



RESOLUTION RATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR FOR
2023 AND ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES
FOR 2024

WHEREAS, The Transportation Authority's Administrative Code establishes that the Personnel Committee (Committee) shall conduct an employee performance evaluation of the Executive Director by December 31 of each year for the Executive Director's work performance for the current year; and

WHEREAS, Board-adopted procedures require that the record of accomplishments be tracked against Board-established objectives for the Executive Director for the annual period being evaluated; and

WHEREAS, The Committee shall evaluate the Executive Director's performance annually based on mutually agreed upon objectives; and

WHEREAS, The Committee conducts the performance evaluation according to the adopted format and procedures; and

WHEREAS, The Board-adopted evaluation worksheet allows for ratings of Outstanding, Exceptionally Good, Very Good, Satisfactory, and Needs Improvement; and

WHEREAS, At its February 6, 2024, meeting, the Committee considered the key accomplishments, contained in Attachment 1, and issues relative to the Executive Director's performance during 2023 and recommended a rating of Outstanding, reflecting its perception of the performance of the Executive Director against Board-established objectives for 2023; and

WHEREAS, The proposed Executive Director objectives for 2024, contained in Attachment 2, are consistent with the annual work program adopted by the Transportation Authority Board on June 27, 2023, through Resolution 23-58 as part of the budget; and

WHEREAS, On February 6, 2024, the Personnel Committee reviewed and



unanimously recommended approval of the proposed Executive Director objectives for 2024; now, therefore, be it

RESOLVED, That the Transportation Authority hereby rates the performance of the Executive Director during 2023 as Outstanding; and be it further

RESOLVED, That the Transportation Authority hereby adopts the attached objectives for the Executive Director for 2024.

Attachments:

1. Attachment 1 - 2023 Record of Accomplishments
2. Attachment 2 - Executive Director Objectives 2024

Attachment 1

2023 Record of Accomplishments for Tilly Chang, Executive Director

This section presents a narrative of the Executive Director's accomplishments for 2023, in relation to annual program objectives set by the Board in December 2022 through Resolution 23-24.

Performance against Objectives

I. Advance Key Work Program Activities

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

Planning Activities

1. **PLAN BAY AREA 2050.** Worked with the Metropolitan Transportation Commission (MTC) and San Francisco stakeholders to implement Plan Bay Area 2050 recommendations by providing input on the regional Transit Oriented Communities policy, Transit Transformation Action Plan focus areas (integrated fares, wayfinding, transit priority, and network management) and transit expansion priorities and policies (Major Project Advancement Policy and related policies). Coordinated San Francisco's input on MTC's Connected Network Plan (Transit 2050+) and Bay Area Next Generation Freeways Study. Supported consideration of regional housing measure development and legislative efforts to address the transit fiscal cliff.
2. **LINK 21.** Continued to provide planning support and San Francisco participation in the San Francisco Bay Area Rapid Transit District (BART)/Capitol Corridor Link21 initiative, to explore options for a new mega-regional rail network centered around a future second bay rail crossing, potentially connecting to a new west-side rail alignment. Continued to coordinate Link21 studies with The Portal/Downtown Rail Extension (DTX) Program of Projects and Geary/19th Avenue Subway and Regional Connections Study.
3. **MTC TRANSIT TRANSFORMATION ACTION PLAN.** In coordination with San Francisco Municipal Transportation Agency (SFMTA) and SF regional transit operators, supported implementation of the Transit Transformation Action Plan, including efforts focused on regional transit wayfinding, fare coordination, and service coordination (transfers), and initiation of regional network management discussions. Advocated for San Francisco's priorities that support and do no harm to the urban core that carries most of the transit ridership and is vital to local and regional economic recovery.
4. **GEARY/19TH AVENUE SUBWAY AND REGIONAL CONNECTIONS STUDY.** Supported implementation of the ConnectSF Transit Strategy by continuing to lead the Strategic Case phase of the Geary/19th Avenue Subway, serving as lead agency in partnership with SFMTA and in cooperation with SF Planning Department. Advanced technical work program and launched engagement with regional transit operators and other partner agencies.
5. **SAN FRANCISCO TRANSPORTATION PLAN (SFTP) 2050.** Advanced key recommendations of SFTP 2050 including supporting Housing Element technical

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travel demand analysis. Through the Prop L Strategic Plan and 5-Year Prioritization Programs (5YPPs) process, developed strategic initiatives such as expanding equity priority community planning, creating a development-oriented transportation capital investment program to incentivize less developed areas of the city to support and plan for new development, and transportation demand management.

- a. **TRANSIT STRATEGY.** Geary/19th Subway and Regional Connections Study and planning for a Bayview Caltrain station.
- b. **STREETS AND FREEWAYS STRATEGY.** Participated in MTC's Next Generation Freeway Study (see 15. below) and advanced San Francisco Managed Lanes Study (see 9. below). Pursued funding to advance the concepts in the Streets and Freeways Strategy, including Vision Zero Ramps Phase 3 (funding awarded), Brotherhood Way (funding awarded), the Fillmore/Geary Underpass (application submitted), and Bayview Circulation and Safety study (application submitted) efforts.
6. **SAN FRANCISCO ACTIVE COMMUNITIES PLAN.** Participated in the preparation of the next generation bicycle plan for San Francisco by serving on the SFMTA Active Communities Plan Technical Advisory Committee.
7. **CONNECTSF.** Provided feedback and recommendations to the Connect SF Partners on the scope for Phase 3 of the long-range ConnectSF planning program: the update to the San Francisco Planning Department (SF Planning)'s Transportation Element.
8. **TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM.** Advanced the Treasure Island Mobility Management Program by coordinating adoption strategy with Treasure Island Development Authority (TIDA) and Office of Economic and Workforce Development. Developed and analyzed new toll and affordability program options as well as scenarios showing accelerated transportation improvements.
9. **SAN FRANCISCO MANAGED LANES PROJECTS.** Prepared a Vehicle Miles Traveled (VMT) analysis and drafted the Existing Conditions traffic studies for Northbound I-280 HOV operational/auxiliary priority lane between Cesar Chavez and 3rd Street. Sought public input on project Purpose and Need, alternatives, and analysis approach. Worked with partners to coordinate managed lanes facility planning in the US101 corridor including with California Department of Transportation (Caltrans), MTC/Bay Area Toll Authority (BATA), SFMTA, and San Mateo and Santa Clara counties. Drafted a scope of work for a planning study/environmental review for managed lanes (carpool or Express Lanes) on Southbound U.S. 101 and I-280 to connect to planned managed lanes in San Mateo County.
10. **TRANSPORTATION SUSTAINABILITY PROGRAM (TSP)/TRANSPORTATION DEMAND MANAGEMENT (TDM) STRATEGY EVALUATION TOOL.** Continued Transportation Sustainability Program (TSP)/TDM Strategy Evaluation Tool development, which seeks to quantify the effectiveness of the TDM strategies included in San Francisco's TSP in reducing VMT and single-occupancy vehicle trips.
11. **SF-CHAMP TRAVEL MODEL.** Initiated San Francisco Chained Activity Modeling Process (known as SF-CHAMP) updates to reflect post-COVID pandemic travel, population, and employment changes. Continued to lead the ActivitySim project, a

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national multi-agency pooled-fund model project to develop an open-source activity-based modeling software platform.

12. **TRAVEL DEMAND MODELING SUPPORT.** Conducted modeling to support Transportation Authority and external partner studies, including the U.S. 101/I-280 Managed Lanes and Bus project, The Portal/DTX, the Treasure Island Mobility Management Program, and Senator Scott Wiener/Select Committee on Bay Area Public Transit hearing.
13. **CONGESTION MANAGEMENT PROGRAM.** Completed the biennial county Congestion Management Program 2023 update, which provides transit and private vehicle transportation system performance monitoring, expanded multi-modal travel activity/trip reporting, and safety as well as equity reporting. This effort also includes an assessment of the need to expand San Francisco's Infill Opportunity Zone boundaries to include new areas to be added by the Board of Supervisors in 2024.
14. **HOUSEHOLD TRAVEL SURVEY AND DOWNTOWN TODAY STUDY.** Identify preferred use of additional "big data" sources for on-going performance monitoring, planning studies and project evaluation support. Continued monitoring downtown commute patterns, transit provision/usage, and economic recovery data; initiated next round of household travel diary data collection that occurred in Spring and Fall of 2023, in partnership with MTC and Santa Clara Valley Transportation Authority; and scoped a "Downtown Today" study that will utilize results of the Spring 2023 Household Travel Survey.
15. **REGIONAL NEXT GENERATION BAY AREA FREEWAYS STUDY.** Provided input to the MTC for its Next Generation Bay Area Freeways Study which is evaluating multiple alternatives for freeway pricing to reduce VMT and related greenhouse gas emissions per Plan Bay Area 2050. Alternatives include priced cordons in the Bay Area's three largest cities' downtown areas (San Francisco, Oakland, and San Jose - this alternative was assessed preliminarily and dropped from consideration this year) and pricing all freeway lanes of select congested Bay Area freeway corridors that have robust transit options.
16. **DISTRICT 5 OCTAVIA IMPROVEMENTS STUDY [NTP].** Completed the District 5 Octavia Improvements Study [Neighborhood Transportation Program (NTP) - Planning Study], including engaging with the community to prioritize a set of improvements that address both local travel near Octavia Boulevard and opportunities to address longer distance trips that use Octavia Boulevard and the Central Freeway.
17. **DISTRICT 6 TREASURE ISLAND SUPPLEMENTAL TRANSPORTATION STUDY [NTP].** Completed District 6 NTP planning study on Treasure Island, in cooperation with One Treasure Island, which identified a variety of public transportation improvements and supplemental transportation services that could be implemented on Treasure Island in the near-term. The study team submitted a funding application for state California Air Resources Board (CARB) Sustainable Transportation Equity Project program funds to advance the study's main recommendations which was invited to proceed in the funding process.
18. **DISTRICT 7 OCEAN AVENUE ACTION PLAN [NTP PLANNING].** Completed the District 7 Ocean Avenue Action Plan, including the Task Force's review and

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prioritization of the existing multimodal safety and reliability concepts proposed for Ocean Avenue near City College, and the identification of additional ideas for the City to take into account when implementing near term Quick Build and Muni Forward improvements in the area.

