some of the Sunset’s longstanding businesses such as Marnee Thai on Irving (opened in 1986), Thanh Long on Judah (opened in 1971), Ristorante Marcello on Taraval (opened in 1978), Ocean Park Motel on 46th Avenue (opened in 1937) and John’s Ocean Beach Cafe on Sloat (opened in 1979) are some great examples of how we can retain wonderful businesses in our neighborhood and attract new businesses to open as well.

IIN has been a great partner in business retention and attraction. The IIN initiative is designed to strengthen and revitalize neighborhood commercial districts around the City by providing focused, customized assistance to meet the specific needs of neighborhood commercial corridors. Given that

every neighborhood commercial district is different and has unique needs, opportunities and challenges, IIN is focused on 25 neighborhood commercial districts throughout San Francisco.

As stated previously, the Sunset District has three IIN corridors: Irving, Noriega and Taraval Streets. Staff members from OEWD provide direct assistance to our merchant associations and businesses by deploying resources from various city agencies and nonprofits. Services include the Small Business Revolving Loan Fund, SF Shines, grants and physical improvements such as landscaping and beautification efforts. As a result, IIN hopes to achieve quantifiable economic outcomes, quality of life and environmental improvements and increased social capital. Program elements include:

- » **Baseline services:** Each corridor has access to baseline services including an economic assessment; dedicated City Hall staff; targeted business development and financing resources; and the Jobs Squad, a team of city staff dedicated to helping small businesses access city services.
- » **Commercial district assessments:** The Planning Department and OEWD, with support from community partners and research institutions, conducted thorough assessments of each corridor, including demographic analysis. These can be found at [www.oewd.org](http://www.oewd.org).
- » **Toolkit and customized services:** Based on results from the commercial district assessments and community input, the City works with community members to identify benchmark goals for each district.

OEWD has been in communication with the People of Parkside Sunset (POPS), Outer Sunset Merchants and Professional Association (OSMPA), Outer Noriega Merchants Association (ONMA), various small business owners, and other community leaders in

the Sunset to identify needed services and resources the City can bring or better deploy along the Irving, Taraval, and Noriega commercial corridors. OEWD staff conduct door-to-door outreach and attend merchants meetings to understand the needs and desires of the merchants for their particular business districts.

Included below are some accomplishments of the IIN program:

- » Provided assistance with permitting for new businesses;
- » Provided door-to-door outreach to merchants promoting city services;
- » Provided grants to merchants for community projects:
  - POPS – continuation of Movies in McCoppin and electrical upgrades at McCoppin Square for events;
  - ONMA – replacement of 1,000 square feet of concrete with sidewalk gardens and trees along Noriega Street between 45<sup>th</sup> and 47<sup>th</sup> Avenues; 4<sup>th</sup> Annual Outer Noriega Street Festival; and minor façade improvements; and
  - OSMFA – grant funding for facade improvements on Irving Street.
- » Partnered with Bay Area Local Initiatives Support Corporation (LISC) and ONMA to develop a formal organizational structure to better support our small businesses.

Our office is able to work with OEWD collaboratively to leverage resources for our community. We look forward to continuing our partnership with OEWD and IIN staff in targeting improvements to the Irving, Noriega and Taraval corridors through this program.

### Objective 2

Support development of small business web portal to streamline the City's permitting and licensing processes.

One of the most common concerns we hear from small businesses is the difficulties in navigating the City's permitting process to start a new business, and the amount of time it takes for permits to be issued. In 2013, OSB spearheaded an effort to create an online business portal in an effort to address these concerns. The Business Portal's goals include:

- » Streamline and simplify business interactions within the City, making it easier to start, stay and grow in San Francisco;
- » Use innovative technologies to create a great experience for San Francisco businesses;
- » Ensure our business owners have the right information at the right time; and
- » Provide reporting to city leadership and other departments using agreed performance goals and service delivery standards.

The first phase of this project has already begun with License 123. License 123 streamlines the permitting and licensing process by aggregating all the city and state forms into one online location. Entrepreneurs can select their industry and business type, and License 123 will provide all the necessary forms required for that business to get off the ground. License 123 organizes over 250 business types in 19 industries and over 200 forms into one easy to find location. License 123 can be located at [www.license123.com](http://www.license123.com).

Phase 2 of the Business Portal will be implemented in 2014 and includes:

- » A "one-stop" personalized business portal with industry-specific toolkits;
- » A "business dashboard" to allow agencies to track progress and success; and
- » Setting up a procedure for online forms, eSignatures and ePayments.

Phase 3 of the Business Portal is not yet scheduled, but includes:

- » Mapping businesses' experience with the City from start to finish and streamlining the permitting and licensing process;
- » Moving to online forms, eSignatures and ePayment capabilities; and
- » Ongoing support of business portal maintenance of information and data.

Our office will continue to be involved and engaged in the implementation of the Business Portal project as we believe this new online system will better assist small businesses throughout the City.

### Objective 3

Promote green building practices to help merchants save on energy and business costs.

Promoting green businesses provides benefits to both businesses and our community. Businesses can save money by conserving resources, and these infrastructure or basic improvements can promote the health and safety of their workers and customers. Using fluorescent lighting and Energy Star rated equipment, taking water conservation measures, reducing waste and using less-toxic products are all ways a business can become more green and sustainable.

The City has a Green Business Program to help San Francisco businesses adopt environmental practices that are sustainable and profitable. The San Francisco Department of Environment (SF Environment) runs the program, which is also supported by the San Francisco Department of Public Health (DPH) and the



San Francisco Public Utilities Commission (SFPUC).

In order to be recognized as a SF Green Business, a business must meet environmental standards in four areas: waste reduction, water conservation, pollution prevention, and energy conservation in addition to being compliant with all federal, state and local regulations.

The SF Green Business Program is working primarily with hotels, restaurants, offices, retailers, dentists, garment cleaning and catering businesses. Currently, the Sunset District has almost no participation in this program. This is partly due to stronger outreach efforts in other neighborhoods, which our office will correct. Our office will work with SF Environment to conduct more targeted outreach along our commercial corridors so that Sunset District businesses can be designated as SF Green Businesses. We will also promote the program through our office and through merchants associations to generate more interest from the community.

**Objective 4**

Support existing merchants with customer attraction, business promotion, façade improvements, and business improvements and investments.

**CUSTOMER ATTRACTION AND BUSINESS PROMOTION**

In the past our office has worked with OSMPA on Irving Street to develop merchant directories. Merchant directories in a physical form can be extremely beneficial, in particular to corridors like Irving Street that are close in proximity to Golden Gate Park. Golden Gate Park has many of San Francisco’s most popular tourist destinations such as the de Young Museum, the California Academy of Sciences and the Japanese Tea Garden. There are also many events in Golden Gate Park, such as the Hardly Strictly Bluegrass Concert and the Outside Lands Music Festival. Merchant directories can be

strategically located at these tourist attractions and at events to encourage visitors to dine and shop in the Sunset District. Merchant directories can also be housed with our tourist agencies such as the San Francisco Travel Association.

We have also encouraged businesses to have an online presence through websites and social media. Social media is a quick and cost-effective way to disseminate information to the community. Information about discounts, special promotions or neighborhood events can be widely distributed via social media.

Our office will continue to encourage these types of outreach mechanisms. In partnering with IIN, other merchants associations like POPS and ONMA can also develop merchant directories to promote their business corridors.

Another program offered by IIN is the Small Business Strengthening Program for IIN Corridors. The Small Business Strengthening Program provides individualized attention to businesses through concentrated and tailored technical assistance to address individual needs.

When accepted to the program, businesses will receive a needs assessment and will attend a 4-hour workshop on setting prices, conducting sales promotions, increasing the size of each purchase, changing shoppers’ preferences and ensuring shoppers return. Additional services include an individual business plan, one-on-one consultation, access to improvement funds (i.e. SF Shines) and continued follow up on progress. Our office will work with IIN to reach out to retailers in the Sunset District to encourage participation in this program.

**FAÇADE IMPROVEMENTS**

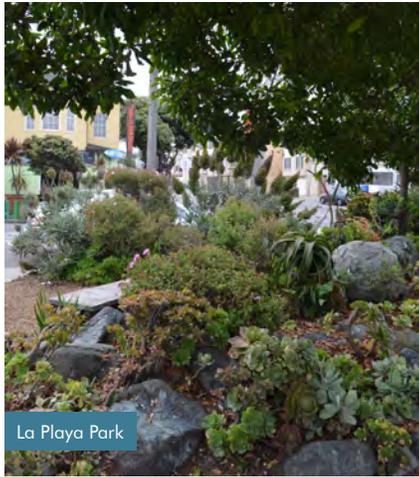
Our office has worked with business owners and OEWD on this objective through various façade improvement projects. In 2010, façade improvements were made to 11 businesses on Noriega Street between 31<sup>st</sup> and

32<sup>nd</sup> Avenues. In 2012, five businesses at Taraval Street and 41<sup>st</sup> Avenue received new signs, paint and lighting. Most recently, our office implemented major façade upgrades at Taraval Street and 32<sup>nd</sup> Avenue. A mural depicting Sunset houses and Ocean Beach put the finishing touch on this project, and it has already begun to draw more attention to this area.

The San Francisco StreetSmARTS program pairs merchants with artists approved by the San Francisco Arts Commission. Participating private property owners select an artist from an approved list and work with them to create an original mural.

In addition to storefront improvements, our office would like to encourage the installation of additional murals throughout the Sunset District because they bring numerous benefits. Murals help deter graffiti on large, blank walls and they also





La Playa Park

provide a sense of pride and identity for the surrounding neighborhood.

### LANDSCAPING

Landscaping is another investment we can make to attract customers to shop and residents to enjoy our public spaces. Garden spaces, including parklets, have been successful in areas along Judah and Noriega Streets. ONMA received grant funding in Spring 2014 to plant trees along Noriega Street between 45<sup>th</sup> and 47<sup>th</sup> Avenues. The Irving and Taraval Streetscape Improvement Projects will also both add trees and landscaping along their respective project areas. We will continue to support merchants in their goal to attract customers, create gathering spaces, and beautify our commercial corridors.

### PUBLIC GATHERING SPACE

We are encouraging more public gathering spaces so there are more



Photo Credit: SF Planning

Trouble Coffee

opportunities for community members to connect with each other. Outdoor seating can be an easy and cost-effective way to bring people out into public areas and contribute to a more vibrant community. Outer Judah is a great example with Java Beach, Beachside, Trouble Coffee and Outerlands all providing outdoor customer seating. Recently, Andytown Coffee Roasters opened up on Lawton Street and started providing outdoor seating as well. On any Saturday afternoon, even a foggy one, the area feels alive and full of community spirit.

Businesses can apply for permits for café tables and chairs through DPW, and it is one of the many ways to activate readily available space.

Our office will encourage all new businesses that we work with in our office and through IIN to consider outdoor seating if appropriate for their business model. We will also work with existing businesses that can benefit from outdoor seating and guide



Andytown Outdoor Seating

them through the process from start to finish. Our office will focus these efforts in the nodes we have identified previously, and in areas with existing successful businesses that could make an even bigger impact.

### Objective 5

Address the financial strain of opening, making improvements to and operating a small business and work with OEWD and OSB to increase accessibility and availability of funding mechanisms as well as explore eligible fee or permit waiver opportunities.

Many loan products are available to businesses to assist with capital, operations, merchandising and other expenses. These types of loans are typically available to existing businesses. Investing and reinvesting in a business is a vital part of success. However, one of the biggest hurdles for businesses is getting from the idea to the physical storefront and the costs that are associated with doing so.

Our office hears time and time again about the financial hardship of opening a new business. Some of the situations that bear the largest burden include opening a business in a space that requires a Conditional Use Permit and making costly physical alterations and improvements. These situations often require the owner to make rent payments while their store is not yet in operation and generating any revenue.



Devil's Teeth Bakery

There is more that we can do as a city to attract business owners to open their new stores in the Sunset District and across San Francisco. Our office will be working with OEWD and OSB to explore and promote additional programs, including loans and grants, that can be available to start-up businesses. We will also work with various city departments to improve the permitting process so that small business owners have more certainty when it comes to starting a new business.

**IDENTIFY KEY NODES TO SERVE AS DISTRICT-WIDE MODELS; ATTRACT VISITORS AND CUSTOMERS TO OUR NEIGHBORHOOD BUSINESSES; MAKE INFRASTRUCTURE ENHANCEMENTS IN COMMUNITY TO SERVE ALL SMALL BUSINESSES**

*Objective 1*

Support community-building events that involve local businesses and encourage business participation in neighborhood events and public meetings.

**COMMUNITY EVENTS**

The Sunset District already has several community events that bring the neighborhood together with small businesses. The Sunset Community Festival will turn 20 years old this year and is organized by the Sunset District Neighborhood Coalition (SDNC). The Sunset Community Festival brings together the Sunset community including businesses, non profits, government leaders and cultural organizations.

The Outer Noriega Street Fair, in its 4<sup>th</sup> year this year, is an event that has grown to be a vibrant and well-loved event for the Sunset District. The

ONMA leads the festival and has made significant strides in funding and executing an amazing event that showcases all our small businesses have to offer.

Movies in McCoppin (MIM) is another annual event that brings families out for four Fridays in October to watch free movies in McCoppin Square on Taraval at 23<sup>rd</sup> Avenue. MIM is a great event for children, teens and adults alike; but it also brings together the small business community. Businesses around the park provide coupons and discounts to movie-goers who purchase food and beverages before the movies start.

This year, the People of Parkside Sunset (POPS, formerly the Taraval Parkside Merchants Association) will be taking over the organization and execution of this event in cooperation with our office. Our office has

secured funding for another five years of MIM, and we are excited to work with POPS to make the event better each year.

Our office will continue to support these existing events, as well as encourage the development of additional community-building activities for all to enjoy.

