



RESOLUTION RATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR FOR 2019 AND  
ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES FOR 2020

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, On December 17, 2019, the Committee conducted 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, The Committee considered the key accomplishments, contained in Attachment 1, and issues relative to the Executive Director's performance during 2019 and recommended a rating of exceptionally good, reflecting its perception of the performance of the Executive Director against Board-established objectives for 2019; and

WHEREAS, The proposed Executive Director objectives for 2020, contained in Attachment 2, are consistent with the annual work program adopted by the



Transportation Authority Board on June 25, 2019 through Resolution 19-61 as part of the budget; and

WHEREAS, On December 17, 2019, the Personnel Committee reviewed and unanimously recommended approval of the Executive Director objectives for 2020; now, therefore, be it

RESOLVED, That the Transportation Authority hereby rates the performance of the Executive Director during 2019 as exceptionally good; and be it further

RESOLVED, That the Transportation Authority hereby adopts the attached objectives for the Executive Director for 2020.

Attachments (2):

1. 2019 Record of Accomplishments
2. Executive Director Objective for 2020



**San Francisco  
County Transportation  
Authority**


PC121719

RESOLUTION NO. 20-27

The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this 17th day of December 2019, by the following votes:

**Ayes:** Commissioners Fewer, Mandelman, Mar, Preston, Peskin, Ronen, Stefani, Walton and Yee (10)

**Absent:** Commissioners Haney and Safai (2)

 12-18-19  
\_\_\_\_\_  
Aaron Peskin Date  
Chair

ATTEST:  12/18/19  
\_\_\_\_\_  
Tilly Chang Date  
Executive Director

## 2019 Record of Accomplishments

for

**Tilly Chang, Executive Director**

This section presents a narrative of the Executive Director's accomplishments for 2019, in relation to annual program objectives set by the Board in December 2018 through Resolution 19-34.

### Performance against Objectives

#### 1. Advance Key Work Program Activities.

**THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.**

#### *Planning Activities*

1. Worked with the Metropolitan Transportation Commission (MTC) and City stakeholders to implement Plan Bay Area 2040, advocating for changes to regional fund program guidelines and other policies to support regional goals and advance San Francisco's projects and priorities. Engaged in the implementation of the regional housing action plan to address affordability, displacement, and access to jobs. Actively participated and coordinated San Francisco input to Horizon/Plan Bay Area 2050 update.
2. Supported development of long-range ConnectSF planning program: finished Statement of Needs and Network Development (both part of the San Francisco Transportation Plan 2050); and advanced two modal studies: the Streets and Freeway Study and Transit Corridors Study. Scoped water shuttle study in coordination with Port of SF as part of Transit Corridors Study.
3. Completed preliminary draft of Emerging Mobility Pilot Framework Study to identify and prioritize potential pilot opportunities, identified best practices for public-private partnerships, and identified mechanisms and processes for screening and prioritizing existing and future pilots.
4. Advanced transportation network company (TNC) research on the relationship of TNCs with transit demand and equity, and supported successful City Attorney's Office data lawsuit and joint City/County of San Francisco/SFCTA comments on and input to California Public Utilities Commission on draft regulatory rulemaking proposals.
5. Conducted community outreach and adopted the first in a series of toll and affordability policies for Treasure Island. Developed service plans with transit operator partners (ferry transit service, East Bay bus transit service) to advance Treasure Island Mobility Management Program.