19. **SCHOOL ACCESS PLAN.** Completed the School Access Plan, a study of transportation strategies to increase the sustainability of medium and long distance school trips in the City, particularly for vulnerable youth, through stakeholder outreach and identification of potential school access strategies.
20. **DISTRICT 4 MICROMOBILITY ON-DEMAND SHUTTLE STUDY [NTP].** Advanced the District 4 Micromobility On-Demand Shuttle Study [NTP] through completion of best practices review, community surveys and outreach.
21. **NEIGHBORHOOD PLANNING STUDIES (NTP).** Initiated new NTP planning studies in Districts 1, 2, 3, 6, and 7, including technical studies and community outreach.
22. **FERRY PLANNING SUPPORT.** Supported Water Emergency Transit Authority's (WETA's) long-range planning study and REEF (SF/Peninsula waterfront ferry network) visioning/planning.
23. **BAYVIEW CALTRAIN STATION LOCATION STUDY.** Advanced the station location analysis and pre-environmental work for a new Bayview Caltrain infill station by drafting station design alternatives, engaging with agency partners, and conducting a first round of community outreach.
24. **CALTRAIN 22ND STREET STATION ADA IMPROVEMENTS.** Supported Caltrain in completing the 22nd Street Station ADA Improvements Study. Brought forward study recommendations for adoption by the Transportation Authority Board. Provided oversight to ongoing follow-up design phase of work funded by Prop K and supported Caltrain in preparing to seek federal grant funding in early 2024.
25. **BI-COUNTY TRANSPORTATION PLANNING.** Continue to coordinate with the City of Brisbane, City/County Association of Governments of San Mateo, and city departments SFMTA and SF Planning on development projects and related Bi-County Transportation improvements on both sides of the county line, including traffic calming in the area as addressed in the SFMTA's Visitacion Valley & Portola Community-based Transportation Plan,. Staff are monitoring Brisbane Baylands plans. In a future year, when the Baylands development project advances, staff will initiate planning for improved transit/multi-modal connections across the U.S. 101 corridor between Candlestick Point and Bayview Caltrain Station in coordination with Geneva Avenue extension planning (to be led by Brisbane/San Mateo county agencies).
26. **TNCs 2020: A PROFILE OF RIDE-HAILING IN CALIFORNIA.** Released the "TNCs 2020: A Profile of Ride-Hailing in California," the first comprehensive study of ride-hailing activity statewide, based on an analysis of annual reports filed by Uber and Lyft to the California Public Utilities Commission. The TNCs 2020 report presented findings on a range of topic areas: Reporting Compliance and Integrity, General Characteristics, Public Safety, Labor, Environment, and Accessibility. The report found that Uber and Lyft trips are highly concentrated in the urban areas of San Francisco, Los Angeles and San Diego counties, and San Francisco has 500 times more trips per square mile than the rest of the state.

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Fund Programming and Administration

1. **GRANT-SEEKING.** Supported ongoing coordination with city agencies, regional transit operators serving San Francisco, MTC, Bay Area County Transportation Agencies, and Caltrans to advocate for state and federal discretionary funding for capital needs and transit operations to maximize funding for San Francisco and the Bay Area. Supported various sponsors' projects grant applications to U.S. Department of Transportation (U.S. DOT), California Transportation Commission, Caltrans, MTC, CARB, and Bay Area Air Quality Management District (Air District) grant applications.
2. **STATE AND FEDERAL PROGRAMS (INFRASTRUCTURE INVESTMENT AND JOBS ACT (IIJA) AND SENATE BILL (SB) 1 IMPLEMENTATION).** Actively participated in program and policy development as part of implementation of the IIJA to advance key priorities, strategize local match, and grant opportunities to leverage historic funding amounts for infrastructure and public transportation. Continued to advocate for projects through State fund programs such as SB 1 programs, Cap and Trade programs and, CARB programs.
3. **REGIONAL FUNDING PROGRAMS.** Convened and coordinated with San Francisco stakeholders on input to program design/guidelines and identification of San Francisco priorities for regional programs such those included in MTC's One Bay Area Grant (OBAG) program Cycle 3 (e.g., Climate, Conservation & Resilience; Multimodal System Operations & Performance; and Complete Streets & Community Choice) and RM3 (bridge toll program) (pending resolution of litigation). Completed OBAG 3 county program cycle with MTC approval in January, provided support to MTC and project sponsors to finalize programming recommendations, prepared Transportation Improvement Program amendments, etc.
4. **TRANSIT FISCAL CLIFF.** Advocated alongside MTC, SFMTA, and regional transit operators and succeeded in securing \$440 million in state funding to help transit operators address financial deficits and avoid service cuts, the bulk of which will support SFMTA, BART, and Caltrain. Support SFMTA to advance San Francisco priorities in the implementation of the Transit Transformation Action Plan and engage in network management discussions at the regional level.
5. **TRANSPORTATION AUTHORITY FUND PROGRAMS.** Administered and oversaw the half-cent sales tax (including NTP), Prop AA vehicle registration fee, Transportation Fund for Clean Air (TFCA) county program, and the Traffic Congestion Mitigation Tax (or TNC Tax). Major efforts for these fund programs in 2023 are listed below.
6. **PROP K CLOSE OUT.** Between January and March, worked with project sponsors and Board offices (e.g., NTP) to prepare 30 final allocations from the Prop K sales tax Expenditure Plan totaling \$37.3 million.
7. **PROP L STRATEGIC PLAN AND 5YPPS.** Developed transition plan and began to stand up and administer the new Prop L sales tax Expenditure Plan, which superseded Prop K on April 1, 2023. Major efforts included conducting an equity focused engagement effort (building on extensive outreach conducted for development of the Expenditure Plan) to inform the inaugural Prop L Strategic Plan and 27 5YPPs, establishing policies for program administration, and identifying the first five years of

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projects to be funded through 15 Prop L programs. Working with project sponsors and informed by community engagement, developed updated program guidelines for the Neighborhood Transportation Program.

8. **Prop D TNC Tax.** Monitored TNC Tax revenues, updated program guidelines, and prepared recommendations for programming about \$21.3 million in accumulated and anticipated revenues. Coordinated approach for programming future funds with development of the Prop L 5YPPs.
9. **TFCA PROGRAM.** Issued and completed annual call for projects for \$887,215 in FY 2023/24 TFCA county program manager funds.
10. **SF LIFELINE PROGRAM (STATE TRANSIT ASSISTANCE).** Developed framework for San Francisco State Transit Assistance Block Grant program, recommended funds to support SFMTA's paratransit service and BART's Elevator Attendant Program that were adopted by the Board.
11. **THE PORTAL/DTX.** Continued to lead the funding strategy for The Portal/DTX project, working in partnership with Transbay Joint Powers Authority (TJPA) and other partner agencies. Co-led, with TJPA and Caltrain, the development of the project's 20-Year Financial Plan, which was successfully submitted to Federal Transit Administration (FTA) in initial form in February 2023 and in revised form in August 2023. Supported TJPA's pursuit of regional, state, and federal funding, including successful award of \$60 million in state Transit and Intercity Rail Capital Program project development funds. Worked with TJPA and MTC to secure the region's endorsement of the project for federal funds, including MTC's November 2023 endorsement of the project for the U.S. DOT "Mega" program. Developed funding strategy for unlocking additional state funding to support completion of the capital funding plan to secure multi-billion FTA Capital Investment Grant. Obtained Board approval to release \$4.7 million in Prop K funds on reserve after the recommendations of the Governance Blueprint and planned approach to governance during procurement and construction were presented to the Board. Provided continued oversight of local funding for the project, including Prop K, Prop L, and Transit Center District sources. Developed and approved a fund exchange to advance identified potential additional local funding sources as San Francisco's contribution to completing the funding plan. Programmed \$18M in RTIP (via fund exchange).
12. **PROP L/REGIONAL TRANSPORTATION IMPROVEMENT PROGRAM (RTIP) FUND EXCHANGES TO ADVANCE PROJECT DELIVERY.** Developed and approved two exchanges between Prop L and RTIP funds that have strict timely use of funds requirements and other requirements that limit the types of projects that are a good fit for this grant program. One of the exchanges enabled the Transportation Authority to fulfill its \$17.8 million RTIP commitment to The Portal which can't receive the RTIP funds directly since the project's progressive design build approach doesn't easily comply with RTIP guidelines. The other fund exchange enables SFMTA to have access to \$18.3 million from MTC's Housing Incentive Pool (HIP) grant program much sooner than RTIP/HIP funds would otherwise have been available, and allows the Board to select which SFMTA project or projects will receive the HIP funds.
13. **MUNI AND BART HIGH PRIORITY PROJECTS.** Collaborated with project sponsors and other stakeholders to develop funding plans and secure funds for high priority

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projects such as Potrero Yard Maintenance, Presidio Yard Maintenance, Muni Forward lines, Muni Train Control Upgrade Project, and the BART Core Capacity Program.

14. **HILLCREST ROAD IMPROVEMENT PROJECT.** Programmed SB 1 Local Partnership Program funds, approved Prop L allocation, and developed and approved a related fund exchange involving federal and local sources (including Prop K) to fully fund the Hillcrest Roadway Improvements Project to accommodate a future Yerba Buena Island Multi-use Path.
15. Sought funding for key work program recommendations from the Streets and Freeways Study (federal Safe Streets and Roads for All; federal Reconnecting Communities; Caltrans Sustainable Communities Transportation Planning), Transit Investment Strategy, SFTP 2050, and community-based and Neighborhood Transportation Plans.
16. **TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM.** Further development of the funding plan for the Treasure Island Mobility Management Program was on hold pending adoption of the Toll and Affordability program.
17. Continued to closely manage and monitor project cash flows and monitored Prop L sales tax program revenues to inform short- and long-term debt needs as part of the agency's multi-year debt strategy.
18. Secured continued clean audits over the agency's financial statements and the TFCA Program. Obtained the agency's sixth Certificate of Achievement for Excellence in Financial Reporting award from the Government Finance Officers Association. Completed single audit (compliance audit) for the Southgate Road Realignment improvements and the Surface Transportation Program resulted in no findings or recommendations for improvement. NEW: Fitch affirmed AAA rating over our sales tax revenue bonds and indicated a stable financial outlook. The affirmation reflects the agency's very strong resilience despite revenues having not reached pre-pandemic levels.