*Objective 2*

Collaborate with tourism agencies and major event organizers to promote Sunset District amenities.

With major attractions surrounding the Sunset District, our commercial corridors are well-positioned to receive tourists and other visitors to our neighborhood. Golden Gate Park, Ocean Beach and the San Francisco Zoo are all within walking distance from our restaurants and shops.



Outer Noriega Street Fair



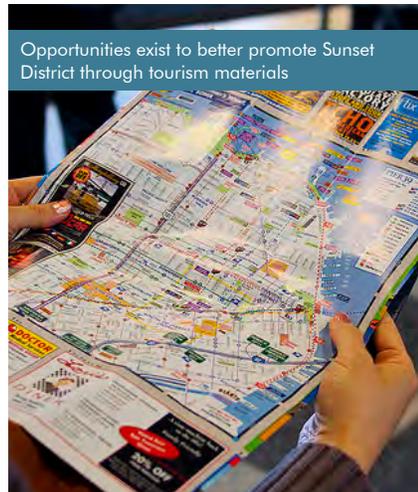
Movies in McCoppin



Our office will collaborate with OEWD and the San Francisco Travel Association to incorporate higher quality information in the materials provided to tourists. Currently, many travel maps exclude the western and southern parts of San Francisco. Websites naturally focus on the highly publicized and popular tourist destinations such as Fisherman's Wharf or Union Square. However, our office would like to publicize destination restaurants and shops that make the Sunset District unique and worth a visit.

Additionally, we have been working with large event promoters to include our small businesses in their events. For example, we have requested that events, such as the Outside Lands Music Festival, include information about nearby businesses on their website to draw customers to the area. We will continue to work with our small businesses and event promoters and find creative ways to draw visitors out to the Avenues while they are visiting San Francisco.

The Sunset District has a mixture of great businesses with unique character that can be promoted throughout the tourism industry. Our surf community reflects our greatest natural asset and contributes to our vibrant business corridors with several great surf shops and creative surf product manufacturers. With a large Asian community, we have delicious and affordable food that is well known throughout San Francisco. We



also have a strong Irish heritage with Irish-owned businesses and an Irish Cultural Center. All of these offerings should be highlighted to the best extent possible through our City's tourism agencies and major event organizers.

### Objective 3

Create policy to discourage property owners from leaving commercial spaces vacant for prolonged periods.

Our office introduced legislation this year to create a Vacant Commercial Storefront registry. As of April 2014, there are at least 45 buildings that contain vacant commercial storefronts in the Sunset District.

Currently, the City has a Vacant and Abandoned Building Ordinance, which requires property owners to register their buildings if they are entirely vacant. However, the program does not capture information on buildings that have vacant commercial storefronts on the ground floor with occupied residential units above them.

IIN staff members have been counting vacancies in the 25 IIN corridors throughout the City. Only about 4% of those counted vacancies are included in DBI's Vacant and Abandoned Building Registry. This demonstrates a huge data disparity. We need a more accurate inventory of the City's vacant commercial storefronts so that we can better

target the City's resources to assist property owners and particular commercial corridors with higher levels of vacancies.

Supervisor Tang sponsored legislation creating a new vacant commercial storefront registry to better assist property owners in locating suitable tenants, and those who are looking to open a small business and are searching for appropriate spaces to locate. Through this new registry, additional information is required to be provided to better assist tenants and property owners. For example, the registry must include information on the vacant storefront's total square footage and the previous business' use. All data collected through this program would feed into the City's vacancy database, which is available to the public at: [www.storefrontsf.com](http://www.storefrontsf.com).

Our legislation requires that property owners register their vacant storefront within 30 days of the vacancy coming on line. After 270 days, the property owner must pay a registration fee that will allow DBI to track the building's compliance with all vacant building laws including: securing the property, placing a visible sign with the phone number of the owner or leasing agent, and securing liability insurance. Property owners will be exempt from these provisions if they can demonstrate that they are making a good faith effort to lease their storefront. This could include showing that they have hired a leasing agent to rent their storefront or that they already have a tenant in place who is waiting to acquire permits from the City.



It is our hope that the vacant commercial storefront registry will provide the City with more information on how we can best assist property owners and commercial tenants.

### *Objective 4*

Support legislation or programs to incentivize business owners in maintaining the condition of their storefronts and corridors.

## FAÇADE IMPROVEMENT PROJECTS

Façade improvement programs continue to be a great way to make a large impact in a short amount of time. The difficulty with this type of program lies in the upkeep and maintenance of the improvements. In the past, our office has provided assistance to areas that needed façade facelifts, including along Noriega and Taraval Streets. Enthusiasm, support and involvement from property or business owners are essential to maintaining clean and attractive storefronts along our commercial corridors.

In the past, our office, in partnership with OEWD, has spearheaded improvement efforts. However, we believe that future programs must attract those who are eager to make improvements and are dedicated to the long-term maintenance of their facility. For example, prior to providing city funding for facade improvements, our office would ask that small businesses submit proposals for storefront improvements, including: awning re-design or removal; installation of new signs, murals or lighting; landscaping; and outdoor seating.

With a larger investment on the front end and partnerships with small businesses who care about their neighborhood, we believe that these improvements will be able to last and make a greater impact on the Sunset District.

## AWNING FEE WAIVER PROGRAM

For the last three years, the Small Business Month awning fee waiver program has allowed small businesses to receive free permits to replace their storefront awnings and lighting fixtures on storefronts. This year, our office introduced legislation to make the Small Business Month awning fee waiver program permanent. Each May, businesses can receive a free permit to replace their awning or add pedestrian-level lighting. We continue to work with our merchants associations and do targeted outreach along our corridors to create awareness of this program.

## CORRIDOR CLEANLINESS

Our office secured funding from the FY2013-2014 and FY2014-2015 budget to provide for weekly steam cleaning along Irving, Judah, Noriega and Taraval Streets. We have heard from many residents about how unsightly conditions along our commercial corridors can serve as deterrents for customers and residents. We hope that by investing our city resources into our neighborhoods small businesses and property owners will also take pride in their neighborhood and work on keeping their areas clean.

Our office will continue to develop additional incentives for business owners to keep storefronts clean and attractive for our community, as well as continue advocating for city resources to help maintain cleanliness along our commercial corridors.

### *Objective 5*

Work with Planning Department to develop Neighborhood Commercial Design Guidelines that reflect and support the character of the Sunset District.

The Planning Department has recently taken on a project to create citywide design guidelines for commercial districts throughout San Francisco. Design standards guide

architects, developers and small businesses in proposing projects in a neighborhood. Neighborhood commercial design guidelines will support the creation of buildings and storefronts that reflect the community and support vibrant commercial corridors. Design standards will include descriptions of neighborhood scale, character, façade treatments, lot development patterns, window and building materials and landscaping.

There has been a great turnout at all of our workshops with the Planning Department and have seen that the community is interested in engaging with the City on the future of the Sunset District. Our office will continue to engage with the Planning Department in their process to create Neighborhood Commercial Design Guidelines.

## WORK WITH CITY DEPARTMENTS AND EXISTING PROGRAMS TO IMPROVE COMMERCIAL CORRIDOR EXPERIENCE FOR PATRONS

### *Objective 1*

Collaborate with Department of Public Works on enforcement of existing city codes to allow for better pedestrian circulation, safety and cleanliness along commercial corridors.

There are existing City codes requiring businesses to maintain their storefronts and sidewalks. They include requirements for: keeping awnings clean and clear of bird droppings; keeping windows uncluttered and transparent; maintaining a façade clear of graffiti; and keeping up sidewalks to make sure they are clean, uncluttered and safe for pedestrians.

Our office will continue to work on targeted enforcement of existing city codes, particularly in problem areas in our commercial corridors. We want

to encourage the community to participate in this effort with our office by submitting photos of problem areas using the City's 311 application or by calling 311 for more efficient troubleshooting. Additionally, reporting issues through 311 allows for better data collection so our city departments can provide more targeted enforcement. We will continue to work on problem issues such as:

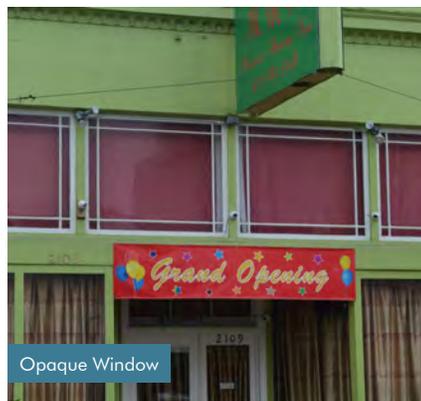
- » Graffiti and vandalism;
- » Illegal dumping problem areas;
- » Businesses that have excessive trash on sidewalks;
- » Broken fixtures such as trash cans, pay phones, or poles;
- » Sidewalks that are broken, cluttered or have excessive gum;
- » Windows that are cluttered, opaque, or have excessive signage surpassing the City's requirements;
- » Awnings and alcoves that have experienced excessive wear and tear; and
- » Restaurants without trash cans outside their businesses.



Illegal Dumping



Cluttered Sidewalk



Opaque Window

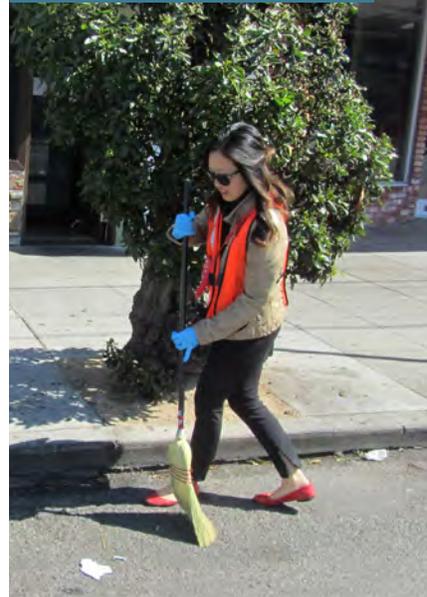
### Objective 2

Work with community members and merchants to participate in the City's "Adopt-a-Street" program to promote shared and individual responsibility over street cleanliness.

It takes a community effort to maintain our neighborhood. DPW has an "Adopt-A-Street" program, which is a partnership between the City and its merchants and residents. Under this program, neighborhood groups, merchants and/or residents agree to adopt an area and take responsibility for keeping the street, sidewalk and storm drain clean. In return, DPW provides free materials including brooms, rakes, dustpans, trash bags, compostable leaf bags, graffiti removal materials and gloves.

Our office will work with our four merchants associations to identify problem areas that would benefit from participating in the program. Active merchants along Irving, Judah, Noriega and Taraval Streets will be asked to volunteer to adopt their block to keep it clean for one year. Some participants in other parts of the City have elected to pool funding together to pay for weekly or monthly steam cleaning on their blocks as well. We would be very supportive of merchants that would take on this responsibility, as clean

Supervisor Tang cleaning Irving Street as part of DPW Clean Team 2013



corridors are more inviting for community members.

However, we understand the time constraints associated with running a business. This is why our office has identified our neighborhood watch groups as ideal partners in this effort. San Francisco Safety Awareness for Everyone (SF SAFE) helps neighbors organize watch groups by engaging, educating and empowering citizens to build safer communities. To create a safe community, we also need to create a clean and cared for community. Our office will work with SF SAFE groups that are closest to commercial corridors to participate in DPW's "Adopt-a-Street" program in cooperation with the small businesses on those corridors.

For example, the La Playa SAFE group is a great partner in the community and has been very involved with our office. We can partner with a group such as this to work with DPW in acquiring clean-up materials to keep the area around La Playa Street clean. There are also existing SF SAFE groups near Noriega and Judah Streets, and we will work towards encouraging the establishment of more neighborhood watch groups around other merchant corridors.

### Objective 3

Create program for community volunteers to assist merchants with façade improvements.

Complaints about deteriorating and poorly maintained facades were common throughout our community outreach process. Across our commercial corridors, there are dirty or fading awnings, windows covered in extraneous advertising and posters, chipping paint, and cluttered and non-transparent storefronts.

When working with merchants we have learned that maintaining a storefront can be very costly. The permit fee alone just to replace an awning can be hundreds of dollars, which does not include the cost of the awning itself. That is why

Supervisor Tang sponsored legislation to create a permanent awning permit fee waiver program, which takes place in May of each year. There are other costs associated with maintaining a storefront which can be prohibitive when trying to run and maintain a small business, including: paint, window-cleaning or replacement, lighting and other fixtures, signage and design fees, permit fees, and more.

In keeping with our goal to involve the community more in improvement efforts, we would like to engage volunteers to implement a large-scale façade improvement project throughout the district. For example, a program could entail identifying one block that is in need of improvements. With volunteers, we can implement simple improvements

such as new paint, awning cleaning, window cleaning, and weeding and/or planting. We will work to engage volunteers and do a one-day or weekend cleanup of an entire block. By harnessing volunteer support, we can make immediate positive changes in our commercial corridors.

### Objective 4

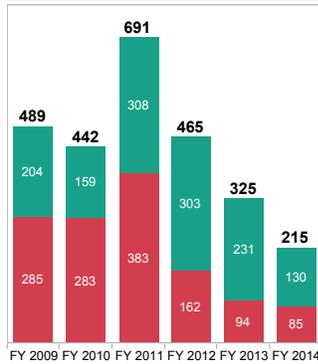
Work with Department of Public Works to target neighborhood improvements and outreach.