6. Prepared final Caltrans Project Initiation Document to develop US 101 managed lanes project in coordination with San Mateo and Santa Clara counties, supported completion of US 101 Corridor System Management Plan.
7. Supported Caltrain Business Plan Service Vision planning and CA High Speed Rail Authority Business Plan EIR scoping.
8. Completed Vision Zero ramps planning and design for 10 freeway ramp intersections in District 6 and secured funding to implement recommended safety improvements.
9. Completed initial planning and conceptual design of District 2 Lombard Crooked Street Congestion Management System, including a reservations and pricing system for automobile access and determining expected outcomes on circulation.
10. Advanced District 3 Portsmouth Square Study (D3 NTIP) including holding outreach and developing conceptual designs to address community access and safety goals.
11. Initiated Transportation Sustainability Program (TSP) / Travel Demand Management (TDM) Strategy Evaluation Tool development, which will quantify the effectiveness of TDM strategies included in San Francisco's TSP in reducing vehicle miles traveled and single-occupancy vehicle trips.
12. Performed multimodal transportation system performance monitoring and prepared 2019 Congestion Management Program report.
13. Updated and expanded on-line Data Portal to provide easy access to key San Francisco transportation statistics and information on roadway and transit congestion and existing and future travel patterns.
14. Released latest San Francisco Chained Activity Modeling Process (SF-CHAMP) version and conducted modeling for the Transportation Authority and external partners, including Solano Transportation Authority and Water Emergency Transit Agency. Initiated development of regional integrated dynamic traffic assignment model system. Applied machine learning to processing of big data sources for multiple planning studies.
15. Advanced District 9 (D9) Freeway Vision plan, including feasibility assessment of infrastructure modifications to promote safety and livability and public engagement in Districts 9 and 10.
16. Advanced District 10 (D10) Mobility Management study recommendations through applications for grant funding.
17. Leveraged MTC Community-Based Transportation Plan grant to fund District 7 planning study for Access to Lake Merced.
18. Initiated study to update the analysis of congestion pricing options previously considered in the 2010 Mobility, Access, and Pricing Study and developed updated alternatives, analysis, and recommendations.

19. Applied for two Federal grants on Pricing and Incentives Simulation Pilot and TDM Partnership Project to implement D10 Mobility Study recommendations.
20. NEW: Initiated Neighborhood Transportation Improvement Plan (NTIP) project for District 5, along the Octavia Boulevard corridor to improve mobility and safety and address local and regional travel.
21. NEW: Initiated NTIP project to address mobility within District 4, with a focus on encouraging travel by modes other than single occupant automobile.

### ***Fund Programming, Funding, and Administrative Activities***

1. Administered Prop K sales tax (including NTIP), Prop AA vehicle registration fee, Transportation Fund for Clean Air, and other fund programs.
2. Published new on-line resources related to the 2019 Prop K Strategic Plan and 5-Year Prioritization Programs updates to make them more easily available to sponsors and the public online.
3. Conducted call for projects for an estimated \$4.6 million in FY 2018/19 and FY 2019/20 in State Transit Assistance County Block Grant funds through a new San Francisco Lifeline Transportation Program, successor to MTC's Lifeline Transportation Program.
4. Conducted call for projects and programmed \$4.1 million in Prop AA funds to five projects.
5. Continued to support full funding plan for Muni Light Rail Vehicles (LRVs) and Caltrain Electrification with regional partners.
6. Secured \$48.2 million in Federal highway bridge, state Prop 1B, and BATA regional funds for Southgate interchange project.
7. Strengthened funding plan for the Treasure Island Mobility Management Program delivery and first five years of operation; helped secure \$20 million state Affordable Housing and Sustainable Communities cap and trade grant, including funds for bicycle and pedestrian infrastructure and clean transit vehicles in cooperation with Treasure Island Development Authority (TIDA) and partner agencies; secured a multi-year operating and funding agreement with TIDA; and pursued various sources of funding including Transit and Intercity Rail Capital Program funds.
8. Continued to closely manage and monitor project cash flows to inform long term debt needs.
9. Helped secure \$1.971 million in statewide competitive Active Transportation Program (ATP) grant for San Francisco Public Works' Alemany Interchange Improvements, consistent with the Alemany bicycle and pedestrian access planning study; and \$6 million in regional ATP funds for San Francisco Municipal Transportation Agency (SFMTA)'s 6<sup>th</sup> Street Pedestrian Safety project.

10. Helped secure \$194,000 Regional Priority Conservation Area award for SF Recreation and Parks Department McLaren Park and Neighborhood Connections project.
11. Secured continued clean audit(s) and obtained agency's second Comprehensive Annual Financial Report Award.
12. Helped develop San Francisco priorities for SB 1 discretionary programs and secure grants for those projects; assist with transparency and accountability requirements of SB 1.