Capital Project Delivery and Oversight Activities

1. **SOUTHGATE ROAD REALIGNMENT.** Completed construction activities and opened the \$60M Southgate Road Realignment improvements and Yerba Buena Island (YBI) I-80 Eastbound off-ramp to traffic after the ribbon-cutting ceremony. Completed design for seismic retrofit and weatherproofing of the associated Torpedo Building. Held ribbon cutting celebration with Senator Wiener and other officials, federal, state, and regional as well as local partners.
2. **YBI WEST SIDE BRIDGES SEISMIC RETROFIT PROJECT.** Awarded contract and initiated construction activities for the \$115M YBI West Side Bridges Seismic Retrofit Project. Held ground-breaking celebration with Speaker Emerita Pelosi and other elected as well as Federal, state, regional and local partners.
3. **YBI MULTI-USE PATH.** Complete the CEQA environmental phase for YBI Multi-use Path project along the south and west sides of YBI including preliminary design of an ADA ramp structure adjacent to the Southgate Road Realignment project.

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4. **HILLCREST ROAD IMPROVEMENT PROJECT.** Complete 95% design for the Hillcrest Road Improvement Project, including retaining wall designs to support future multi-use path cross section.
5. **SOUTHGATE OFF-RAMP OPERATIONS & MAINTENANCE AGREEMENT.** Supported finalization of Caltrans-CCSF operations and maintenance agreement for Southgate Off-Ramp project for access coordination, accountability, and responsibility.
6. **AUTONOMOUS SHUTTLE 'LOOP' PILOT.** Implemented the Loop - Treasure Island autonomous shuttle pilot; finalized plans for testing, operations and performance monitoring, routing and permits in coordination with shuttle operator Beep. Conducted testing and training with SFMTA and first responders, and launched operations in August 2023. Conducted community outreach and planned education, workforce, and labor partnership programs in coordination with SFMTA, SFUSD, and CCSF, to take place this coming year.
7. **TREASURE ISLAND FERRY TERMINAL ENHANCEMENTS.** Executed grant agreements, procured a construction management consultant, and completed NEPA clearance for the Treasure Island Ferry Terminal Enhancements project. Continued to work with TIDA and WETA to complete the design and funding plan for the Treasure Island Ferry Terminal charging infrastructure in order to prepare for electric ferry service in 2026.
8. **TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM.** Activities were paused for a partial year in Spring and Summer while CCSF worked to restructure the development plans and resumed in fall with planning for revised approach to the program's transit, toll, and affordability program.
9. **THE PORTAL/DTX.** Continued to work with TJPA and other partner agencies to advance The Portal/DTX project through the FTA project development process, including successful submittals to FTA in February and August. Participated in the FTA-led comprehensive risk review of the project, leading to adjusted capital cost estimate and affirmative assessment of project readiness by FTA's project management oversight consultant. Served as co-lead agency, with MTC, for development of project governance strategy, including through preparation of The Portal Governance Blueprint approved by TJPA Board in August and through recommendation to extend Peninsula Rail MOU to ensure governance continuity; facilitated two amendments to MOU to extend term. Provided technical oversight and third-party review to project's technical work program, including design activities, value engineering, and development of project procurement documents. Supported TJPA Vice-Chair Mandelman and SF Board members, and Executive Director continued to serve as Vice Chair of the Executive Steering Committee.
10. **PENNSYLVANIA AVENUE EXTENSION.** Secured funding for the pre-environmental study phase for the Pennsylvania Avenue Extension (PAX) project. Continued to coordinate with the 4th and King Railyard MOU partners on the PAX project and other Railyard planning initiatives, in support of San Francisco and regional transportation and development objectives. Consulted with PAX partners to refine the Pre-Environmental Study scope and approach. Prepared for upcoming procurement process to retain qualified consultant expertise to complete the Study.

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11. **CALTRAIN MODERNIZATION (ELECTRIFICATION).** Continued to participate in robust oversight of the Caltrain Electrification Project, with emphasis on managing scope, schedule, and budget and mitigating cost and schedule risks. Continued to support SF Caltrain JPB Directors and chair Configuration Management Board proceedings. Revenue service is anticipated to begin fall 2024.
12. **SFMTA GEARY CORRIDOR IMPROVEMENTS.** Supported the SFMTA in delivering near-term Geary Corridor improvements and supported development and approval of side-lane configuration of Geary BRT project.
13. **SFMTA CAPITAL PROGRAM DEVELOPMENT SUPPORT AND OVERSIGHT.** Conducted oversight of and provided program development support to SFMTA capital projects, including Potrero Yard Modernization, Train Control Upgrade Project, LRV rail car procurement, Subway Renewal, and Core Capacity Study. Winding down oversight of SFMTA Central Subway project.
14. **OTHER PROJECT DELIVERY SUPPORT AND OVERSIGHT.** Supported and oversaw project delivery of 3-block capital project for Better Market Street and continued coordinating and collaborating with major transportation infrastructure departments (SFMTA, SF Public Works, SFPUC) to improve project delivery. Worked closely with SF Public Works and SFMTA to complete the construction of the 19th Avenue Combined City Project in 2023.
15. **I-280 INTERCHANGE UPGRADES AT BALBOA PARK.** Advanced design of southbound Ocean Avenue off-ramp including coordination with the City College and Caltrans; and completed traffic studies for northbound Geneva Avenue Off-ramp. Secured local match funding through Prop L programming for next project phases.
16. **QUINT STREET CONNECTOR ROAD.** Supported Quint Street Connector Road project development efforts, including seeking remaining funding needed for the project.
17. **PROP L PROJECT DELIVERY OVERSIGHT GUIDELINES.** Completed Capital Project Delivery Study. Development of Prop L Major Capital Project Delivery Oversight guidelines will be undertaken in 2024 concurrent with development and approval of the remaining 5YPPs and Strategic Plan.

II. Provide Board Support

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Checked in regularly with Chair and Board members to seek guidance and input.
2. **REGIONAL AGENCY ROLES.** Helped staff regional roles (MTC, Association of Bay Area Governments (ABAG), Air District, TJPA, Caltrain, and other bodies as needed).
3. **VISION ZERO.** Staffed ongoing Vision Zero Task Force meetings, and arranged regular updates on key topics and activities to the Transportation Authority Board.
4. Supported Chair Mandelman and Commissioner Peskin at Central Subway opening celebration events. Supported Vice-Chair Melgar and Commissioner Dorsey at Caltrain electric vehicle SF public event.

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5. Supported Commissioners Dorsey and Engardio at SF Chamber of Commerce CityTrip advocacy trip in Washington DC
6. Executive Director Joined Vice Chair Melgar at Oliver Wyman Executive Mobility Forum to accept Mobility Innovation award for SF
7. NEW: Promoted Board/Mayor engagement with Autonomous Vehicle (AV) sector regulators, industry and stakeholders, and supported SF state legislators including Assemblymember Phil Ting's interest in policy issues related to AV operations and regulation.
8. New: Held additional Board-requested hearings on Paratransit fleet electrification, Muni Transit Facilities and Fleet Programs, Autonomous Vehicles, and provided travel demand analysis for Senator Wiener's Select Committee on Bay Area Transit Funding.
9. NEW: Held CAC Subcommittee hearing on skateboarding
10. **PROJECT DELIVERY STUDY.** Completed Transportation Authority's Project Delivery Study in consultation with implementing agencies, Controller's Office, and other advisors, as requested by Chair and Vice Chair.
11. **SCHOOL ACCESS PLAN.** Completed the School Access Plan, a Caltrans planning grant-funded study of transportation strategies to increase the sustainability of medium and long distance school trips in the City, particularly for vulnerable youth, through stakeholder outreach and identification of potential school access strategies.
12. **NTP.** Supported development of Cycle 2 NTP priorities across districts (Districts 1, 2, 3, 4, 6, 7, 8, 9, and 10 had remaining funds available). Sought Board adoption of NTP Planning project final reports in Districts 5, 6, and 7.
13. **DISTRICT 1 MULTIMODAL TRANSPORTATION PLAN AND TOWN HALL.** Advanced the NTP plan through the first round of outreach and draft concepts development. The plan includes identifying several small- to mid- size projects to address safety or connectivity for trips within District 1, and one larger-scale mode shift concept, and north-south transit network planning to address alternatives to driving trips within and to/from District 1.
14. **DISTRICT 2 NTP.** Initiated this safety study in partnership with the SFMTA following an appropriation approved in early 2023.
15. **DISTRICT 3 NTP Implementation -** Brought forward a Prop L appropriation for the Walter U Lum Placemaking effort approved fall 2023.
16. **DISTRICT 4 ON-DEMAND MICROTRANSIT BUSINESS PLAN.** Advanced the NTP plan, including the first round of outreach, peer / case studies review, and draft service parameters development. Led coordination and review by SFMTA and close communication with the AV Shuttle Pilot and Treasure Island Mobility Management Agency (TIMMA) transit service planning efforts.
17. **DISTRICT 5 OCTAVIA IMPROVEMENTS STUDY.** Completed the NTP study and advanced its recommendations for funding from the Market and Octavia Special Fund. Anticipated recommendations would implement a set of improvements that address both local travel near Octavia Boulevard and opportunities to address longer distance trips that use Octavia Boulevard and the Central Freeway.

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18. **FILLMORE UNDERPASS COMMUNITY PLANNING STUDY.** Re-applied for funding under Federal Reconnecting Communities Program, in partnership with SF Planning Department and community groups.
19. **DISTRICT 6 TREASURE ISLAND SUPPLEMENTAL TRANSPORTATION STUDY.** Completed the NTP planning project to understand current resident and worker transportation needs and recommend short-term supplemental transportation options.. Sought funding for study recommendations.
20. **DISTRICT 6 2ND/BRYANT/ESSEX STREET AREA.** Supported D6 neighborhood transportation system management scoping efforts in the 2nd/Bryant/Essex Street area in cooperation with SFMTA, MTC/BATA, Caltrans, and CA Highway Patrol by submitting an application for federal SMART grant funds.
21. **DISTRICT 6 MISSION BAY SCHOOL ACCESS PLAN.** Initiated this NTP study in partnership with the SFMTA following an appropriation approved in early 2023.
22. **DISTRICT 7 OCEAN AVENUE ACTION PLAN.** Completed the District 7 Ocean Avenue Task Force NTP planning effort, including review and prioritization of the existing multimodal safety and reliability concepts proposed for Ocean Avenue near City College, and the identification of additional ideas for the City to take into account when implementing near term Quick Build and Muni Forward improvements in the area.
23. **DISTRICT 7 INNER SUNSET MULTIMODAL SAFETY AND ACCESS STUDY.** Brought forward a Prop L appropriation for this NTP Planning project approved fall 2023.
24. **BART UPPER YARD PLAZA AND DEVELOPMENT AND DISTRICT 11 STREET IMPROVEMENTS.** Attended ribbon cutting for BART Upper Yard plaza and development project. Continued to support D11 and BART coordination of DeLong Street right of way paving and transfer plans and traffic calming on San Jose Avenue.
25. Supported hybrid Board and committee meetings and implemented changes related to lifting of the statewide emergency order at the end of February 2023. Continued hybrid meetings to provide more options for public participation.
26. **SAN FRANCISCO CALTRAIN DIRECTORS SUPPORT.** Supported SF Directors in overseeing Caltrain's budget and managing Caltrain's financial position as ridership recovers following the pandemic. Supported continuing implementation of Caltrain governance reforms and oversight of Measure RR sales tax funds. Advocated for priority for The Portal, 4th/King Railyards, Bayview infill station, and 22nd Street ADA improvements in Caltrain business plan implementation, working closely with SFMTA and the Mayor's Office.