San Francisco spends more than \$20 million per year on graffiti cleanup. The onus for abatement lies with the property owner, and it can be difficult to keep up with graffiti especially for corner buildings or a building with large walls. DPW maintains that

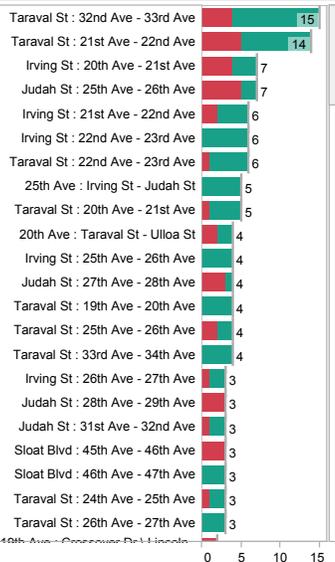
#### Graffiti in Private Property - Supervisorial District 4

Run Date  
April 23, 2014

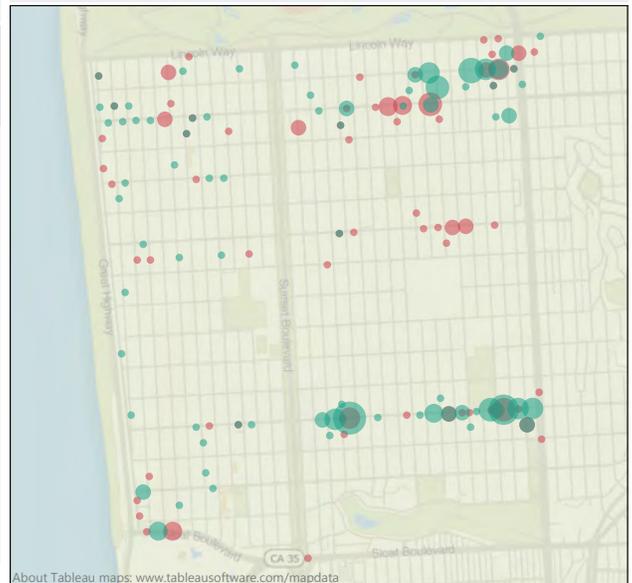
Private Graffiti Service Orders in BOS 4 by source FY09- FY14 thru March



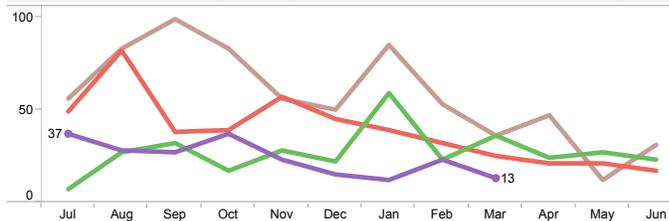
Locations with most incidents of private graffiti (Nov 2013- April 15, 2014)



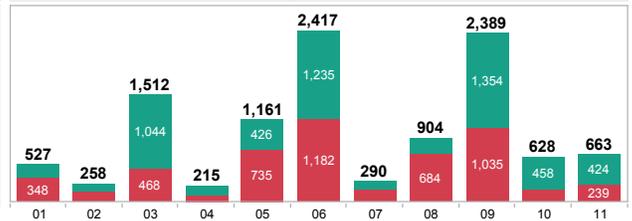
Graffiti Private-Property Map (Nov 2013- April 15, 2014)



Private Graffiti Monthly Volume (Date Entered; FY11 - FY14 thru March; all sources)



Private Graffiti service orders by BOS district and source FY14 (Jul-Mar)



Bureau of Street Environmental Services

DPWStat 4/23/14 San Francisco Department of Public Works

Disclaimer: DPW does not guarantee the accuracy or completeness of any information provided. Reports are subject to change. If you have any questions and/or suggestions, please contact Alexandra Bidot (415-554-4883; Alexandra.Bidot@sfdpw.org).

rapid removal is the best defense against vandalism. Currently, DPW will paint out graffiti on public property and will notify other agencies and private property owners so they can remove graffiti from their premises. If a property owner has persistent graffiti problems, they can provide photo documentation to DPW. DPW will in turn provide six months of free abatement services to the property owner.

Our office will work with DPW to develop multi-lingual outreach materials to notify small businesses and property owners that deal with persistent graffiti. Recently DPW released statistics about graffiti that has occurred on private property in the Sunset District over the last five years. Taraval Street between 32nd and 33rd Avenue was one of the highest locations with reported graffiti. The recent façade improvement project and mural completed in that area will provide a great opportunity for our community to see the results of investment in the area.

With the statistics provided by DPW, we will also target outreach in the areas that are most impacted by graffiti, including notifying property owners of DPW's private property graffiti abatement program.

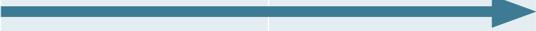
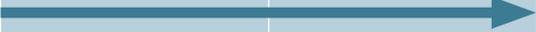
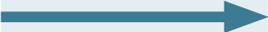
## TIMELINE FOR IMPLEMENTATION OF ECONOMIC DEVELOPMENT FRAMEWORK

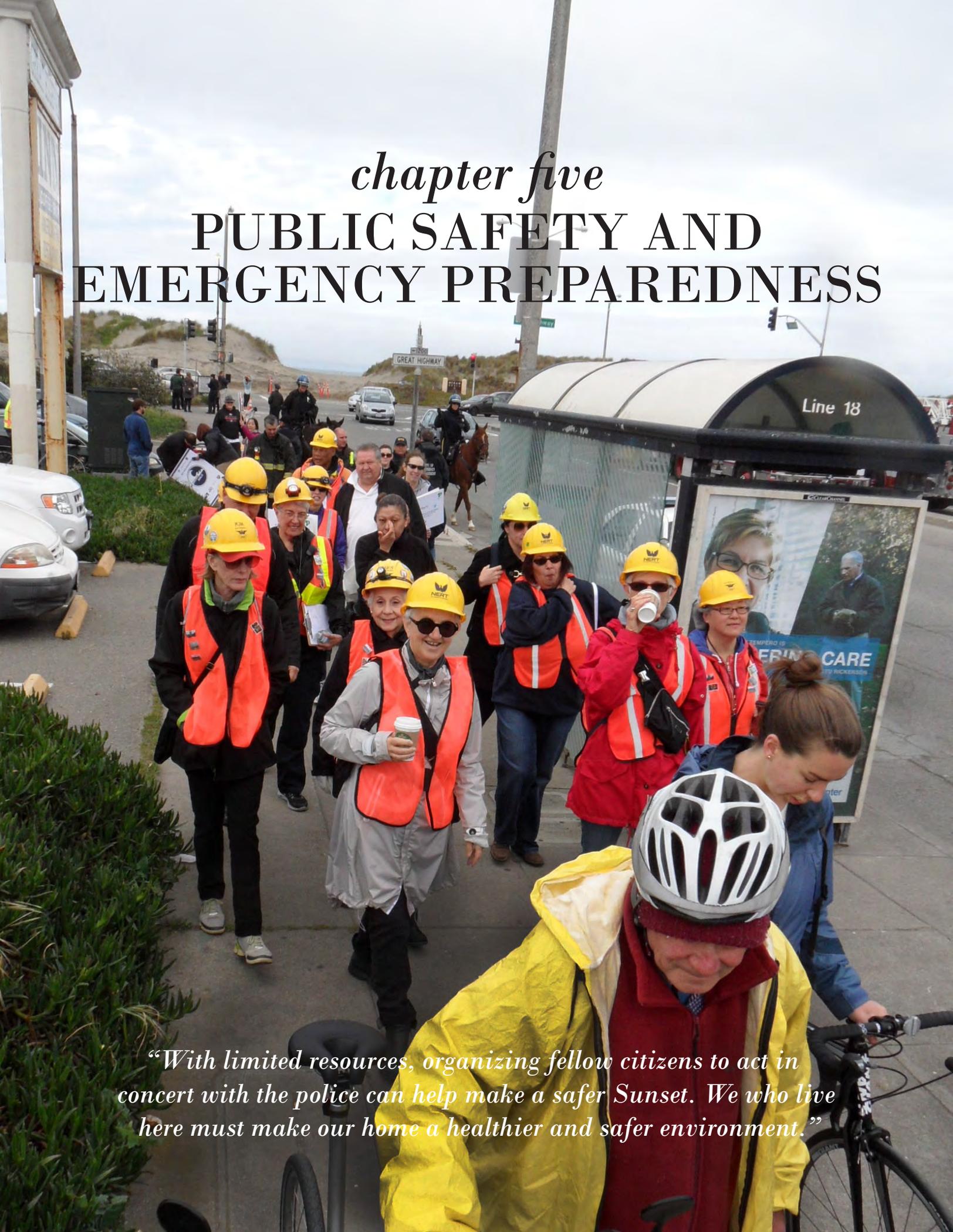
Objective	Short (0-2 years)	Medium (2-5 years)	Long (5+ years)
<b>Business Variety, Attraction and Retention:</b> Recruit strong anchor businesses; attract businesses that serve daily needs of residents; increase variety to promote local shopping and enjoyment of our neighborhood.			
Identify key nodes along commercial corridors for focused business attraction.	→		
Recruit anchor businesses to support and attract other neighborhood-serving businesses.	→	→	→
Create inventory of existing businesses and develop plan to attract wider variety of businesses currently not available to the community.	→		
Develop balance of day and night time businesses and activities to keep neighborhood vibrant.		→	→
Create, incentive programs, such as a Small Business Development Program, to attract small businesses to vacant storefronts.		→	→
<b>Process and Programs:</b> Simplify and streamline process of starting a new business; provide educational and financial opportunities to small business owners; support existing, successful programs.			
Continue to support the City’s Invest in Neighborhoods program to provide focused and customized assistance to meet the needs of Sunset District commercial corridors.	→	→	→
Support development of small business web portal to streamline the City’s permitting and licensing processes.	→	→	
Promote green building practices to help merchants save on energy and business costs.	→		
Support existing merchants with customer attraction, business promotion, façade improvements, and business improvements and investments.	→		
Address the financial strain of opening, making improvements to and operating a small business and work with OEWD and OSB to increase accessibility and availability of funding mechanisms as well as explore eligible fee or permit waiver opportunities.	→	→	→
<b>Vibrant Corridors:</b> Identify key nodes to serve as district-wide models; attract visitors and customers to our neighborhood businesses; make infrastructure enhancements in community to serve all small businesses.			
Support community-building events that involve local businesses and encourage business participation in neighborhood events and public meetings.	→	→	→
Collaborate with tourism agencies and major event organizers to promote Sunset District amenities.	→	→	→
Create policy to discourage property owners from leaving commercial spaces vacant for prolonged periods.	→		
Support legislation or programs to incentivize business owners in maintaining the condition of their storefronts and corridors.	→	→	→
Work with Planning Department to develop Neighborhood Commercial Design Guidelines.		→	
<b>Storefronts, Sidewalks and Cleanliness:</b> Work with City Departments and existing programs to improve commercial corridor experience for patrons.			
Collaborate with Department of Public Works on enforcement of existing city codes to allow for better pedestrian circulation, safety and cleanliness along commercial corridors.	→		

*“Please make sure businesses take care of the storefront and surrounding areas.”*



### TIMELINE FOR IMPLEMENTATION OF ECONOMIC DEVELOPMENT FRAMEWORK (CONTINUED)

<i>Objective</i>	Short (0-2 years)	Medium (2-5 years)	Long (5+ years)
Work with community members and merchants to participate in the City’s “Adopt-a-Street” program to promote shared and individual responsibility over street cleanliness.			
Create program for community volunteers to assist merchants with façade improvements.			
Work with Department of Public Works to target neighborhood improvements and outreach.			



*chapter five*  
**PUBLIC SAFETY AND  
EMERGENCY PREPAREDNESS**

*“With limited resources, organizing fellow citizens to act in concert with the police can help make a safer Sunset. We who live here must make our home a healthier and safer environment.”*

The Sunset District ranks as one of the safest districts in the City when we look at crime statistics. The majority of concerns brought to our attention concern quality-of-life issues, such as illegal dumping and littering. However, keeping the district safe and free of crime continues to be a priority for our residents.

Several city departments play vital roles in maintaining public safety for our residents. The San Francisco Police Department (SFPD)'s Taraval Police Station, located within the Outer Sunset, manages the largest geographic police district in the City, extending east to west from the West of Twin Peaks to the Pacific Ocean and north to south from Lincoln Way to the county border. Understaffing makes a noticeable impact on the quality of enforcement within the district, and our office has been a staunch advocate for increased hiring of police officers to meet our city's Charter mandate of 1,971 full duty officers.

The San Francisco Municipal Transportation Agency (SFMTA) has also been a partner in our public safety efforts through assistance in developing a program to keep streets

clear of oversized vehicles that block visibility and provide cover for potential threats to public safety.

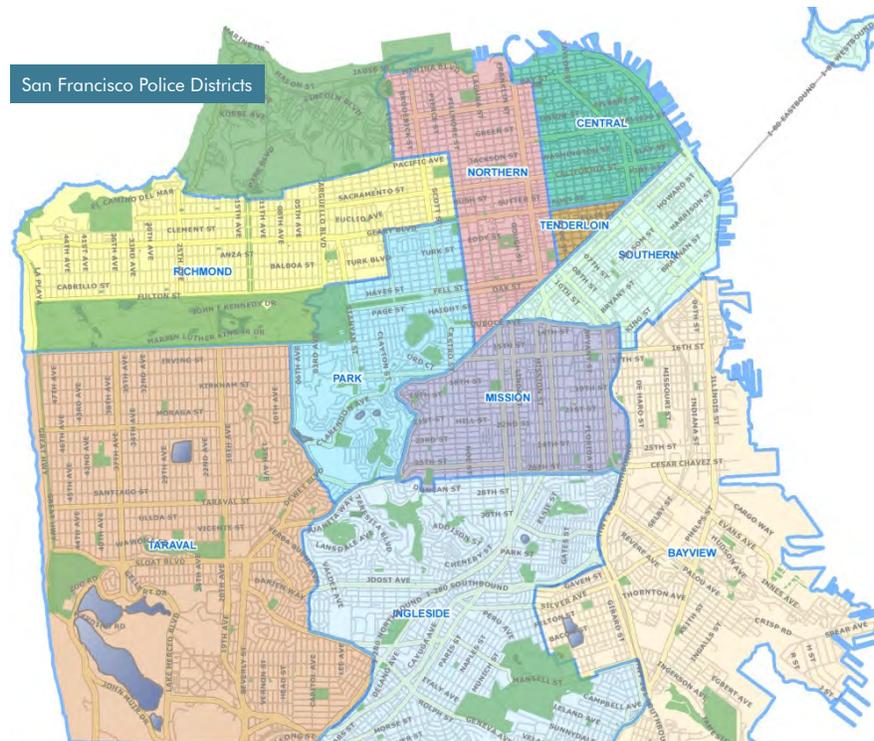
The City Attorney's Office provides support with code enforcement issues in the area, and coordinates efforts between the Building, Health, Planning, Public Works, Fire, and Police Departments to respond to health, safety, and other public nuisance issues throughout our City's neighborhoods.