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III. Promote Customer Service and Efficiency

THIS OBJECTIVE HAS BEEN MET.

1. **GRANT TRAINING.** Offered annual sponsor training opportunities regarding Prop K/AA/TNC Tax resources, policies, and procedures. NEW: Provided trainings to project sponsors on new Prop L policies and procedures.
2. **MYSTREET.SF.COM.** Maintained and, as needed, refined the MyStreetSF.com tool to support user-friendly features showcasing underway and completed projects, improved search features, and other customer enhancements.
3. **DATA ACCESS/PLATFORMS.** Implemented new SimWrapper data visualization platform to embed interactive maps and charts in the TNCs 2020 report, and to provide easy interactive access to SF-CHAMP model summaries. Updated Prospector data visualization platform implementations to provide easy access to key San Francisco transportation statistics and information on roadway and transit congestion (Congestion Tracker).
4. **TRANSPORTATION AUTHORITY GRANTS PORTAL.** Identified and implemented improvements (such as increased project progress reporting functionality) to the agency's grants Portal interface and outputs to improve efficiency and customer ease of use, as well as support Prop L implementation.
5. **GRANT ALLOCATION AND ADMINISTRATION.** Identified opportunities to further streamline grant allocation and administration as part of the transition to Prop L. Included coordination with SFMTA on advance notification of funding and allocation needs, bond program delivery and financing needs.
6. **ENTERPRISE RESOURCE PLANNING SYSTEM.** Substantially completed the migration of the agency's 10-year-old Microsoft Dynamics AX 2012 Enterprise Resource Program (accounting system) to the latest cloud-based Microsoft Dynamics 365 Finance & Operations software.
7. NEW: Proactively searched and negotiated to downsize, stay on, or move to new cost-effective office space as office vacancies rise.
8. NEW: Promoted local businesses through the Loop AV Shuttle service/routing marketing brochure.

IV. Work Collaboratively with Partner Agencies

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. **TRANSIT FISCAL SUSTAINABILITY.** Worked with MTC and the region's transit agencies to address the transit fiscal cliff. Supported and helped shape a statewide advocacy strategy for new state ('bridge') funding in the short term. Worked with local, regional, and state partners on a sustainable regional transportation funding measure(s) (serving on the MTC-led working group), including potentially seeking state authorization for it to be placed on the ballot at a future election. Actively collaborated with city and regional transit agencies to identify City priorities and joint advocacy for these funds.

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2. **LEGISLATIVE AND POLICY ADVOCACY.** Pursued legislative priorities coordinating with partner agencies (e.g., extension of the Cap-and-Trade program past 2030, Automated Speed Enforcement authority finally approved), and policy advocacy (tracked and commented on state piloting of Road User Charge via the California Transportation Commission's Road Charge Technical Advisory Committee and participated in the CalSTA State Roadway Pricing Workgroup).
3. **STATE AND REGIONAL FUND PROGRAM GUIDELINES.** Advocated for efficient and performance-based state fund program guidelines (SB 1, CARB, Cap-and-Trade).
4. **TRANSIT TRANSFORMATION ACTION PLAN.** Supported and helped shape San Francisco's participation in the implementation of the Transit Transformation Action Plan (e.g., regional transit network planning, new revenues to address transit fiscal cliff and support transit enhancements).
5. **AUTONOMOUS VEHICLES.** Collaborated with the City (SFMTA, San Francisco Fire and Police departments) to represent San Francisco in AV policy proceedings at the California Public Utilities Commission and California Department of Motor Vehicles, and development of state and federal AV regulations/laws and overall new mobility policy and advocacy. Held informational hearing on San Francisco experience and perspective on AV deployment. Worked with SFMTA to engage city departments and community stakeholders in AV policy development at state and federal levels, including outreach workshops with the disability community, business, and labor groups as well as state and federal regulatory agencies, national and international counterpart agencies and industry groups and associations. Presented at two San Francisco AV conferences and multiple state agency hearings.
6. **CONNECTSF AND CLIMATE ACTION PLAN.** Collaborated with city and regional agencies on advancing the last element of ConnectSF, the Transportation Element update, and on implementing the Climate Action Plan, e.g., by initiating the Eco-Friendly Downtown Deliveries Study, funded by a Carbon Neutral Cities Alliance Grant, supporting TDM pilots and evaluation, and assisting with Climate Action Plan implementation monitoring efforts.
7. **LINK21.** Worked with BART and Capitol Corridor to continue study of long-term alternatives for a potential second rail crossing of the bay (Link21). Collaborated with SFMTA and other City agencies to provide San Francisco input to the Link21 program. Continued to engage with MTC and Caltrans on near-term management goals and strategies for the Bay Bridge corridor.
8. **MANAGED LANES AND FREEWAYS.** Supported implementation of the U.S. 101 Mobility Access Plan by participating in the Express Lanes Executive Steering Committee for 101/280 Carpool and Express Lanes development and in MTC's Next Generation Freeway Study, which is exploring potential implementation pathways for Plan Bay Area 2050 Strategy T5 (Implement per-mile tolling on congested freeways with transit alternatives).
9. **CAPITAL PROJECT DELIVERY/TECHNICAL ASSISTANCE.** Continued to provide technical assistance on Better Market Street, Caltrain Railyards, Caltrain Corridor Crossing Strategy, Caltrain and High-Speed Rail Business Plans, Ocean Beach Master Plan, and Muni Forward.

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10. **MUNI METRO CORE CAPACITY PLANNING STUDY AND SUBWAY RENEWAL PROGRAM.** Provided planning support and oversight of the Muni Metro Core Capacity Planning Study and Subway Renewal Program.
11. **CALTRANS AND WETA TRANSIT STUDIES.** Participated in the kickoff for Caltrans Bay Area transit study and coordinated San Francisco's input into WETA's regional water transportation studies (Bay Area and San Francisco waterfront).
12. **CLIMATE RESILIENCE.** Support resiliency planning including Mission Creek, Embarcadero Seawall, and Ocean Beach Master Plan efforts and in conjunction with development of regional Climate and Resilience programs
13. **TIMMA TRANSIT EFFORTS.** Work on the TIMMA inter-operator transit pass and applied for state funding (grant was not received, but another CARB transit-focused grant is pending).
14. **WORKFORCE AND TRAINING OPPORTUNITIES - THE LOOP.** Developed workforce and training opportunities in partnership with TIDA through the Treasure Island Autonomous Vehicle pilot program.
15. **NEW: BART CORE CAPACITY PROGRAM.** Participated in BART Core Capacity Program funding partners meetings seeking to strengthen funding plan and initiated oversight (e.g., joining FTA quarterly meetings). Joined tour of BART vehicle production facilities.

V. Promote Inclusive Public Engagement

THIS OBJECTIVE HAS BEEN MET.

1. Continued Disadvantaged Business Enterprise outreach efforts. Connected with various small and disadvantaged businesses in partnership with the Construction Management Association of America, BuildOUT California, the Northern California Procurement Technical Assistance Center, and Business Outreach Committee.
2. Regularly met with and strengthened relationships with civic groups, media community-based organizations, and neighborhood groups. Participated in programs at San Francisco Bay Area Planning and Urban Research Association, Bay Area Council, Conference of Minority Transportation Officials, WTS International, American Council of Engineering Companies, One Treasure Island, Chinatown Community Development Center, among others.
3. Continued to hold Executive Director's ad hoc Business, Community, and Labor Roundtables to engage citywide and neighborhood organizations in work of agency and discussion of citywide transportation issues.
4. Explored ways to provide workforce development and training opportunities, including construction administration pathways in partnership with TIDA and opportunities through the Treasure Island Loop AV Shuttle pilot program. Held numerous tours for visiting delegations from other parts of the United States and world.
5. Participated in the citywide promotion and advancement of racial equity and further incorporated racial equity in agency policies and practices. Continued the third year

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of implementation of the agency's multi-year Racial Equity Action Plan and as guided by the citywide promotion and advancement of racial equity and as demonstrated by our focused recruiter during the prior year's requirement of the Deputy Director for Capital Projects, we put an equity lens and assembled a diverse and qualified candidate pool on our own for the Director of Communications; therefore saving costs from hiring a focused recruiter.

Executive Director spoke at City College of SF Fireside Chat Leadership program/webinar and graduation ceremony, dialoguing with students about ways to get involved in the transportation sector and professional development tips and lessons learned.