Additionally, the District Attorney's Office has a Neighborhood Prosecutor program, where a neighborhood prosecutor is assigned to each police station. The assigned prosecutor works with the community to develop public safety strategies to address each neighborhood's unique challenges, including code violations, graffiti and auto burglaries.

Emergency preparedness is a large public safety concern for a district that borders the Pacific Ocean. The Sunset District, built on sand dunes in an earthquake-prone city, has a majority of attached, wood-frame houses. This makes our neighborhood prone to fire conflagration. In addition, the growing body of evidence about climate change

elevates the need for Sunset residents and stakeholder organizations to be better positioned to respond to and recover from issues such as powerful storms, heat waves, severe beach erosion and pandemics. Multiple city agencies and community partners are committed to working with District 4 residents to better prepare for these challenges. They include:

- » The San Francisco Fire Department (SFFD) which recognized the need for neighborhood response efforts in the event of an emergency and developed the San Francisco Neighborhood Emergency Response Team (SF NERT) program to train residents in the basics of personal preparedness and how to help each other in the event of an emergency.
- » The Department of Emergency Management (DEM) which has emphasized community disaster preparedness and response. DEM created a website called [www.sf72.org](http://www.sf72.org) which connects residents to resources that can increase their preparedness.
- » The Humans Services Agency (HSA) and the Department of Public Health (DPH) which are working with service providers to support residents who have been displaced by fires as well as educate vulnerable residents on how to prevent getting unnecessarily ill due to viruses and other contagions.
- » The City Administrator's Office, which offers two programs that help offset the impact of a wide variety of threats.
  - The Earthquake Safety Improvement Program (ESIP) is creating programs and resources that support residents and business owners as they strengthen their buildings to perform well during severe seismic activity.
  - The Neighborhood Empowerment Network (NEN) is a large cohort of city agencies, nonprofit





TARAVAL  
POLICE STATION

4EKP791

4EXF349



Taraval Police Station

organizations, foundations, neighborhood organizations, private sector businesses and academic institutions that partners with communities to write Resilience Action Plans that offer a roadmap to being truly disaster resilient at the individual, organizational and neighborhood levels.

Having knowledgeable and trained citizenry is an immense asset in the event of an emergency. Taking proactive steps now will reduce the potential for loss of life, injury and economic damage after a crisis situation.

The Sunset District is a safe neighborhood that has not seen spikes in violent crime or had any major disasters in recent years. To maintain and improve our position as a safe neighborhood, however, we need to engage in preparation and planning now to ensure a strong and secure district for the future. Through efforts ranging from creating a first of its kind district-wide emergency plan to advocate for adequate law enforcement staffing levels – a strong foundation will produce a safety net to protect the citizens of the Sunset District and support the well-being of the community.

We will continue to support the public safety and emergency preparedness of our residents through proactive planning and preparation.

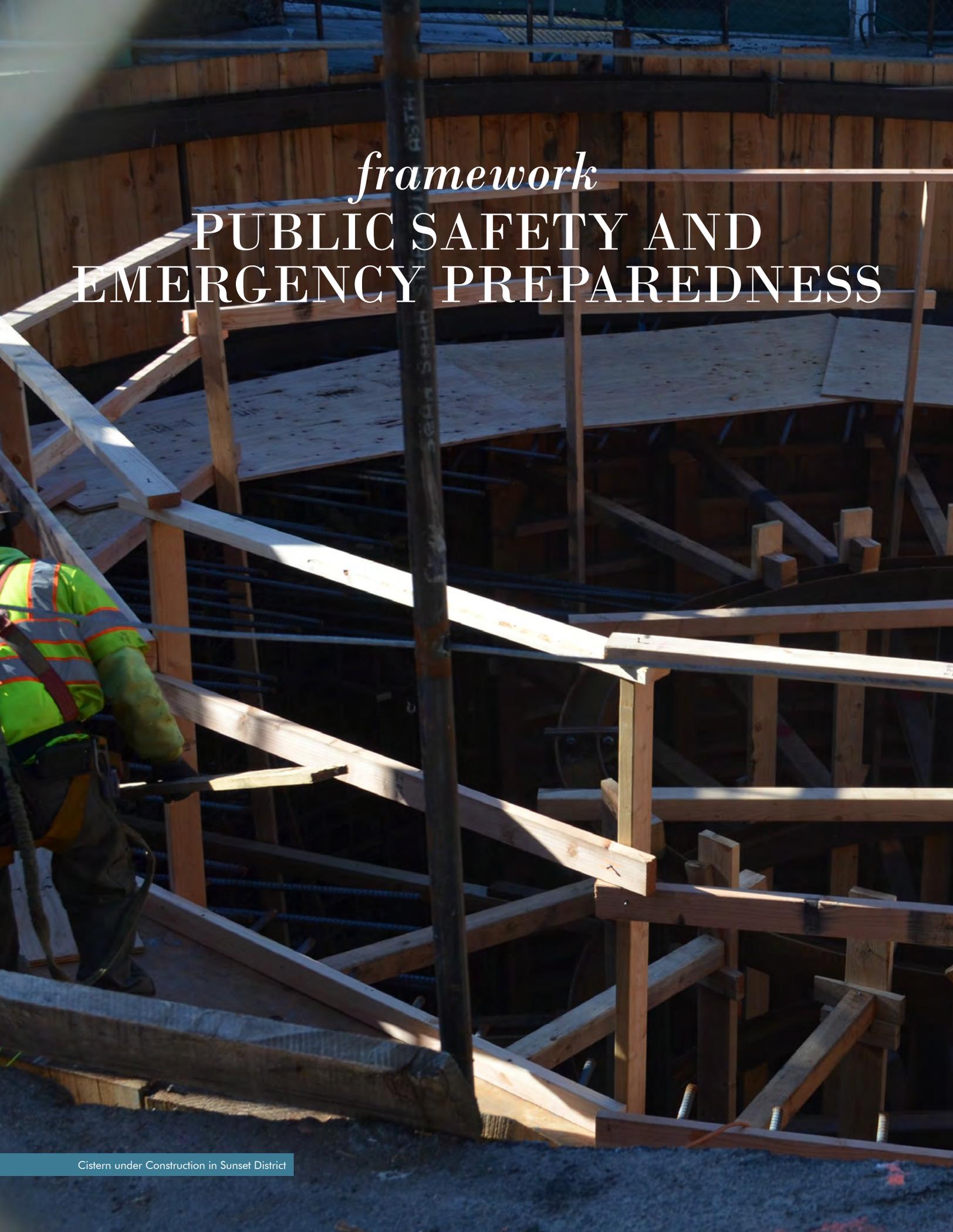
Enforcement will play a major role as we address safety issues in the Sunset District. Our office will advocate for adequate staffing levels of our law enforcement agencies in order to conduct targeted enforcement of our most prevalent public safety issues. From graffiti to human trafficking, we will continue to monitor and work to eradicate these problems in our district.

Our office will focus on developing a comprehensive disaster management plan that is specific to our district. Together with residents, community based organizations and government agencies, we will work to best prepare our residents for emergency situations.

All of these efforts will require coordination among various agencies, community organizations and residents. Our office will support the development and maintenance of neighborhood watch groups and neighborhood emergency response teams, and we will continue to identify ways to improve and promote public safety in our community. All of these improvements together will provide residents with the resources and support to create a crime-resistant and disaster-resilient community.



SF NERT (Neighborhood Emergency Response Team) Training Sessions



*framework*  
PUBLIC SAFETY AND  
EMERGENCY PREPAREDNESS

**Disaster Management Plan:** *Develop comprehensive, district-specific disaster management plan for the Sunset District.*

- » Develop program to create neighborhood stock-piles of food, water, medical and survival supplies.
- » Develop district-wide emergency communication plan that accommodates all communities, including seniors, disabled and non-English speaking individuals.
- » Provide training and incentives for residents to make emergency preparation improvements.
- » Identify centralized areas, both physical and online, to provide resources and information in the event of an emergency.
- » In partnership with the San Francisco Neighborhood Emergency Response Team (SF NERT), develop program to establish neighborhood emergency groups to facilitate an effective coordinated response in the event of an emergency.

**Infrastructure:** *Evaluate and improve infrastructure to strengthen the quality of public safety and emergency response capabilities in the Sunset District.*

- » Support repairs and improvements to critical infrastructure that will allow San Francisco to quickly respond to and rebuild from a major earthquake or disaster.
- » Advocate for funding to expand the Portable Water Supply System (PWSS) in the Sunset District.
- » Work with the San Francisco Public Utilities Commission and PG&E to improve street lighting conditions in key areas.
- » Continue working with City Departments to ensure visibility along densely vegetated areas, including the Great Highway, Lincoln Way and Sunset Boulevard.

**Education and Outreach:** *Provide and promote educational opportunities on public safety and emergency preparedness for all residents.*

- » In partnership with the San Francisco Neighborhood Emergency Response Team (SF NERT), incorporate emergency preparedness training at neighborhood schools.
- » Work with Taraval Police Station, SF Safety Awareness for Everyone (SF SAFE), and San Francisco Neighborhood Emergency Response Team (SF NERT) to provide additional workshops on public safety and emergency preparedness topics.

- » Promote transparency of relevant data, including crime statistics and trends, and enhance communication of potential safety concerns.

**Enforcement:** *Continue to monitor public safety issues in the Sunset District and conduct targeted enforcement.*

- » Continue advocacy efforts for adequate staffing within Police and Fire Departments.
- » In partnership with SF Safety Awareness for Everyone (SF SAFE), encourage and facilitate the development of neighborhood watch groups and support existing ones.
- » Continue advocacy efforts for additional foot patrol officers along our commercial corridors.
- » Continue working with Taraval Police Station on focused enforcement in high-complaint areas.

## OUR BLUEPRINT FOR PUBLIC SAFETY AND EMERGENCY PREPAREDNESS

### DEVELOP COMPREHENSIVE, DISTRICT-SPECIFIC DISASTER MANAGEMENT PLAN FOR THE SUNSET DISTRICT

According to the United States Geological Survey (U.S.G.S.), there is a 63% chance that a major earthquake will strike the Bay Area in the next 30 years. The Hayward Fault, dubbed “the single most dangerous fault in the Bay Area” by the U.S.G.S., is only nine miles from downtown San Francisco.<sup>1</sup> Coupled with threats of tsunamis, droughts, or even terrorism, and other natural and man-made disasters, it is imperative for a major city like San Francisco to make disaster preparedness a priority. Our ability to recover quickly and efficiently from a major disaster – whether man-made or natural – will be dependent on our community’s knowledge and skills in disaster preparation and response. Developing a comprehensive, district-specific disaster management plan will help ensure the Sunset District is prepared, resilient and able to recover in the face of potential tragedy.

The Neighborhood Empowerment Network (NEN) partners with neighborhoods across the City as they work to become more resilient. True resilience in times of stress is not only about kits and first aid training, it is about building strong relationships across all sectors in order to make the smart investments today that will mitigate the impact of a stress event. Disaster planning ensures we will come together after an event and recover as quick as possible. The NEN is

working with the Bayview and the Diamond Heights communities to draft and implement Resilience Action Plans that offer a customized, culturally competent framework for neighborhoods to follow as they prepare to respond and recover from threats ranging from multi-unit house fires, to earthquakes. As part of developing neighborhood Resilience Action Plans key NEN partners include the San Francisco Community Agencies Responding to Disaster (SFCARD), DPH, HSA, DEM, Office of Economic and Workforce Development (OEWD), San Francisco Public Utilities Commission (SFPUC), San Francisco Municipal Transportation Agency (SFMTA), Department of Environment (SFEnvironment), Pacific Gas & Electric (PG&E), AT&T, Nextdoor and more.

Our office is working on development of a Sunset Resilient Action Plan that will incorporate the following objectives identified by the community during the Blueprint Process:

#### *Objective 1*

Develop program to create neighborhood stockpiles of food, water, medical and survival supplies.

In the event of a disaster, government resources such as personnel and supplies may not be available to neighborhoods for several days due to road closures and resource allocation to severely-hit areas, among other reasons. It is important that each neighborhood is prepared and resilient in times of disaster so recovery can take place quickly. Although it is essential for residents to be individually prepared with their own supplies, having a neighborhood stockpile program with food, water, medical and survival supplies can also be beneficial for several reasons: there will be an increased aggregate amount of supplies made available to the neighborhood; there is an increased likelihood that supplies will be updated and replenished through a structured program; and

they provide an alternative source of supplies in case homes are damaged.

In addition, centralizing supplies into neighborhood caches that are communally stocked would encourage community engagement, interaction and sustainability. Beyond resident cooperation, neighborhood small businesses and nonprofit entities could act as suppliers or serve as the location for storing these caches. Working with our district merchants, our office can also assist in taking inventory of the available resources in our community following a disaster.