VI. Provide Regional and State Leadership

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Actively participated in regional policy discussions at MTC and ABAG to shape the implementation of Plan Bay Area 2050, working effectively on cross-county initiatives, and collaborating on transit recovery planning, regional transit network, transit investment, Vision Zero, equitable regional pricing initiatives, and affordable housing.
2. Served as a regional leader on big data sources and applications technical data, analysis and (model assumptions, project performance evaluation) and technology policy issues. Update COVID-era baseline travel demand projections. Completed first year of multi-year travel survey data collection partnership with initiation of survey with MTC to support Plan Bay Area implementation and to inform planning and performance monitoring initiatives.
3. Provided local and regional leadership in development of a potential regional transportation revenue measure (e.g., serve on MTC working group) and serve as local resource for information and education on the measure as well as the state funding strategy to address the transit fiscal cliff. Provided white paper on a potential bridge funding source to state legislative staff and conducted and presented transit fiscal cliff modeling scenarios to Senate Committee on Bay Area Transit.
4. Via California Self-Help Counties Coalition supported passage of project delivery legislation (e.g., SB 617 authorizing progressive design build) and provided input on Caltrans Systems Investment Strategy (CSIS).
5. Advocated for passage of legislative priorities as approved by the Board, including speed safety cameras which were finally authorized for a pilot.
6. Tracked and helped shape development and implementation of statewide and regional managed lanes policies and governance.
7. Advocated for San Francisco and local interests to ensure that city goals regarding safety, equity, climate, and transportation system performance are supported through appropriate regulation of TNCs and autonomous vehicles at state, federal levels, and local levels, such as the incremental deployment of AVs based on performance standards. Released the "TNCs 2020: A Profile of Ride-Hailing in California," the first comprehensive study of ride-hailing activity statewide, which revealed that Uber and Lyft trips are highly concentrated in urban areas, and that San Francisco has 500 times

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more trips per square mile than the rest of the state. Monitored deployment of emerging mobility services and technologies in San Francisco, particularly Autonomous Vehicles.

8. NEW: Asian American/Chinese community engagement. International Chinese Transportation Professionals Association Keynote - Senior Engineer organized Transportation Authority Executive Director keynote at the International Chinese Transportation Professionals Association Lunar New Year program and both staff participated in UC Berkeley Civil Engineering Asian American and Pacific Islander forum in the aftermath of Half Moon Bay shooting.
9. NEW: Transportation Research Board 2023 Automated Road Transportation Symposium - Executive Director and Deputy for Technology, Data, and Analysis presented at national AV conference in San Francisco.
10. NEW: MTC Advocacy trip to Washington, D.C. Executive Director joined MTC leadership on advocacy trip to nation's capital to promote Bay Area priorities and joined Chamber of Commerce CityTrip as well.
11. NEW: ITS Australia. Executive Director joined Federal Highway Administration / American Association of State Highway and Transportation Officials delegation to participate in Intelligent Transportation Systems Australia exchanges on transportation technology in Melbourne.
12. NEW: Advanced Research Projects Agency (ARPA) - I Kick off. Executive Director provided keynote speech at U.S. DOT ARPA-Infrastructure listening tour kickoff event in Seattle, Washington.
13. NEW: Hosted annual Self-Help Counties Coalition Focus on the Future Conference in fall 2023, including four staff speakers on program sessions and six technical tours.

VII. Facilitate Agency and Staff Development

THIS OBJECTIVE HAS BEEN MET.

1. Hired five new staff: Transportation Modeler, Controller, Staff Accountant, and Principal Rail Engineer. (Through January 2024, add Director of Communications and Principal Planner, Government Affairs for a total of seven.)
2. Continued to coach and mentor staff. Created another two managerial job descriptions to provide growth pathways and flexibility for staff to progress within the agency. Continued to pilot an in-house school intern program and provided more leadership opportunities for staff to mentor and manage. Provided leadership opportunities, including through the agency's staff-based Racial Equity Working Group. One mid-level staff graduated from the California Association of Councils of Governments' California Academy for Regional Leaders Program and another accepted into the WTS International Leadership Program.
3. Continue to develop policies, procedures, and recommendations for a Project Management handbook, as well as Outreach guidelines.

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4. Assessed agency long-range administration, organizational and budget needs, as part of ensuring resource planning for delivering and overseeing new Prop L measure.
5. This work was on pause pending TIMMA toll policy adoption: Develop plans, policies, and protocols for TIMMA operations. Develop a plan for staffing, office and other administrative requirements, and operations and maintenance facilities.

VIII. Improve Internal and External Communications

THIS OBJECTIVE HAS BEEN MET AND Exceeded.

1. Grew the Messenger newsletter and social media audiences presence by the following increases:
 - a. Instagram: 20%
 - b. LinkedIn: 27.5%
 - c. Facebook: 1%
 - d. Messenger Newsletter: 2%
 - e. Website Unique Users: 2%
2. Hosted two rounds of business and community roundtables and strengthened relationships with labor groups (including one roundtable and various events).
3. Continue to develop outreach guidelines and agency-wide contacts database.
4. Held ribbon-cutting for Southgate Road Realignment and ground-breaking for YBI West Side Bridges, supported Central Subway (full opening) and other ribbon cuttings and celebrations throughout the year (e.g., Caltrain electric train tours, Kapuso/plaza at Balboa BART Upper Yard). Participated in Presidio Trust Presidio Go Electric Shuttle/charger event.
5. Transportation Authority Principal Planner attended/served as mentor for California Transportation Foundation Education Symposium

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The purpose of this section is to establish tangible parameters against which the Board may be able to assess the Executive Director's performance during 2024.

I. Advance Key Work Program Activities

Planning Activities

1. **PLAN BAY AREA 2050+.** Work with the Metropolitan Transportation Commission (MTC) and San Francisco stakeholders to implement Plan Bay Area 2050 (PBA 2050) recommendations including the regional Transit Oriented Communities policy, Transit Transformation Action Plan focus areas (see #4 below), transit expansion priorities and policies (e.g., Major Project Advancement Policy), and Next Generation Bay Area Freeways Study. At the same time, coordinate San Francisco's input on MTC's PBA 2050+ and Transit 2050+, limited and focused updates to PBA 2050 that incorporate the effects of the pandemic. Support consideration of regional housing measure development and legislative efforts to authorize a new regional transportation revenue measure.
2. **CONNECTSF.** Conclude Phase 3 of the long-range ConnectSF planning program by providing input and peer review into the update to the San Francisco Planning Department's Transportation Element.
3. **LINK21.** Provide planning support and San Francisco participation in the BART/Capitol Corridor Link21 initiative, to explore options for a new mega-regional rail network centered around a future second bay rail crossing, potentially connecting to a new west-side San Francisco rail alignment. Continue to coordinate Link21 studies with The Portal/Downtown Rail Extension (DTX) Program of Projects and Geary/19th Avenue Subway Strategic Case.
4. **MTC TRANSIT TRANSFORMATION ACTION PLAN.** In coordination with San Francisco Municipal Transportation Agency (SFMTA) and San Francisco regional transit operators, support implementation of the Transit Transformation Action Plan, including studies on fare coordination, wayfinding, transit priority, and regional network management/governance. Advocate for San Francisco's priorities that support and do no harm to the urban core that carries most of the Bay Area's transit ridership and is vital to local and regional economic recovery.
5. **SFTP 2050+.** In parallel with the PBA 2050+ update, launch the San Francisco Transportation Plan (SFTP) update, [SFTP 2050+](#), a limited and focused update to SFTP 2050 (adopted in 2022) as we implement its key recommendations such as advancing Geary/19th Subway and Regional Connections Study and planning for a Bayview Caltrain station. SFTP 2050+ will incorporate PBA 2050+ revisions to revenues, including strategies to address the transit fiscal cliff, grow transit ridership and support the new Housing Element adopted growth. Undertake monitoring, technical analysis, and/or community outreach to inform recommendations for local and/or regional revenue measures to implement the plan investments.
6. **STREETS AND FREEWAYS STRATEGY.** Continue to pursue funding to advance the concepts in the Streets and Freeways Strategy, including the Fillmore / Geary Underpass and Bayview Circulation and Safety study efforts.

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7. **BROTHERHOOD WAY ACTIVE TRANSPORTATION AND SAFETY PLAN.** Substantially complete this recommendation of the Streets and Freeways Study, to help improve safety, circulation, and connectivity for people walking, driving, and biking through the Brotherhood Way and Alemany Boulevard corridors.
8. **VISION ZERO RAMPS PHASE 3.** Launch this Streets and Freeways Study recommendation, the third in a series of conceptual design efforts at the ramp touchdowns to the city's surface street network, in high-injury areas south and west of the South of Market neighborhood.
9. **SF ACTIVE COMMUNITIES PLAN.** Continue to participate in the preparation of the next generation bicycle plan for San Francisco by serving on the SFMTA Active Communities Plan (ACP) Technical Advisory Committee (TAC).
10. **ECO-FRIENDLY DOWNTOWN DELIVERIES STUDY.** Support implementation of the Climate Action Plan by conducting the Eco-Friendly Downtown Deliveries Study to identify strategies to reduce greenhouse gas emissions from retail/commercial goods delivery.
11. **FREEWAY MANAGED LANES PROJECTS.** Advance a scope and funding request to launch technical analysis and outreach for managed lanes (carpool or Express lanes) on Southbound U.S.101 and I-280 to connect to planned and existing Express lanes in San Mateo County. Incorporate the traffic studies for Northbound I-280 HOV lane between Mariposa/18th and 3rd Street into this broader scope. Work with partners to advance managed lane policies along the corridor including conducting community outreach, in coordination with the California Department of Transportation (Caltrans), MTC/Bay Area Toll Authority (BATA), SFMTA, and San Mateo and Santa Clara counties.
12. **TRANSPORTATION SUSTAINABILITY PROGRAM (TSP) / TRAVEL DEMAND MANAGEMENT (TDM) STRATEGY EVALUATION TOOL.** Complete development of the TDM Strategy Evaluation Tool, which seeks to quantify the effectiveness of some of the parking-oriented TDM strategies included in San Francisco's TSP in reducing vehicle miles traveled and single-occupancy vehicle trips.
13. **HOUSEHOLD TRAVEL SURVEY.** Analyze and publish new travel diary data collected in spring and fall of 2023, in partnership with MTC and Santa Clara Valley Transportation Authority (SCVTA).
14. **SF-CHAMP TRAVEL MODEL.** Complete initial implementation of an updated San Francisco Chained Activity Modeling Process (known as SF-CHAMP) version 8 using the open-source Activity Sim activity-based modeling software, which has been jointly developed through a national multi-agency effort. Develop new systemwide baseline travel forecasts using the results of the MTC/SFCTA/SCVTA Household Travel Survey for population, employment, work-from-home patterns, goods delivery, and transit service provision and use.
15. **TRAVEL DEMAND MODELING SUPPORT.** Conduct modeling to support Transportation Authority and external partner studies, including the Geary/19th Avenue Regional Connections Study, SFTP 2050+, the Treasure Island Mobility Management Program, and other programs or projects as requested.
16. **NEXT GENERATION/ENHANCED CONGESTION MANAGEMENT PROGRAM.** Enhance on-going performance monitoring, planning studies and project evaluations.