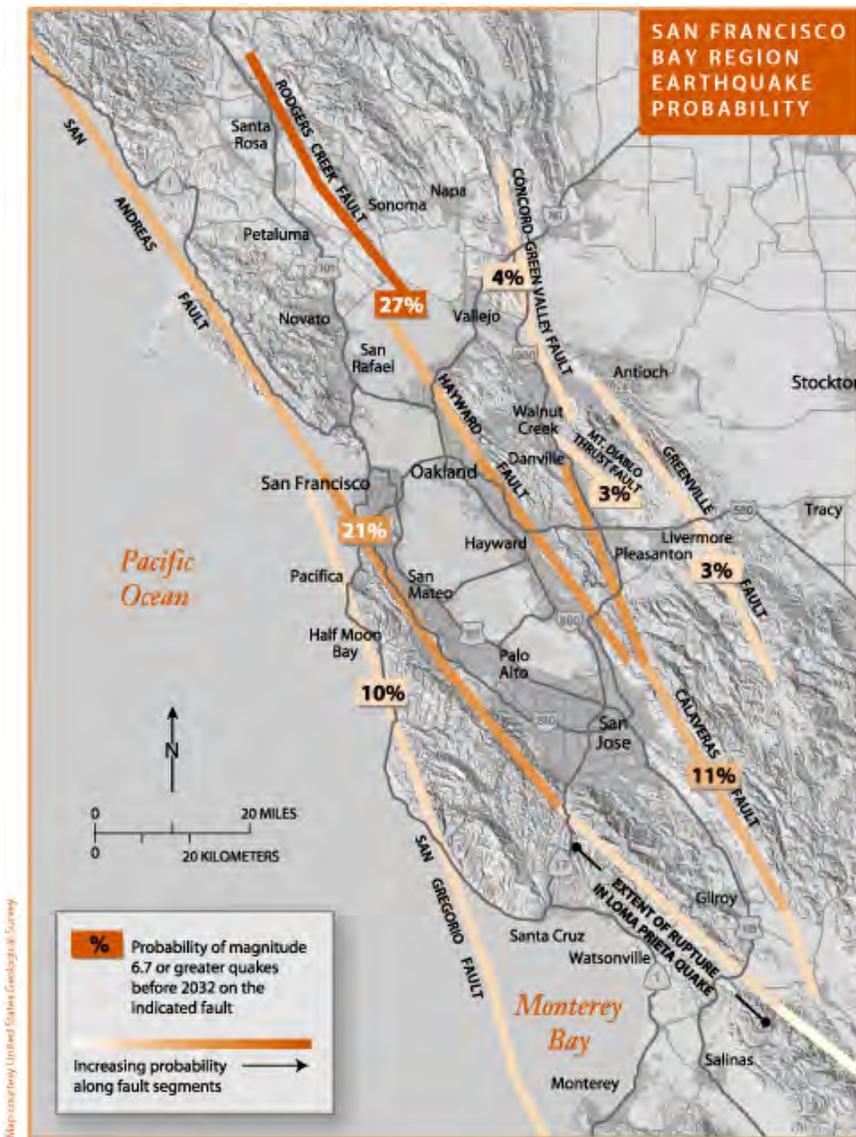
Similar emergency supply caches have been implemented in cities such as Berkeley, which maintains a minimum neighborhood staffing level for each cache. Initially, the Berkeley Community Emergency Supply Program purchased eight large caches and located them in public and community buildings.<sup>2</sup> To date, Berkeley has awarded 87 caches of disaster response equipment to neighborhoods, congregations and community groups that have undertaken disaster readiness activities.

Applicant groups to the program must fulfill several criteria including demonstrating group organization and sustainability, satisfying a majority of the steps to becoming a disaster resistant neighborhood, have at least eight people trained in emergency preparation topics, and sign a letter of understanding with the City.<sup>3</sup> Upon fulfillment of these requirements, Berkeley provides each group with a container filled with initial supplies, including: a 50-person medical kit, 5000 watt generator, 10x10 dome canopy, portable radios, hard hats, gloves, an axe, fire extinguishers, fire hose and pails. In addition to providing equipment and supplies, the program’s primary aim

<sup>2</sup> City of Berkeley Office of Emergency Services website: <http://www.cityofberkeley.info/ContentDisplay.aspx?id=3920>

<sup>3</sup> [https://www.cityofberkeley.info/uploadedFiles/Fire/Level\\_3\\_-\\_General/2013%20Community%20Emergency%20Supply%20Program%20Application.pdf](https://www.cityofberkeley.info/uploadedFiles/Fire/Level_3_-_General/2013%20Community%20Emergency%20Supply%20Program%20Application.pdf)

<sup>1</sup> SFFD Portable Water Supply System Expansion Project, page 9.



Map courtesy United States Geological Survey

is to foster awareness and provide residents with a goal to achieve a minimum level of readiness.

With limitations to funding, our office will consider alternatives for the short term. This could include working with DEM to identify the Sunset District as a Federal Emergency Management Agency (FEMA) Point of Distribution (POD). PODs are centralized locations identified at the discretion of a Local Emergency Management Agency (such as DEM) where the public can access life sustaining resources following an emergency, such as food and water. Having the Sunset District designated as a FEMA POD will assist in ensuring the community has access to life

saving commodities in the event of a disaster.

**Objective 2**

Develop district-wide emergency communication plan that accommodates all communities, including seniors, disabled and non-English speaking individuals.

A communication plan for emergency situations generally includes two aspects: 1) receiving and disseminating information from city agencies to residents during an emergency, and 2) allowing residents to communicate with each other. Many residents have expressed concerns about communication following an emergency. In the event of an emergency, how will

residents receive valuable and up-to-date information, as well as connect with family members and other residents who may be able to provide assistance?

A communication plan informing residents of the various ways to disseminate and receive information during an emergency is a basic and important step in disaster preparedness. For example, San Francisco offers services through AlertSE, a text-based notification system that can alert or warn those registered about disasters through text messages and email accounts. Registration is free, but the system is not widely known or used. Registered users can also tailor the alerts they receive to their particular geographic area such as their neighborhood, the entire city or even the whole Bay Area.

Our disaster plan for the Sunset will contain a communication plan that includes phone trees, e-mail lists and neighborhood contacts available at a central access point for residents. We encourage our various neighborhoods to have a family/neighborhood communication plan in place tailored to their area, and have these plans housed at locations such as the neighborhood police station, the public library, or even local businesses. An excellent group communication plan would also contain information on special needs and survival skills that residents may have. In addition, communities should be supplied with adequate communication equipment such as radios and the training to use them. Along with contact information, a pre-set communication plan will allow residents and city agencies like DPH and HSA to identify





neighbors who may be especially vulnerable during an emergency – such as seniors or those with physical disabilities.

### Objective 3

Provide training and incentives for residents to make emergency preparation improvements.

The more residents who know how to help themselves and their loved ones prepare for and respond to a disaster, the more resilient our community will be during our recovery.

San Francisco has been a leader in providing emergency preparedness training to residents through programs such as the SFFD's Neighborhood Emergency Response Team (SF NERT). A community-based training program dedicated to a neighbor-helping-neighbor approach, SF NERT has been instrumental in creating a network of knowledgeable Sunset District residents trained in emergency preparedness techniques. Individuals, neighborhood groups and community-based organizations in the district have learned the basics of personal preparedness and prevention, including hands-on disaster skills.

SF NERT has trained more than 17,000 San Franciscans on emergency and disaster response since its inception in 1990. A typical SF NERT Training Program consists of six free classes covering how-to topics including: turning off utilities, controlling small fires, triaging victims with



basic first aid, safe search-and-rescue, and organizing volunteers.

SFPD has also developed a volunteer citizen disaster preparedness program, the Auxiliary Law Enforcement Response Team (ALERT).<sup>4</sup> ALERT recruits, trains, credentials and uniforms volunteers to assist law enforcement in the event of a natural or manmade disaster. Modeled after SF NERT, volunteers are trained in such tasks as: traffic control, business and residential foot patrol, reporting criminal activity, working with SF NERT to provide well-being checks, assisting with medical aid, assisting Animal Care and Control in handling pets, securing resource locations, and delivering logistical supplies. ALERT members also direct individuals to mass casualty and shelter locations, assist at reunification centers, and provide support at schools for reunification.

It is our goal to develop multi-functional teams that are cross-trained

<sup>4</sup>[www.sanfranciscopolice.org/alert](http://www.sanfranciscopolice.org/alert)

in basic emergency skills to alleviate the potential damage of a natural or man-made disaster. However, recruitment and retention in these valuable programs remain an obstacle. In a time of overcommitted citizenry, devoting 20 hours and beyond to the basic program and advanced training may not seem worthwhile to residents who do not see the need without an immediate threat. Approximately 2,517 Sunset District residents have received SF NERT training since its inception. Recognizing the importance of addressing personal emergency preparedness, our office hosted an inaugural personal preparedness workshop in April 2014, and we plan to offer this workshop every year. It is our hope that this introductory course will encourage district residents to become self-sufficient in a major disaster situation.

In addition to enrolling new residents into the program, our office will also actively work to retain SF NERT participants. Although 2,089 Sunset District residents remain on the



active list, only 326 residents have up to date certification. Taking steps as simple as reminding residents to attend renewal trainings will help keep residents current.

In addition to providing training opportunities, providing financial incentives to make emergency preparation improvements will also increase the likelihood that these improvements will be made. Residents should consider a wide range of improvements, such as bolting down foundations, strengthening sheer walls and strapping appliances to the wall. These actions, while expensive in some cases, can end up saving lives in the event of an emergency. Our office will explore opportunities for financial assistance for residents to take simple precautions that would benefit their families and the entire district in a recovery situation.

#### *Objective 4*

Identify centralized areas, both physical and online, to provide resources and information in the event of an emergency.

The ability to secure information and resources in the immediate aftermath of a disaster can be the difference between life and death for residents, especially the most vulnerable. An approach to addressing this challenge is the concept of creating both physical and online “hubs” that can act as one stop shops for residents and organizations seeking information and resources when they need it most. Our office believes that having a blended approach of both types of

resources is the best strategy for the Sunset.

**Virtual “Hubs”**—The City has been making a wide range of investments to address this important need. In the “virtual” category, the City and other nonprofit organizations have created a wide variety of websites that provide valuable preparedness resources as well as connect residents to mission critical data following an event. The most recent addition is DEM’s website *www.SF72.org* which assists residents in preparing themselves and their families with 72 hours worth of supplies including food, water, prescriptions and basic tools. The website will also provide updates during an actual emergency. Hosting a centralized site, such as through the Board of Supervisor’s webpage, will allow residents to connect to the numerous resources that are offered by government agencies. In addition, a website housing centralized information could also include access to the phone tree/email list, locations of neighborhood cache supplies, and other District-specific resources addressed above.

**Physical “Hubs” or “Neighborhood Support Centers”**—The City Administrator’s Office, through its NEN program, has been working with experts and communities over the last few years to craft a sustainable and culturally competent neighborhood level solution to meeting the immediate needs of local residents in times of stress. The resulting program, the Neighborhood Support Center, is a hyper local problem solving platform that coordinates the action, and resources, of local stakeholders in order to meet

the needs of residents during times of stress in the event that government is unable to scale up distribution in a timely manner. Neighborhood Support Centers can be pre-deployed in private residences as well as at businesses, nonprofits and faith-based organizations.

Centralized physical sites in the Sunset District could have a more impactful role than simply information and resource coordination. A central site would allow residents to access additional resources, such as accessing neighborhood caches and information. However, it could also house a central registry of vulnerable residents, such as those who are isolated, homebound, disabled, or monolingual, ensuring that all vulnerable residents are accounted for and taken care of during an emergency. It would also provide departments such as DPH and HSA with a location at which to convene when distributing resources to vulnerable populations.

The physical site should be safe, away from overhead wires and other hazards, and accessible. The California Academy of Sciences, for example, has been working towards establishing itself as an emergency strategy/communication center which will include Districts 1, 4, and 5.

### Objective 5

In partnership with SF NERT, develop programs to establish neighborhood emergency groups to facilitate an effective coordinated response in the event of an emergency.

The Sunset District needs groups that are dedicated to developing emergency preparedness plans for focused areas within the neighborhood. Similar to the SF Safety Awareness For Everyone (SF SAFE) program where residents initiate and organize throughout the City to serve as neighborhood watch groups, designated neighborhood emergency groups could provide immediate and ongoing organization and support. SF NERT and SF SAFE have recognized this need and recently began a Block Captain program. With the success of neighborhood watch groups in the Sunset District, expanding this community group system to neighborhood emergency preparedness would be a natural extension of these existing programs.

Similar to SF SAFE neighborhood watch groups, a neighborhood emergency group can define its own boundaries – ranging from an apartment building to a multiple-block group. In addition, organized groups could work on recruiting vulnerable residents such as low-income, non-English speaking, and disabled residents. Further, an organized group can better assess the skills and capabilities of its members, such as identifying those who have medical training. Organized groups can also better engage and incorporate the participation of apartment complexes, churches, schools, community based organizations and neighborhood groups, such as merchant associations.

Existing neighborhood watch groups can serve as a foundation for establishing neighborhood emergency groups. They can help with identifying emerging and potential leaders within already active neighborhood watch group members. In addition, they can help implement

similar strategies such as SF SAFE’s “Mapping Your Block” project. SF SAFE requires Neighborhood Watch groups to create a block map of residents’ information and resources available in order to be eligible for Neighborhood Watch signs. Neighborhood emergency groups can create similar maps to identify disaster preparedness resources in their area.

Although groups will not likely get full participation from everyone in their group boundaries, even a small amount of dedicated members willing to provide leadership will create a positive impact in the event of an emergency. Neighbors will be depending on each other during a disaster event. Having a structure in place will allow residents to more easily engage in recovery efforts.

## EVALUATE AND IMPROVE INFRASTRUCTURE TO STRENGTHEN THE QUALITY OF PUBLIC SAFETY AND EMERGENCY RESPONSE CAPABILITIES IN THE SUNSET DISTRICT

### Objective 1

Support repairs and improvements to critical infrastructure that will allow San Francisco to quickly respond to and rebuild from a major earthquake or disaster.

In the aftermath of a disaster, a strong and resilient infrastructure is critical in determining how a community will respond and recover. Much of the City’s infrastructure is aging and outdated, and requires extensive maintenance, repair or improvements. Priority must be placed on infrastructure that will be vital in the event of an emergency.

*Emergency Firefighting Water System:* The Sunset District has limited options for water sources if the main water supply system is damaged after

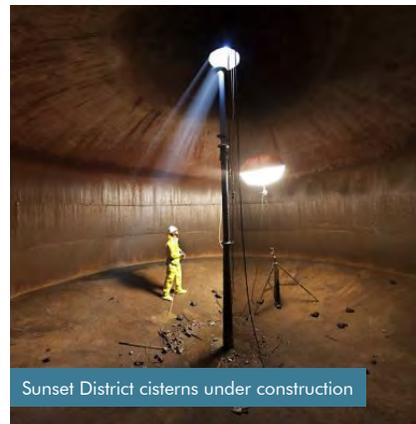
a disaster. Cisterns are underground water storage tanks that provide SFFD an emergency source of water for firefighting and the ability to establish a fire break. There are 172 underground cisterns currently in San Francisco. However, they are largely located in the Northeast quadrant of the City. The Earthquake Safety and Emergency Response (ESER) Bond passed by voters in 2010 provided \$36.6 million to fund approximately 30 new cisterns in the City. Six of the 30 cisterns are located in the Sunset District. The SFPUC began construction on these cisterns in 2013 and they will be completed in October 2014.

#### Selected Cistern Sites in District 4

- » 37th Ave. and Lawton (complete)
- » 37th Ave. and Ortega (complete)
- » 37th Ave. and Rivera (complete)
- » 36th Ave. and Wawona (complete)
- » 35th Ave. and Irving (completion by June 2014)
- » 37th Ave. and Ulloa (completion by Sept 2014)

Once complete, these cisterns combined will provide a critical line of defense for west side residents in the event of a fire emergency.

As part of the second ESER Bond, before voters in November 2014, the SFPUC is also exploring ways to enhance aging pipelines and allow them to serve a dual purpose – both to address fire suppression and for potable water. We will continue to



Sunset District cisterns under construction



For example, the City could allow residential and commercial buildings to be rebuilt through an expedited process following disasters. Instead of waiting for a disaster to occur, we can work on legislation now that would create a post-disaster rebuilding program. Cities like Berkeley have considered a “rebuild by right” program such as this, but we would need to define the standards and process and conduct significant outreach to implement. Proactive thinking and legislation needs to occur in order to address when, not if, a disaster occurs.

### Objective 2

Advocate for funding to expand the Portable Water Supply System (PWSS) in the Sunset District.

Adequate water supply during emergencies and disaster recovery is an extremely important tool in mitigating and preventing devastating consequences such as loss of life and economic damage.

Oftentimes, it is the conflagration of several smaller fires coming together to create a large fire after a disaster that destroys city blocks as opposed to the disaster itself. The spread of fire following an earthquake in a modern urban setting is typically responsible for as much as 75% of the total dollar loss that results.<sup>5</sup> It is estimated that approximately 100 fires would result from a 7.9 earthquake, and the Fire Department’s current 42 fire engines would be



advocate that this critical infrastructure is upgraded and that these pipes are connected to emergency water sources such as the Sunset Reservoir and Lake Merced.

*Stormwater System:* San Francisco has an aging combined sewer system that manages both sewer and stormwater. The City needs to rehabilitate its stormwater system to reduce local flooding possibilities during a major storm. Our office has taken a proactive approach to managing stormwater by creating the Front Yard Ambassadors Program. This program incentivizes residents to replace non-porous concrete in their front yards with landscaping. The

addition of permeable surfaces to the neighborhood takes pressure off the combined sewer system and recharges our underground aquifer. We must continue our efforts in partnership with the SFPUC to create additional permeable surfaces throughout our district.

*Buildings:* After a disaster, it is important to rebuild quickly and efficiently in order for residents to return to their homes, return to their jobs and help our communities recover. Streamlining the permitting process to speed up the rehabilitation and rebuilding of residential and commercial structures following a disaster will be extremely important.





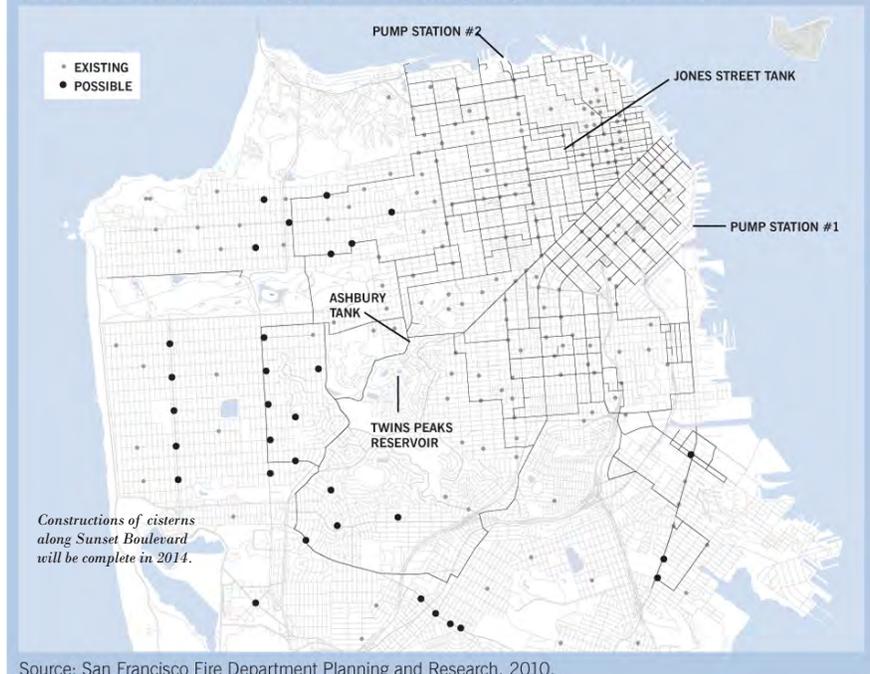
stretched in a major disaster.

With the high number of wood frame buildings in the Sunset District, the neighborhood is particularly vulnerable to multiple conflagrations following a major earthquake. The Outer Sunset District is especially vulnerable to destruction by fire following a major earthquake, which would constitute a loss of billions of dollars of real property and its removal from the tax rolls.<sup>6</sup> Unprotected by the Auxiliary Water Supply System (AWSS), which does not exist west of 19<sup>th</sup> Avenue in the Sunset District and west of 12<sup>th</sup> Avenue in the Richmond District, the Sunset District has historically suffered from a lack of infrastructure for fire suppression.

In addition to stationary water supply sources, such as cisterns, it is important that we have portable fire fighting capabilities above ground to more adequately combat fires spread across larger areas. One such above-ground system, called the Portable Water Supply System (PWSS), is designed to expand the reach of water contained within cisterns underground. The PWSS was designed and built in the early 1980s to provide an above ground water supply system for fighting fires in case a disaster event ruptured domestic water mains. PWSS is an amalgamation of large diameter hoses, portable hydrants, pressure regulating valves, and trucks or trailers for transportation. It is a highly mobile regional water resource that

<sup>6</sup> SFFD Portable Water Supply System Expansion Project Proposal, page 9.

#### POSSIBLE LOCATIONS FOR MORE WATER RESERVES: San Francisco Auxiliary Water Supply System with existing and possible new cistern locations



Source: San Francisco Fire Department Planning and Research, 2010.

can also be used to transmit potable water during emergencies.

Through the ESER bond measure passed by voters in 2010, the City was able to construct six cisterns in the Sunset District. These underground cisterns have a total storage capacity of about 11 million gallons of water from which firefighters can draft. Generally, only one rig can hook up to these cisterns at a time. With PWSS, firefighters can run off 5-inch-diameter hoses that enable firefighters to draw water from the cisterns and deliver it at high pressure across large distances more efficiently.

This portable system of hoses and hydrants, coupled with the fireboat, is what helped to save the Marina District following the Loma Prieta earthquake. More recently, in March 2014, the PWSS played an instrumental role in combating a five-alarm fire that consumed an apartment building under construction in Mission Bay.

Given the vulnerability of the Sunset District to a major fire and the lack of water resources, our office is committed to advocating for local, state and federal funding to expand PWSS



to the Sunset District and throughout the City.

#### Objective 3

Work with SFPUC and PG&E to improve street lighting conditions in key areas.

To create and maintain a sense of security and safety in the Sunset District, visibility at night is extremely important for residents. Lighting helps with pedestrian visibility, promotes the walkability of the neighborhood and reduces the opportunity for opportunistic crimes like break-ins, vandalism and burglary from occurring. Poor street lighting conditions, on the other



hand, increase feelings of uneasiness, isolation and fear of being threatened. Unfortunately, there are intersections and areas of the Sunset District where street lights have not been maintained or need to be installed for adequate coverage, such as around the Sunset Reservoir and along Sunset Boulevard.

A majority of San Francisco street lights are either owned and maintained by the SFPUC or PG&E. As of 2012, the SFPUC was responsible for 25,509 street lights and PG&E owned and maintained 19.<sup>7</sup> In the Sunset District, 90% of the streetlights are owned and maintained by PG&E.<sup>8</sup> Since the SFPUC previously recommended not to purchase street lights owned by PG&E due to tremendous capital liability (estimated in 2012 at \$42,000,000), our office will collaborate directly with PG&E to improve street lighting conditions in key areas. For instance, connecting PG&E with 311's database which tracks streetlight complaints will allow the company to instantly receive complaints about broken or inoperable streetlights. As of March 2014, the City received 273 complaints regarding street lights

<sup>7</sup> SFPUC Memo: "Response to Commissioner Vietor's Question QST – 02.24.11.01 – Should the City Own or Sell its Street Lights?", page 2.

<sup>8</sup> SFPUC Memo: "Response to Commissioner Vietor's Question QST – 02.24.11.01 – Should the City Own or Sell its Street Lights?", page 12.



through the 311 call center. A strong partnership will ensure that our neighborhood stays well lit and safe for our residents to walk, take transit or park their cars at all times of day and night.

#### Objective 4

Continue working with City Departments to ensure visibility along densely vegetated areas, including the Great Highway, Lincoln Way and Sunset Boulevard.

Our office will continue to work closely with the Department of Public Works (DPW) and the Recreation and Park Department (RPD) to ensure densely vegetated areas such as the lower Great

Highway, Lincoln Way and Sunset Boulevard are properly maintained to increase visibility. As a district that is bordered by Ocean Beach, Golden Gate Park, and intersected by Sunset Boulevard, landscape maintenance has been a recurring issue. We will continue to work on maintaining a balance between supporting the natural beauty of the area, as well as improving public safety by increasing the visibility between these densely vegetated areas.

In addition to assistance from our city departments, our office will continue to work with community groups and residents to organize volunteer clean-up and maintenance events.

## PROVIDE AND PROMOTE EDUCATIONAL OPPORTUNITIES ON PUBLIC SAFETY AND EMERGENCY PREPAREDNESS FOR ALL RESIDENTS

### *Objective 1*

In partnership with SF NERT, incorporate emergency preparedness training at neighborhood schools.

It is important that we educate students early on about disaster preparedness. Every year, students across San Francisco participate in “The Great Shakeout” to commemorate the anniversary of the 1989 Loma Prieta Earthquake and increase student awareness about earthquake preparedness. The event is jointly hosted by the San Francisco Unified School District (SFUSD), DEM, ShakeOut California, and law enforcement. Teaching events and programs such as these should be expanded beyond earthquake preparation to basic disaster preparedness in partnership with SF NERT.

For example, the Sunset District has two high schools – Abraham Lincoln High School and St. Ignatius College Preparatory – both of which have Red Cross clubs as part of their student organizations. We look forward to working with these existing groups and resources within the school community to ensure that students are educated and trained on emergency preparedness and response.

### *Objective 2*

Work with Taraval Police Station, SF SAFE and SF NERT to provide additional workshops on public safety and emergency preparedness topics.

Continued education on public safety and emergency preparedness topics will ensure that residents stay informed, knowledgeable and skilled. The Taraval Police Station hosts a monthly Captain’s Meeting split

between the Taraval Police Station in the Sunset District and the Minnie and Lovie Ward Recreation Center in the Excelsior. During these meetings, featured speakers have been invited to attend and share with residents information on relevant public safety topics, such as on preventing identity theft or avoiding scams.

SF NERT workshops range from classes on using fire extinguishers to more complex lessons on how to provide first aid. We believe these clinics can incorporate education on more district-specific issues, such as fire safety for homes that are attached as in the Sunset District.

SF SAFE is a community crime prevention and public safety program that works in cooperation with the SFPD and other city agencies to engage, educate and empower San Franciscans to build safer neighborhoods through the provision of education and services. Established in 1976 as a project of the SFPD, SF SAFE became a nonprofit organization in 1980. SF SAFE provides personal safety, home security and business security presentations for children, youth, adults, the elderly and merchants. Several neighborhoods throughout the Sunset District have already established their own neighborhood watch groups and have benefitted from the program by receiving community safety tips and neighborhood planning ideas. We encourage even more residents to form their own neighborhood watch groups to continue their engagement

on public safety and emergency preparedness issues.

In addition, a neighborhood “health and safety” fair could provide an annual event to engage the community. Working with community partners such as churches and schools will also help with outreach efforts to disseminate information on public safety and emergency preparedness topics.

Finally, effective public information shared through social media channels and marketing campaigns can educate a large audience with little overhead or time. These are all efforts that our office will pursue to facilitate the dissemination of information to our residents on public safety and emergency preparedness.