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Support SFTP 2050+ including consideration of mid-range performance targets to assess rates of progress towards SFTP 2050 goals. Initiate data collection for the biennial county Congestion Management Program 2025 update and expand performance tracking with a focus on more frequent data reporting including use of “big data” sources, and on Equity Priority Community reporting.

17. **DOWNTOWN TODAY.** Complete a study, using the new travel diary survey data “big data” and other economic and travel data sources to understand the impacts of the COVID pandemic and subsequent major shifts in commuting patterns on downtown San Francisco travel, profiling changes in both travel markets and travelers to and from downtown San Francisco between pre-pandemic 2019 and post-pandemic 2023 conditions.
18. **TRAVEL DEMAND MANAGEMENT.** Implement the TDM recommendations of SFTP 2050, including completing the TDM Market Analysis and substantially completing an update to the 2017 TDM Strategic Plan in partnership with SFMTA, the San Francisco Planning Department (SF Planning), and San Francisco Environment Department, and in coordination with regional agencies (MTC, Bay Area Air Quality Management District (Air District), Congestion Management Agencies (CMAs) and transit operators.
19. **NEIGHBORHOOD TRANSPORTATION PROGRAM (NTP).** Support all Districts to develop NTP projects and deliver ongoing, Transportation Authority-led NTP projects in Districts 1, 2, 3, 4, 6, and 7/11. (See Section II. Board Support for project details.)
20. **NEXT GENERATION BAY AREA FREEWAYS STUDY.** Continue to participate in regional freeway management efforts and discussions about congestion management initiatives, including: MTC’s Express Lanes Steering committee and MTC’s Next Generation Bay Area Freeways Study.
21. **BAYVIEW CALTRAIN STATION LOCATION STUDY.** Complete the station location analysis and pre-environmental work, with community engagement, for a new Bayview Caltrain infill station and seek funding to initiate the next phase of work. Coordinate with Caltrain to seek funding for the next phase of planning and design for accessibility improvements at the 22nd Street Caltrain Station.
22. **GEARY/19TH AVENUE SUBWAY AND REGIONAL CONNECTIONS STUDY.**
Support implementation of the ConnectSF Transit Strategy by leading the Geary/19th Avenue Subway and Regional Connections Study, in partnership with SFMTA and in cooperation with SF Planning. Undertake public outreach activities and continue engagement with regional transit operators and other partner agencies. Prepare project Strategic Case document and develop roadmap for future phases of project development.
23. **CLIMATE RESILIENCE AND ELECTRIFICATION INITIATIVES.** Collaborate with City and regional agencies to advance climate resilience/adaption and electrification through various planning, policy and fund programming, and project delivery efforts, such as: advocating for funding to implement the Climate Action Plan through federal, state, and regional (MTC and Air District) grant programs; participating in SFMTA’s Embarcadero Mobility Resilience Plan and the Port’s Sea Level Rise Coordinating Committee and Waterfront Resilience Plan; supporting adaptation efforts as described in the Ocean Beach Master Plan; providing funding and project delivery support for electrification of Muni’s fleet and modernization of its transit facilities; and supporting the Chair’s Curbside Electrification Feasibility Study. Advance the Eco-

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Friendly Downtown Deliveries Study and continue supporting electrification of ferry vehicles and infrastructure to support Treasure Island and other San Francisco ferry service. Draw on all of the above to inform climate resilience and electrification initiatives for SFTP 2050+ and PBA 2050+. See Section 1. Fund Programming and Administration and Capital Project Delivery and Oversight, Section II. Board Support, and Section IV. Work Collaboratively With Partner Agencies for additional details.

24. **TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM.** Through the work of the Treasure Island Mobility Management Agency (TIMMA), advance the Treasure Island Mobility Management Program by finalizing the Toll and Affordability Program. Once the Toll and Affordability Program is adopted, advance implementation of TIMMA transit services and initiate delivery of congestion management programs. Update costs, program budget, and funding plan. Complete the Treasure Island Ferry planning study and work with the Water Emergency Transportation Authority (WETA) to initiate a business plan for the service. Secure new funding and federal authorization for tolling. Propose transit fare policy and develop Memoranda of Agreement addressing operating plans with partner agencies (WETA, East Bay bus transit service provider, and SFMTA). Pending availability of funding, procure contracted transit service.

Fund Programming and Administration

1. Convene city agencies and regional transit operators serving San Francisco and support ongoing coordination with MTC, Bay Area County Transportation Agencies (BACTA), and Caltrans to maximize effectiveness of advocacy for state and federal discretionary funding for capital needs and transit operations to maximize funding for San Francisco and the Bay Area. Actively participate in program and policy development as part of implementation of the Infrastructure Investment and Jobs Act to advance key priorities, strategize local match, and grant opportunities to leverage historic funding amounts for infrastructure and public transportation. Continue to advocate for projects through State fund programs such as Senate Bill (SB) 1 programs, Cap and Trade programs, and California Air Resources Board (CARB) programs.
2. Coordinate with San Francisco stakeholders on input to program design/guidelines and identification of San Francisco priorities for regional programs such as those included in MTC's One Bay Area Grant (OBAG) program Cycle 3 (e.g., Climate, Conservation & Resilience; Multimodal System Operations & Performance; and Complete Streets & Community Choice) and Regional Measure 3 (bridge toll program). Support SFMTA and regional transit operators in securing funding to support San Francisco priorities from the Transit Transformation Action Plan.
3. **PROJECT DELIVERY OVERSIGHT AND SUPPORT.** Provide enhanced project monitoring, oversight, and delivery support services in our role as the CMA for San Francisco, to enable project sponsors to comply with timely-use-of-funds and other federal, state, and regional grant requirements. This work supports project delivery and seeks to avoid loss of discretionary funds to San Francisco projects and maintain San Francisco sponsors' good standing to compete for discretionary fund sources.
4. **ADMINISTER FUND PROGRAMS.** Administer and oversee the Prop L half-cent sales tax (including NTP, Prop AA vehicle registration fee, Transportation Fund for Clean Air (TFCA) county program, and the Prop D Traffic Congestion Mitigation Tax

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(Transportation Network Company or TNC Tax). Major efforts for these fund programs in 2024 are listed below.

- a. **Prop L.** Complete initial implementation of the Prop L sales tax Expenditure Plan, which superseded Prop K on April 1, 2023. Major efforts include adopting the 12 remaining 5-Year Prioritization Programs (5YPPs); adopting the final Strategic Plan; amending the Muni Maintenance 5YPP to program funds to specific projects for Fiscal Year (FY)s 2024/25-2027/28; and adopting major capital project delivery guidelines.
 - b. **Prop K.** Continue oversight of Prop K projects and proactively work with project sponsors to closeout grants and deobligate unneeded funds as part of the multi-year process to wind down the Prop K program. Deobligated funds will be directed to projects through the Prop L program.
 - c. **Prop D/TNC Tax.** Closely monitor TNC Tax revenues, allocate FY 2023/24 funds to SFMTA's application-based traffic calming program, and prepare recommendations for programming FY 2024/25 and FY 2025/26 funds. Consistent with the Vision Zero safety focus of the TNC Tax program, allocations to date have supported SFMTA's quick-build program and application-based traffic calming program.
 - d. **TFCA.** Issue and complete annual call for projects for FY 2024/25 TFCA county program manager funds (about \$750,000 plus any cost savings or de-obligated funds from canceled projects).
 - e. **State Transit Assistance Block Grant.** Adopt framework and program funds for the FY 2024/25 San Francisco State Transit Assistance (STA) Block Grant program. Given depressed operating revenues for SFMTA during the pandemic, the Board has prioritized STA funds to support SFMTA's paratransit in recent years, making any remaining funds available for a San Francisco Lifeline Transportation Program.
5. **THE PORTAL/DTX.** Continue to lead The Portal/DTX funding strategy and support funding advocacy in partnership with the Transbay Joint Powers Authority (TJPA) and funding partners, to keep the project on track to secure a multi-billion dollar Federal Transit Administration (FTA) capital investment grant. Pursue the state's outstanding funding share for the project through extension of Cap-and-Trade and investment in High-Speed Rail's Northern California bookend. Support development of regional/statewide stakeholder coalition and campaign to advocate for state and federal investment. Coordinate strategy and advocacy with the Mayor's Office, MTC, and regional partner agencies. Seek amendment of MTC's Major Project Advancement Policy to advance The Portal as the region's next major rail extension priority. Work with the City and County of San Francisco (City) and TJPA to develop additional local funding and pursue value engineering, as part of the approach to close The Portal/DTX's funding gap. Continue to advance The Portal/DTX's future operations and maintenance funding approach with Caltrain and TJPA. Work in partnership with TJPA and Caltrain to revise the project's Financial Plan if required by FTA.
6. Collaborate with project sponsors and other stakeholders to develop funding plans and secure funds for high priority projects identified through SFTP 2050, PBA 2050,

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Prop L, etc., such as Muni Forward lines, Muni Train Control Upgrade Project, Muni Subway Renewal, and BART and Muni Core Capacity programs.

7. Seek funding for key work program recommendations from the Streets and Freeways Study, Transit Investment Strategy, SFTP 2050, and community-based and Neighborhood Transportation Plans.
8. Continue to closely manage and monitor project cash flows and monitor sales tax program revenues to inform short- and long-term debt needs as part of the agency's multi-year debt strategy.
9. Secure continued clean audit(s).
10. **TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM.** Strengthen funding plan and secure funds for the Treasure Island Mobility Management Program delivery and first five years of operation; seek federal, state, and local grant funds; maximize funding exchange opportunities; and pursue financing opportunities. Seek funding for priority NTP Supplemental Transportation Study recommendations. Update/negotiate TIMMA provisions of Treasure Island Developer Agreement. Obtain approval from the Federal Highway Administration (FHWA) for a grant extension for the Advanced Transportation and Congestion Management Technologies Deployment Program grant to fund the Treasure Island tolling infrastructure and identify required local match.

Capital Project Delivery and Oversight Activities

1. **YERBA BUENA ISLAND (YBI) ROADWAY PROJECTS.** Continue to work jointly with the Treasure Island Development Authority (TIDA), Caltrans, and BATA to improve pedestrian, bicyclist, and vehicular access to Yerba Buena and Treasure islands.
 - a. **WEST SIDE BRIDGES SEISMIC RETROFIT PROJECT.** Advance construction and coordinate closely with Treasure Island Development Authority (TIDA), San Francisco Public Works (Public Works), and SFMTA on the Yerba Buena Island (YBI) West Side Bridges Seismic Retrofit Project. Work with federal, state, regional, and local partners to confirm scope and identify funding for West Side Bridges Phase 2 retaining wall and corridor segments, in coordination with YBI Multi-use Path project development efforts.
 - b. **TORPEDO BUILDING AND PIER E-2 PARKING LOT.** Award contract and initiate construction activities for seismic retrofit and weatherproofing of YBI's Torpedo Building and Pier E-2 parking lot.
 - c. **HILLCREST ROAD IMPROVEMENT PROJECT.** Complete 100% design for the Hillcrest Road Improvement Project, including retaining wall designs and roadway improvements to support a future multi-use path cross section. Award contract and initiate construction.
 - d. **YBI MULTI-USE PATH.** Complete the preliminary design and environmental phase for YBI Multi-use Path project including federal environmental approval by Caltrans. Award design contract and initiate design activities. Partner with MTC/BATA and Caltrans to submit an SB1 Solutions for the Congested Corridors grant to fund the construction phase of the project.

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2. **TREASURE ISLAND FERRY TERMINAL ENHANCEMENTS.** Obligate federal earmark funds for the construction phase and begin construction activities for the Treasure Island Ferry Terminal Enhancements project. Work with TIDA and WETA to complete the design and funding plan for the Treasure Island Ferry Terminal charging infrastructure in order to prepare for electric ferry service in 2026.
3. **THE PORTAL/DTX.** Continue to work with TJPA and other partner agencies to advance The Portal through the FTA Capital Investment Grant process. Co-lead with MTC the development of the successor to the Peninsula Rail Memorandum Of Understanding (MOU) and implement new governance structure to serve the project through delivery. Provide technical oversight to the TJPA-led procurement process, right-of-way program, and enabling works. Continue to serve as Vice Chair of The Portal Executive Steering Committee (ESC) through completion of the ESC's term and serve thereafter on the successor Executive Working Group.
4. **PENNSYLVANIA AVENUE EXTENSION.** Launch the pre-environmental study for the Pennsylvania Avenue Extension (PAX) project, working in partnership with Caltrain and other agencies. Procure consultant team and undertake first phase of the study's technical and engagement activities. Conduct technical coordination with interfacing projects/studies including The Portal/DTX, Fourth and King Railyards, and Bayview Station.
5. **FOURTH AND KING RAILYARDS.** Continue to serve as a member agency to the Fourth and King Railyards MOU, including participation as member of Railyards MOU Directors Working Group. Undertake technical oversight and strategic development for San Francisco on the Railyards program of projects, in cooperation with City departments and the Mayor's Office, in support of transportation and development objectives. Support coordination of technical work program activities, including for PAX and The Portal/DTX.
6. **CALTRAIN MODERNIZATION (ELECTRIFICATION).** Continue to participate in robust oversight of the Caltrain Electrification Project, in support of the successful completion of the project and planned launch of revenue service in fall 2024. Continue to chair multi-agency Configuration Management Board, with focus on oversight of risk, budget, and schedule.
7. **GEARY CORRIDOR QUICK-BUILD.** Support the SFMTA in delivering near-term Geary Corridor quick-build improvements and oversee design for future installation of bus bulbs, pedestrian bulbs, upgraded traffic signals, and roadway repaving to be implemented after California Public Utilities Commission (PUC) infrastructure upgrade anticipated in 2025.
8. **SFMTA CAPITAL PROGRAM DEVELOPMENT SUPPORT AND OVERSIGHT.** Conduct oversight of and provide program development support to SFMTA capital projects, including Potrero Yard Modernization Project implementation, Presidio Yard planning, Train Control Upgrade Project, Light Rail Vehicle rail car procurement, Subway Renewal, Core Capacity Study, vehicle mid-life overhauls, and anticipated battery electric bus and hybrid bus procurements.
9. **BART PROJECTS OVERSIGHT AND PROJECT DELIVERY SUPPORT.** Conduct oversight of the BART Core Capacity Program and participate in funding partner meetings to help close remaining funding gap and support timely program delivery.

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Oversee and support delivery of the Next Generation Faregates and other BART projects.

10. **SLOAT/SKYLINE RELATED PROJECTS.** Support and oversee project delivery of Sloat/Skyline boulevards signalization and related intersection improvements and help coordinate Caltrans development of Phase 2 intersection improvements. Support development of Sloat/Sunset project definition and Skyline/Brotherhood Way access to I-280.
11. **OTHER PROJECT DELIVERY SUPPORT AND OVERSIGHT.** Support and oversee project delivery of Better Market Street and continue coordinating and collaborating with major transportation infrastructure departments (SFMTA, Public Works, SFPUC) to improve project delivery. Work closely with Public Works, SFMTA, and Caltrans on near-term 19th Avenue paving improvements.
12. **I-280 INTERCHANGE UPGRADES AT BALBOA PARK.** Continue design activities and seek funding for southbound Ocean Avenue off-ramp construction including coordination with Public Works, SFMTA, Caltrans, and City College of San Francisco. Complete I-280 Northbound Geneva Avenue Ramp Study and support Caltrans development and funding of recommended off-ramp signal upgrades.
13. **QUINT STREET CONNECTOR ROAD.** Support Quint Street Connector Road project development efforts, including right of way acquisition and legislation, as well as seeking remaining funding needed for the project.
14. **PROP L PROJECT DELIVERY OVERSIGHT GUIDELINES.** Develop Project Delivery Oversight guidelines for Prop L. Support implementation of recommendations from the Capital Project Delivery Study.
15. **TREASURE ISLAND "LOOP" AUTONOMOUS SHUTTLE PILOT.** Close out the Treasure Island "Loop" autonomous shuttle pilot and deliver labor/educational workshops, project evaluation, and final report for the 3-month federally funded phase of the project.

II. Provide Board Support

1. Check in regularly with Chair and Board members to seek guidance and input.
2. **REGIONAL AGENCY ROLES.** Help staff regional roles (MTC, Association of Bay Area Governments (ABAG), (Air District), TJPA, Caltrain, and other bodies as needed).
3. **VISION ZERO.** Staff ongoing Vision Zero Task Force meetings and arrange regular updates on key topics and activities to the Transportation Authority Board, including implementation of the speed safety camera pilot authorized under Assembly Bill 645.
4. **TIMMA.** Staff ongoing TIMMA operations and policy board meetings and coordinate with TIDA and Office of Economic and Workforce Development on transportation program delivery.
5. **AUTONOMOUS VEHICLE POLICY.** Conduct an Autonomous Vehicle (AV) Safety Metrics and Standards for Policymaking Study to provide input to state regulators on a conceptual framework for AV performance-based permitting, and to advance AV safety analysis in collaboration with industry, public agencies, and stakeholders. Continue to jointly participate in regulatory hearings and filings to state and federal

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agencies, and liaise with community stakeholders (business, transportation advocates, senior and disability community). Support Assemblymember Ting's AV bill AB 1777.

6. **PASSENGER VEHICLE/CURBSIDE ELECTRIFICATION.** Support Chair Mandelman and SFMTA's passenger vehicle/curbside electrification initiative/studies.
7. **NEIGHBORHOOD TRANSPORTATION PROGRAM.** Support development of NTP priorities across all districts. Complete and seek Board adoption of NTP project final reports (anticipated in Districts 1, 2, 3, 4, and 6). Additional detail provided below.
8. **DISTRICT 1 NTP.** Complete District 1 Multimodal Transportation Plan, including engaging with the community to prioritize a set of improvements for the Richmond district, and seek Board adoption.
9. **DISTRICT 2 NTP.** Complete District 2 Safety Study, focusing on a toolkit of safety improvements for routes used by children, seniors, and other vulnerable road users, in partnership with the SFMTA, and seek Board adoption prior to future implementation with previously allocated Prop K funding and other sources.
10. **DISTRICT 3 NTP.** Substantially complete the Walter U. Lum Place Public Space Study, in partnership with SFMTA, Public Works, and the community, to envision scenarios for a people-first Walter U. Lum Place.
11. **DISTRICT 4 NTP.** Complete On-Demand Microtransit Business Plan, including outreach, and seek Board adoption. Project includes leading coordination and review by SFMTA and close communication with the AV Shuttle Pilot and TIMMA transit service planning efforts.
12. **DISTRICT 6 NTP.** Complete Mission Bay School Access Plan and seek Board adoption. Advance plan recommended improvements for non-motorized access to new Mission Bay elementary school for implementation with previously allocated Prop K funding and other sources.
13. **DISTRICT 7 NTP.** Substantially complete the Inner Sunset Multimodal Safety and Access Study, including design and prioritization of multimodal safety and access concepts for the Inner Sunset commercial core, in collaboration with SFMTA.
14. **FILLMORE UNDERPASS COMMUNITY PLANNING STUDY.** If funded by Federal Reconnecting Communities Program, lead the Fillmore Underpass Community Planning Study in the Western Addition district's Japantown/Fillmore area (District 5).
15. **DISTRICT 11 STREET IMPROVEMENTS.** Continue to support District 11 and BART coordination of DeLong Street right-of-way paving, transfer plans, and traffic calming on San Jose Avenue, as well as signalization/pedestrian safety options for Sagamore/Aleman/Orizaba streets.
16. Support hybrid Board and Committee meetings to provide more options for public participation.

III. Promote Customer Service and Efficiency

1. **GRANT TRAINING.** Offer annual sponsor training opportunities regarding Prop L/Prop AA/TNC Tax resources, policies, and procedures. Provide enhanced project delivery support to project sponsors that have federal, state, and regional discretionary grants to avoid the potential loss of discretionary grants to San

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Francisco. Offer additional training and assistance to SFMTA as they onboard new finance staff.