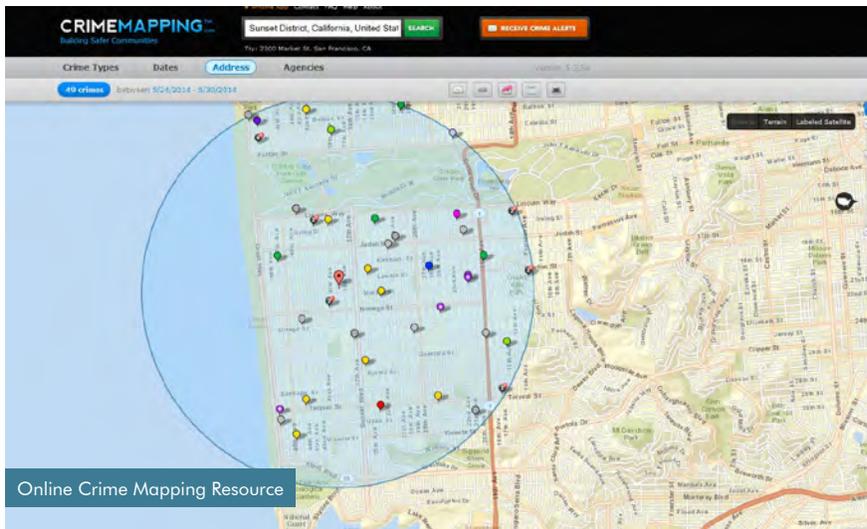
### *Objective 3*

Promote transparency of relevant data, including crime statistics and trends, and enhance communication of potential safety concerns.

Residents have expressed a desire to receive up-to-date information about crime in the Sunset District. Fortunately, the digital age has provided enhanced tools to collect, report and disseminate data. In 2009, SFPD adopted the CompStat police management accountability system which allows officers to better understand crime trends in their areas. Primarily used to track and deploy resources to significantly reduce violent crimes, CompStat’s data also



Supervisor Tang at Sunset Elementary School for earthquake drill



for instantaneous alerts and information-sharing through an online bulletin board. Our office will continue to share these resources with residents so they can access helpful data and report neighborhood safety concerns in an effective manner.

## CONTINUE TO MONITOR PUBLIC SAFETY ISSUES IN THE SUNSET DISTRICT AND CONDUCT TARGETED ENFORCEMENT

### Objective 1

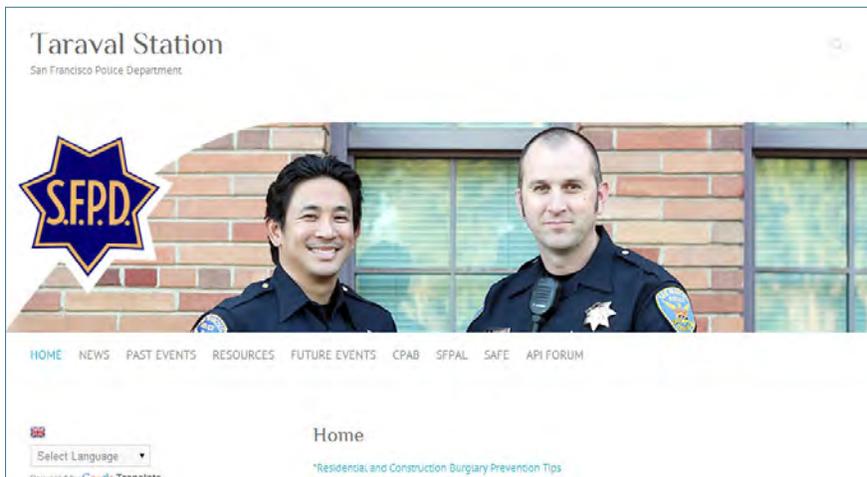
Continue advocacy efforts for adequate staffing within Police and Fire Departments.

According to the U.S. Department of Justice’s Bureau of Justice Statistics, violent crimes that went unreported because the victim believed the police would not or could not do anything to help doubled from 10% in 1994 to 20% in 2010.<sup>9</sup> Oftentimes, police are not able to assist immediately due to staffing issues and must prioritize the most severe threats to public safety. Unfortunately, with an increase in retirements, the SFPD has had trouble meeting City Charter mandated staffing levels.

Recognizing the potential threat to public safety, Mayor Edwin M. Lee announced a long-term staffing plan in 2012 for SFPD and SFFD. The SFPD is now on a six-year hiring plan to ensure that it meets the City Charter mandated level of 1,971 full duty officers. To accomplish this by June 2018, SFPD has thus far held six Police Academy classes and hired 50 officers per class over a two-year span.

Similarly, the SFFD will hold six Fire Academy classes and one Emergency Medical Technicians class over the next six years. Support for both

<sup>9</sup> U.S. Department of Justice, “Victimizations Not Reported to the Police, 2006-2010,” <http://www.bjs.gov/content/pub/pdf/vnrp0610.pdf>



allows residents to see what the most important public safety issues are in their police district. In addition, police stations are now encouraging victims of non-serious or violent crimes to electronically file police reports. We encourage residents to become familiar with this database by visiting: [www.sanfranciscopolice.org/index.aspx?page=774](http://www.sanfranciscopolice.org/index.aspx?page=774) or [www.sf-police.org](http://www.sf-police.org) and click on “Reports.”

The Taraval Police Station also hosts a website at <http://www.taraval.org/> that provides access to daily crime reports, news and a link to file police reports online. San Francisco’s Open Data portal<sup>10</sup> provides a crime map of SFPD incidents in the last three months, and is available at: <https://data.sfgov.org/>. Residents can also view an interactive map of recent crime activity in their neighborhood at [www.crimemapping.com](http://www.crimemapping.com).

Crime data is extracted on a regular basis from SFPD’s records system so that the information is the most current available.

Using 311 to report non-serious or violent crimes will also allow the City to track relevant quality-of-life crimes and cases. 311 provides a comprehensive complaint-tracking system that takes into account issues such as abandoned vehicles, damaged property, graffiti on both public and private property, and illegal postings. Residents are also encouraged to use 311 so the City can more effectively deploy services and track trends.

Aside from city-tracked data, neighbors are now given the opportunity to share the latest news of crimes in the area that may not be caught by police statistics. Private online social networks such as NextDoor ([www.nextdoor.com](http://www.nextdoor.com)) provide opportunities

hiring plans will be critical to ensure public safety is maintained in the City. Although it sounds costly, the savings from reduced overtime and recovery from retired employees will make it cost-effective over the long run.

Our office will continue to advocate for funding and monitor staffing levels to ensure that our residents are adequately served by our public safety and emergency response departments.

### *Objective 2*

In partnership with SF SAFE, encourage and facilitate the development of neighborhood watch groups and support existing ones.

One of SF SAFE's most effective services is managing the Neighborhood Watch program for the City.

Neighborhood watch groups can be organized around a variety of communities, including business districts, schools, workplaces, residents, or recreation centers.

Neighborhood watch groups are an extremely important tool in combating crime and increasing the sense of safety in the community. The benefits are numerous, including:

1. Increased awareness of crime and public safety issues that impact the neighborhood;
2. The establishment of a communication network;
3. The ability to work collectively to address crime and public safety concerns;
3. Access to resources that will support crime prevention efforts;
4. The reduction of the risk of crime and victimization;
5. A strong and numerous support group; and
6. The opportunity to get to know neighbors and develop a more united, and involved community.<sup>10</sup>

<sup>10</sup> SF SAFE, "How to Organize a SAFE Neighborhood": <http://sfsafe.org/brochures/H2OASN.pdf>

Given the large geographic area of the Taraval Police District, neighborhood watch groups are great assets in providing on-the-ground reports of suspicious activity. They also provide direction for SFPD to focus on specific issues in the Sunset District. There are currently more than a dozen neighborhood watch groups in the Sunset District.<sup>11</sup> The La Playa SAFE group that represents residents in the northwest corner of the district has been a model group that has effectively advocated for the safety of the area. Taking on issues such as the proliferation of oversize vehicles along the lower Great Highway and the prevalence of break-ins in the area, the group's residents have been proactive and collaborate effectively with our office and city agencies. The group has seen both legislative and policy successes driven in large part by their advocacy.

Community crime prevention must be a partnership between neighbors and law enforcement. Our office encourages the creation of additional neighborhood watch groups, with a goal of three new groups in the Sunset District per year. Currently, the citywide goal is to establish 36 new groups per year. Our office can assist in connecting concerned neighbors with each other to facilitate group creation, SF SAFE staff for administration, and successful and established neighborhood watch groups for mentorship. In addition, our office will continue to support and respond to established neighborhood watch groups, ensuring they are included in all public safety related matters and their concerns are responded to in a timely manner.

### *Objective 3*

Continue advocacy efforts for additional foot patrol officers along our commercial corridors.

The Sunset District, although relatively low in violent crimes, is

<sup>11</sup> Neighborhood Watch Map: <https://mapsengine.google.com/map/edit?mid=zzNO6uAowvMw.kVVYLTfHdbx4>

a hotbed for opportunistic crimes, such as break-ins, vandalism and theft. Maintaining foot patrols in key areas, such as commercial corridors, would lessen the opportunity for these crimes to occur. However, the lack of adequate staffing levels and the size of the Taraval Police District has prevented adequate numbers of foot patrol officers along our commercial corridors to be feasible. Once adequate staffing levels are reached, we hope to see additional officers on foot patrol in our community.

### *Objective 4*

Continue working with Taraval Police Station on focused enforcement in high-complaint areas.

With the incorporation of CompStat data and feedback from community stakeholders such as neighborhood watch groups, more targeted and effective enforcement is now possible. The Sunset District crime trends have remained the same over decades – relatively little violence with a propensity for opportunistic crimes. Our office has been able to effectively work with the Taraval Police Station to address the most common public safety issues. With the increase of data and neighborhood input, this partnership will become even more valuable over time. Currently, common public safety issues that we have been able to make substantial progress on include:



**Oversized Vehicles:** The prevalence of oversized vehicles along streets without driveways and curb cuts such as the lower Great Highway and Sunset Boulevard caused numerous public safety and public health concerns for decades. We heard from many residents along the lower Great Highway that the wall of oversized vehicles provided a shield for activities causing public safety concerns. Because of community input and the participation of community organizations such as La Playa SAFE, the Board of Supervisors passed legislation creating a program that prevented oversized vehicles from parking in these areas overnight. Visibility along high-traffic areas has improved significantly. Cooperation from SFPD and SFMTA has been instrumental in the effectiveness of the initial pilot program. Recently, we worked with SFMTA to incorporate additional enforcement areas around schools and recreational facilities. Currently, our office continues to collect and track feedback from residents to determine how the program should be expanded.

**Vandalism:** Graffiti is a crime that affects property owners and contributes to the deterioration of our commercial corridors and the general quality of life in the Sunset. In addition, property owners are required to pay for the abatement. Our office will work with DPW to develop better outreach materials to notify property owners that deal with persistent graffiti. Currently, DPW will paint out graffiti on public property and will notify other agencies and private property owners so they can remove graffiti from their premises. If a property owner has persistent graffiti problems, they can provide photo

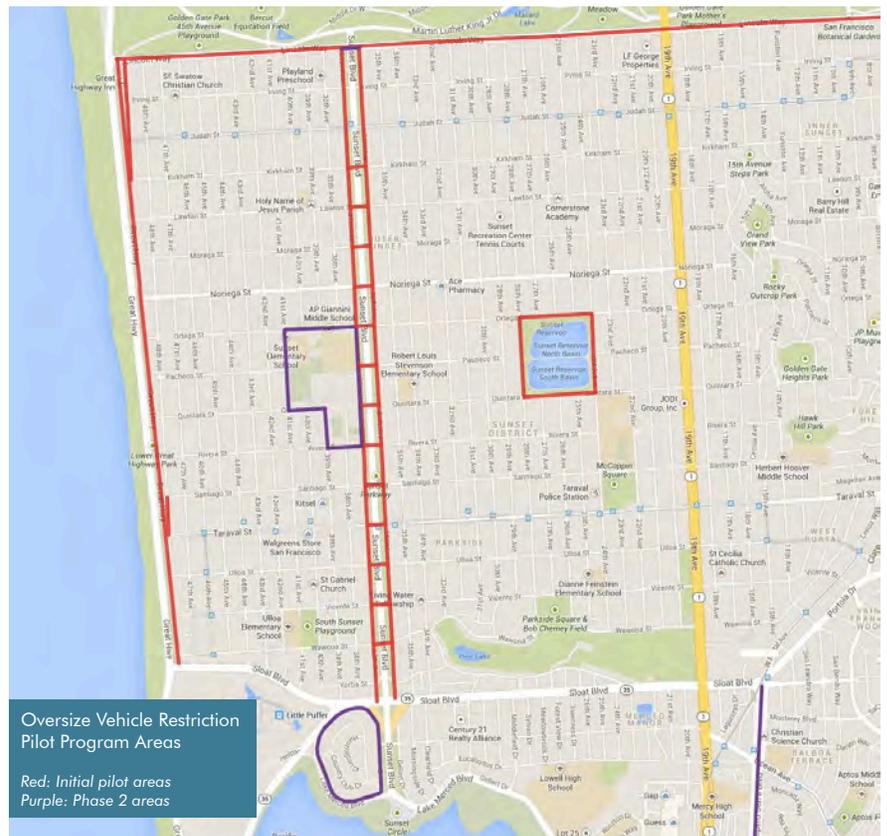


documentation to DPW. DPW will in turn provide six months of free abatement services to the property owner.

Additionally, our office will work with properties experiencing ongoing graffiti issues to incorporate public art on their buildings. Public art is a great way to deter and prevent graffiti in an area. Our office recently completed a mural at the intersection of Taraval Street and 32<sup>nd</sup> Avenue and other private property owners have created their own as well around the Sunset District. The City has a StreetSmARTS program where property owners pay a small fee which is subsidized to create public art projects, and we will work with property owners and business owners to connect them to this great resource.

**Human Trafficking:** Concerns of human trafficking occurring under the guise of legitimate establishments have been raised in San Francisco for decades. In particular, the prevalence of massage establishments in the Sunset District raised

warning flags. After a particularly large ring of human traffickers was caught operating as massage owners during “Operation Gilded Cage” in 2003, then-Mayor Gavin Newsom created a Massage Parlor Task Force to investigate massage establishments throughout the City. Since then, jurisdiction over massage establishments was transferred from SFPD to the DPH. However, SFPD still works closely with DPH and other city agencies through the Task Force to conduct bi-monthly investigations of suspect massage establishments. In collaboration with members of the Task Force, our office is working to address human trafficking issues in our city and that potential victims are receiving help and services instead of being criminalized. We will continue our efforts in partnership with departments such as the Department on Status of Women and DPH to combat human trafficking and provide resources for potential victims.



Oversize Vehicle Restriction Pilot Program Areas  
 Red: Initial pilot areas  
 Purple: Phase 2 areas

## TIMELINE FOR IMPLEMENTATION OF PUBLIC SAFETY & EMERGENCY PREPAREDNESS FRAMEWORK

Objective	Short (0-2 years)	Medium (2-5 years)	Long (5+ years)
<b>Disaster Management Plan:</b> Develop comprehensive, district-specific disaster management plan for the Sunset District.			
Develop program to create neighborhood stockpiles of food, water, medical and survival supplies.			→
Develop district-wide emergency communication plan that accommodates all communities, including seniors, disabled and non-English speaking individuals.	→		
Provide training and incentives for residents to make emergency preparation improvements.	→		
Identify centralized areas, both physical and online, to provide resources and information in the event of an emergency.	→		
In partnership with the San Francisco Neighborhood Emergency Response Team, develop program to establish neighborhood emergency groups to facilitate an effective coordinated response in the event of an emergency.		→	

**Infrastructure:** Evaluate and improve infrastructure to strengthen the quality of public safety and emergency response capabilities in the Sunset District.

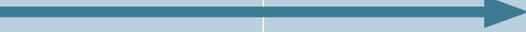
Support repairs and improvements to critical infrastructure that will allow San Francisco to quickly respond to and rebuild from a major earthquake or disaster.	→		
Advocate for funding to expand the Portable Water Supply System (PWSS) in the Sunset District.	→		
Work with the San Francisco Public Utilities Commission and PG&E to improve street lighting conditions in key areas.	→		
Continue working with City Departments to ensure visibility along densely vegetated areas, including the Great Highway, Lincoln Way, and Sunset Boulevard.	→		

**Education and Outreach:** Provide and promote educational opportunities on public safety and emergency preparedness for all residents.

In partnership with the San Francisco Neighborhood Emergency Response Team, incorporate emergency preparedness training at neighborhood schools.			→
Work with Taraval Police Station, San Francisco Neighborhood Emergency Response Team, and San Francisco Neighborhood Emergency Response Team to provide additional workshops on public safety and emergency preparedness topics.	→		
Promote transparency of relevant data, including crime statistics and trends, and enhance communication of potential safety concerns.	→		

**Enforcement:** Continue to monitor public safety issues in the Sunset District and conduct targeted enforcement.

Continue advocacy efforts for adequate staffing within Police and Fire Departments.	→		
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<i>Objective</i>	Short (0-2 years)	Medium (2-5 years)	Long (5+ years)
In partnership with San Francisco Neighborhood Emergency Response Team, encourage and facilitate the development of neighborhood watch groups and support existing ones.			
Continue advocacy efforts for additional foot patrol officers along our commercial corridors.			
Continue working with Taraval Police Station on focused enforcement in high-complaint areas.			

# resources

## **Supervisor Katy Tang**

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(415) 554-7460  
[www.sfbos.org/tang](http://www.sfbos.org/tang)

## **Sunset District Blueprint**

[www.sfbos.org/index.aspx?page=14943](http://www.sfbos.org/index.aspx?page=14943)

## **City & County Agencies**

### **311**

[www.sf311.org](http://www.sf311.org)  
3-1-1

### **Animal Care & Control (ACC)**

[www.sfgov2.org/index.aspx?page=942](http://www.sfgov2.org/index.aspx?page=942)  
(415) 554-6364

### **Department of Aging and Adult Services (DAAS)**

<http://sfhsa.org/daas.htm>  
(415) 355-3555

### **Department of Building Inspection (DBI)**

[www.sfdbi.org](http://www.sfdbi.org)  
(415) 558-6088

### **Department of Children, Youth and their Families (DCYF)**

[www.dcyf.org](http://www.dcyf.org)  
(415) 554-8990

### **Department of Emergency Management (DEM)**

[www.sfdem.org](http://www.sfdem.org)  
(415) 558-3800

### **Department of Public Works (DPW)**

[www.sfdpw.org](http://www.sfdpw.org)  
(415) 554-6920

### **First 5 San Francisco**

[www.first5sf.org](http://www.first5sf.org)  
(415) 934-4849

### **Planning Department**

[www.sf-planning.org](http://www.sf-planning.org)  
(415) 558-6378

### **Mayor's Office of Housing and Community Development (MOHCD)**

[www.sf-moh.org](http://www.sf-moh.org)  
(415) 701-5500

### **Neighborhood Empowerment Network (NEN)**

[www.empowersf.org](http://www.empowersf.org)  
(415) 554-7114

### **Office of Economic and Workforce Development (OEWD)**

[www.oewd.org](http://www.oewd.org)  
(415) 554-6969

### **Office of Small Business (OSB)**

[www.sfgsa.org/index.aspx?page=3805](http://www.sfgsa.org/index.aspx?page=3805)  
(415) 554-6134

### **Recreation and Park Department (RPD)**

[www.sfrecrepark.org](http://www.sfrecrepark.org)  
(415) 831-2700

### **SF County Transportation Authority (SFCTA)**

[www.sfcta.org](http://www.sfcta.org)  
(415) 522-4800

### **SF Department of Public Health (DPH)**

[www.sfdph.org/dph/default.asp](http://www.sfdph.org/dph/default.asp)  
(415) 554-2500

### **SF Environment**

[www.sfenvironment.org](http://www.sfenvironment.org)  
(415) 355-3700

### **SF Fire Department (SFFD)**

[www.sf-fire.org](http://www.sf-fire.org)  
(415) 558-3200

### **SF Police Department (SFPD)**

[www.sf-police.org](http://www.sf-police.org)  
3-1-1

### **SF Public Utilities Commission (SFPUC)**

[www.sfwater.org](http://www.sfwater.org)  
(415) 554-3289

### **SF Municipal Transportation Agency (SFMTA)**

[www.sfmta.com](http://www.sfmta.com)  
3-1-1

### **StreetSmARTS Program**

[www.sfartscommission.org](http://www.sfartscommission.org)  
(415) 252-2590

*Sunset District***Aging & Disability Resource Center  
(ADRC) at the Sunset Branch Public  
Library**

[www.ecs-sf.org/programs/adrc.html](http://www.ecs-sf.org/programs/adrc.html)  
English (415) 355-6700 or  
Chinese (415) 487-3373

**Jewish Family & Children Services (JFCS)**

[www.jfcs.org](http://www.jfcs.org)  
(415) 449-2900

**Judah Street / Ocean Beach Merchants  
and Professionals Association**

Buffy Maguire [buffy@javabeachcafe.com](mailto:buffy@javabeachcafe.com)

**Neighborhood Emergency Response Team  
(NERT)**

[www.sf-fire.org/index.aspx?page=859](http://www.sf-fire.org/index.aspx?page=859)  
Sunset/Parkside Neighborhood Team –  
Diane Rivera at [dianariver@aol.com](mailto:dianariver@aol.com)

**Outer Noriega Merchants Association  
(ONMA)**

[www.outernoriegastreetfair.blogspot.com](http://www.outernoriegastreetfair.blogspot.com)  
Hilary Passman Cherniss  
[hilary@devilsteethbakingcompany.com](mailto:hilary@devilsteethbakingcompany.com)

**Outer Sunset Merchants and Professionals  
Association (OSMPA)**

Angela Tickler [Angela@hardwearsf.com](mailto:Angela@hardwearsf.com)

**People of Parkside Sunset (POPS)**

[www.sf-pops.com](http://www.sf-pops.com)  
Yumi Sam [YumiSam@allstate.com](mailto:YumiSam@allstate.com)

**San Francisco Police Department:  
Taraval Station**

<http://sf-police.org/index.aspx?page=858>  
(415) 759-3100

**Self-Help for the Elderly at the South  
Sunset Activity Center**

[www.selfhelpelderly.org](http://www.selfhelpelderly.org)  
(415) 566-2845

**Sunset-Parkside Education and Action  
Committee (SPEAK)**

[speaksanfrancisco@yahoo.com](mailto:speaksanfrancisco@yahoo.com)

**Sunset Neighborhood Beacon Center**

[www.snbc.org](http://www.snbc.org)  
(415) 759-3690

**Sunset Youth Services**

[www.sunsetyouthservices.org](http://www.sunsetyouthservices.org)  
(415) 665-0255

**Western Neighborhoods Project**

[www.outsidelands.org](http://www.outsidelands.org)

**United Irish Cultural Center**

[www.irishcentersf.org](http://www.irishcentersf.org)  
(415) 661-2700

*Other***Friends of the Urban Forest**

[www.fuf.net](http://www.fuf.net)

**San Francisco Bicycle Coalition**

[www.sfbike.org](http://www.sfbike.org)

**SPUR's Ocean Beach Master Plan**

[www.spur.org/featured-project/  
ocean-beach-master-plan](http://www.spur.org/featured-project/ocean-beach-master-plan)

**San Francisco Travel Association**

[www.sanfrancisco.travel](http://www.sanfrancisco.travel)

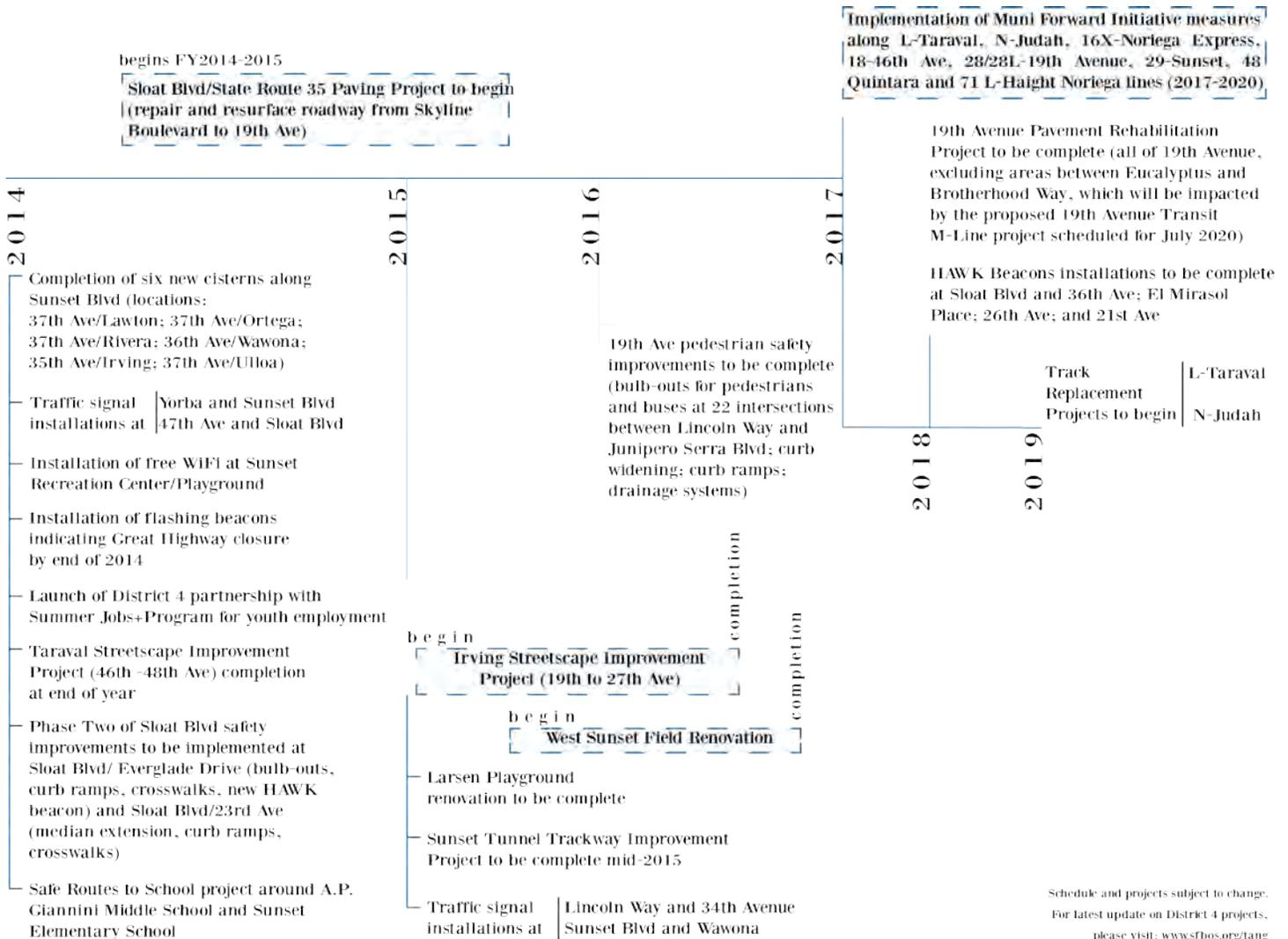
**San Francisco SAFE**

[www.sfsafe.org](http://www.sfsafe.org)

**United States Census**

[www.census.gov](http://www.census.gov)

# upcoming district 4 projects at a glance





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