2. **MYSTREET.SF.COM.** Maintain, and as needed, refine the MyStreetSF.com tool to support user-friendly features showcasing underway and completed projects, improved search features, and other customer enhancements.
3. **DATA ACCESS/PLATFORMS.** Update and expand online “Prospector” data visualization platform to provide easy access to key San Francisco transportation statistics and information on roadway and transit congestion (Congestion Tracker) and existing and future travel patterns. Expand the agency’s next generation Congestion Management Program microsite.
4. **SFCTA GRANTS PORTAL.** Identify and implement improvements (such as increased project progress reporting functionality) to the agency’s grants portal interface and outputs to improve efficiency and customer ease of use, as well as support Prop L implementation.
5. **GRANT ALLOCATION AND ADMINISTRATION.** Identify opportunities to further streamline grant allocation and administration as part of standing up Prop L. Includes coordination with SFMTA on advance notification of funding and allocation needs, bond program delivery, and financing needs.
6. **ENTERPRISE RESOURCE PLANNING SYSTEM.** Finalize implementation of new accounting/financial system (Microsoft Dynamics 365) to better support agency-wide financial operations and improve grant billing, invoicing, and payment processes.

IV. Work Collaboratively with Partner Agencies

1. **TRANSIT FISCAL SUSTAINABILITY.** Work with MTC and the region’s transit agencies to address the transit fiscal cliff. Support and help shape a statewide advocacy strategy for state (‘bridge’) funding in the short term. Work with local, regional, and state partners on a sustainable regional transportation funding measure(s), including potentially seeking state authorization for it to be placed on the ballot at a future election. Actively collaborate with City and regional transit agencies to identify City priorities and joint advocacy for these funds.
2. **LEGISLATIVE AND POLICY ADVOCACY.** Pursue legislative priorities coordinating with partner agencies (e.g., authorization of a potential 2026 regional transportation funding measure, extension of the Cap-and-Trade program past 2030, AV regulation and deployment), and policy advocacy (track and comment on state piloting of Road User Charge and participate in the California State Transportation Agency State Roadway Pricing Workgroup).
3. **STATE AND REGIONAL FUND PROGRAM GUIDELINES.** Advocate for efficient and performance-based state and regional fund program guidelines (SB1, CARB, Cap-and-Trade, TFCA).
4. **TRANSIT TRANSFORMATION ACTION PLAN.** Support and help shape San Francisco’s participation in the implementation of the Transit Transformation Action Plan (e.g., regional network management planning; advance capital transit priority projects; new revenues to address transit fiscal cliff; and support transit enhancements).

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5. **HOUSING INCENTIVE POOL GRANT PROGRAM.** Work with City agencies and Mayor's Office to prioritize San Francisco share of MTC's Housing Incentive Pool grant program.
6. **CONNECTSF AND CLIMATE ACTION PLAN.** Collaborate with city and regional agencies on completing the last element of ConnectSF, the Transportation Element update, and on implementing the Climate Action Plan (e.g., supporting SFMTA's Curbside Electric Vehicle Charging Feasibility Study; conducting the Eco-Friendly Downtown Deliveries Study; conducting the TDM Market Analysis and TDM Strategic Plan; participating in San Francisco Environment's e-cargo delivery bike pilot and evaluation; and travel mode share and Vehicle Miles Traveled (VMT) implementation monitoring efforts).
7. **CLIMATE RESILIENCE.** Collaborate with city and regional agencies to inform a climate resilience strategy in SFTP 2050+ by participating in SFMTA's Embarcadero Mobility Resilience Plan; participating on the Port's Sea Level Rise Coordinating Committee and Waterfront Resilience Plan to identify/further develop San Francisco's climate investment priorities (San Francisco Seawall, Islais Creek); and adaptation efforts as described in the Ocean Beach Master Plan). Collaborate with SF and regional agencies (MTC, ABAG, Air District, BCDC) to inform the development of regional climate and resilience programs.
8. **LINK21.** Work with BART and Capitol Corridor to continue study of long-term alternatives for a potential second rail crossing of the bay (Link21). Collaborate with SFMTA and other City agencies to provide San Francisco input to the Link21 program. Engage with MTC and Caltrans on near-term management goals and strategies for the San Francisco-Oakland Bay Bridge corridor.
9. **U.S. 101 MOBILITY ACTION PLAN.** Support implementation of the U.S. 101 Mobility Access Plan.
10. **VISION ZERO.** Continue to provide SFMTA with oversight and implementation support for Vision Zero, including the Speed Safety Camera pilot.
11. **CAPITAL PROJECT DELIVERY/TECHNICAL ASSISTANCE.** Continue to provide technical assistance on Better Market Street, Caltrain Railyards, Caltrain Grade Separation Strategy, Caltrain and High-Speed Rail Business Plans, Ocean Beach Master Plan, and Muni Forward.
12. **MUNI METRO CORE CAPACITY PLANNING STUDY AND SUBWAY RENEWAL PROGRAM.** Provide planning support and oversight of the Muni Metro Core Capacity Planning Study and Subway Renewal Program.
13. **CALTRANS AND WETA TRANSIT STUDIES.** Participate in Caltrans District 4's transit study and coordinate San Francisco's input into WETA's regional water transportation study.
14. **AUTONOMOUS VEHICLES.** Collaborate with City (SFMTA, San Francisco Fire and Police Departments), state and federal agencies, AV industry, local stakeholders (transportation advocates, business, labor) and other cities, researchers, and organizations (ITS America) on the development of AV regulations/laws and deployment best practices.

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15. **TIMMA TRANSIT EFFORTS.** Continue to coordinate with TIMMA transit service providers and seek funding to design an inter-operator transit pass integrating ferry, bus, and shuttle service providers and MTC/Clipper.

V. Promote Inclusive Public Engagement

1. Continue Disadvantaged Business Enterprise outreach efforts and workforce supportive programs. Explore partnerships with industry associations such as Conference on Minority Transportation Officials (COMTO); youth groups, BuildOut CA; Golden Gate Business Association (the world's first LGBTQ Chamber of Commerce); and Chinese, African American, and Latino Chambers of Commerce.
2. Regularly meet with and strengthen relationships with civic groups, media community-based organizations, and neighborhood groups.
3. Conduct Executive Director's ad hoc Business, Community, and Labor Roundtables.
4. Advance workforce development and training opportunities, including construction administration pathways in partnership with TIDA.
5. Participate in the citywide promotion and advancement of racial equity and further incorporate racial equity in agency policies and external practices.
6. Complete Outreach Guidelines to support agency-wide operations, including ensuring that outreach efforts for Prop L implementation, Treasure Island, U.S. 101/I-280 Managed Lanes and Express Bus Project, and Geary/19th Ave Subway and Regional Connections Study reach a diverse and inclusive cross-section of San Francisco stakeholders.
7. Explore new methods of analyzing system performance for the Congestion Management Program that engages the public. Publish online, interactive Congestion Management Program Report, and maintain and expand public-facing data visualizations such as the Congestion Tracker, MyStreetSF, Bicycle and Pedestrian Safety, Equity Priority Communities, and transit on-board survey data.

VI. Provide Regional and State Leadership

1. Actively participate in regional policy discussions at MTC and ABAG to shape the implementation of PBA 2050 and development of PBA 2050+ and Transit 2050+, working effectively on cross-county initiatives, and collaborate on transit recovery planning, regional network management, transit investment, Vision Zero, equitable regional pricing initiatives, affordable housing, and anti-displacement issues.
2. Serve as a regional leader on big data sources and applications technical data, analysis (model assumptions, project performance evaluation), and technology policy issues. Update COVID-era baseline travel demand projections. Complete first year of multi-year travel survey data collection partnership with MTC and SCVTA to support PBA 2050 implementation, development of PBA 2050+, and to inform planning and performance monitoring initiatives.
3. Provide local and regional leadership in development of a potential regional transportation revenue measure and authorizing legislation. Serve as a local resource

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for information and education on the measure as well as the state funding strategy to address the transit fiscal cliff.

4. Coordinate legislation and legislative advocacy with Self-Help Counties Coalition, MTC, Congestion Management Agencies/BACTA, and Intelligent Transportation Society of America (ITSA).
5. Advocate for passage of legislative priorities as approved by the Board.
6. Track and help shape development and implementation of statewide and regional managed lanes policies and governance.
7. Shape federal, state, and regional policies, pilots, and deployments on emerging mobility services and technologies, particularly AVs. Participate in pilots or develop our own pilots in the areas of mobility as a service, traffic management/connected systems, uses of real-time travel information, and multi-modal payments technology.
8. Advocate for San Francisco and local interests to ensure that city goals regarding safety, equity, climate, and transportation system performance are supported through appropriate management and regulation of TNCs and AVs at federal, state, and local levels.

VII. Facilitate Agency and Staff Development

1. Fill new positions as funds become available.
2. Continue to coach and mentor staff. Provide leadership opportunities, including through the staff-based Racial Equity Working Group. Nominate staff for leadership programs (California Association of Councils of Governments, Women's Transportation Seminar, International Bridge Turnpike and Tolling Association, California Transportation Foundation, etc.).
3. Refine and implement agency policies, procedures, and best practices resources in the areas of project management and outreach, as well as workplace policies (e.g., business policies, operational procedures) and tools (e.g., contacts database).
4. Conduct staff off-site workshop to discuss and continue to advance Workplace Excellence initiatives, clarify work program priorities, and promote team building and staff cohesion.
5. Assess agency long-range administration, organizational, and budget needs, as part of ensuring resource planning for delivering and overseeing new Prop L measure.
6. Assess the suitability of our current office needs as the lease expires in June 2025 and exercise the renewal option or relocate.
7. Develop plans, policies, and protocols for TIMMA operations. Develop a plan for staffing, office, and other administrative requirements, as warranted.

VIII. Improve Internal and External Communications

1. Continue to grow Messenger newsletter and social media audiences.

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2. Continue to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, and neighborhood groups. Develop Executive Director's ad hoc Business, Community, and Labor Roundtables.
3. Anticipate holding 2024 ground-breaking for Hillcrest Road Improvement Project and support other groundbreaking and ribbon cutting events throughout the year (e.g., revenue service start for Caltrain electrification).
4. Nominate San Francisco projects and agency initiatives for awards programs (California Transportation Foundation, ITSA, American Society of Civil Engineers, American Planning Association, COMTO, etc.).
5. Provide thought leadership by speaking at industry conferences and webinars (scheduled: South by Southwest Association for Commuter Transportation, Women's Transportation Seminar, Mineta Transportation Institute) on a wide range of subjects on which agency staff have expertise.
6. Management team members will continue to serve on the boards of ITSA, Construction Management Association of America, UC Institute of Transportation Studies, Self-Help Counties Coalition, and Self Help for the Elderly, UC Berkeley Civil Engineering Advisory Council, FHWA/UCLA Center of Excellence for Emerging Mobility and Autonomy.