### ***Capital Project Delivery and Oversight Activities***

1. Oversaw Presidio Parkway through project completion and initiated closeout. Participated in groundbreaking for Presidio National Park Tunnel Tops project. Comparative P3 Study is ongoing.
2. Completed I-80/Yerba Buena Island (YBI) East Side On-Off Ramps Improvement project.
3. Secured all final environmental, design, right of way, and funding approvals for the Southgate Road Relocation improvements portion of the project; started construction contract advertisement, bid, and award activities.
4. Completed 90% design documents for the YBI West-Side Bridges Retrofit Project and continued to advance towards construction utilizing Construction Management/General Contractor delivery approach.
5. Initiated development of draft concept of operations for the Treasure Island autonomous shuttle pilot program.
6. Supported Expert Peer Review panel assessment of the Caltrain Downtown Extension delivery strategy and funding plan, including review of alternative oversight and governance models for the management and delivery of the project.
7. Participated in Caltrain Electrification Configuration Management Board proceedings, including monitoring of positive train control project delivery efforts.
8. Executed Caltrain 4<sup>th</sup>/King Railyard Memorandum of Understanding (MOU) with 5 city and regional agencies plus developer.
9. Supported the SFMTA in delivering near-term Geary Corridor (phase 1) improvements and strengthening the project's funding plan; oversaw design and environmental compliance of Bus Rapid Transit (BRT) project.
10. Supported Van Ness BRT construction efforts, including environmental compliance monitoring. Provided regular project delivery updates to the Citizens Advisory Committee.
11. Conducted oversight on Muni Central Subway project and new LRV fleet.
12. Supported Better Market Street environmental planning phase and facilitated regular project updates to the Citizens Advisory Committee and Transportation Authority Board.

13. Advanced I-280 Interchange modifications at Balboa Park, including preparation of final environmental studies and Caltrans final Project Report.
14. Monitored 19th Avenue Bulbout and Lombard projects construction phase efforts.
15. Supported and provided coordination to Caltrans in planning for Alemany Deck seismic and re-construction project, scheduled for mid-2020.
16. Supported Quint Street Connector Road project development efforts, including right of way acquisition.

**2. Board Support, Project Reporting, and Consultation.**

**THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.**

1. Checked in regularly with Chair and Board members to seek guidance and input.
2. Helped staff regional roles (MTC, Association of Bay Area Governments (ABAG), Bay Area Air Quality Management District, Bay Area Rapid Transit (BART), Transbay Joint Powers Authority (TJPA), Caltrain, and other bodies as needed).
3. Executive Director serving as Alternate on TJPA.
4. Staffed ongoing Vision Zero Committee meetings and provided financial support to a member of San Francisco Families for Safe Streets to attend the Vision Zero National Conference.
5. Staffed ongoing Treasure Island Mobility Management Agency operations and policy board meetings. Helped secure study tour funds and supported Chair Haney and Commissioner Walton's participation in Congestion Pricing Study tour in London and Stockholm, as part of San Francisco's delegation.
6. Served (Executive Director) on ABAG's Regional Planning Committee. Staffed (Public Policy Manager) appointment to committee to represent Bay Area Congestion Management Agencies.
7. Supported identification of NTIP priorities and allocation of funds in multiple districts and ensured no Cycle 1 funds were lost (maximum of \$300,000 carry-forward per district into Cycle 2); presented NTIP planning project final reports for Board adoption (District 6, District 8); worked with District 3 Supervisor and SFMTA to re-scope D3 NTIP Planning project (Kearny Safety/Scrambles) to better address district needs; and worked with Board members to develop Cycle 2 priorities.
8. Participated in Jefferson Street project groundbreaking.
9. NEW: allocated funds for NTIP Planning (D4 – Mobility Study; D5 – Access to Octavia Boulevard; D9 – Alemany realignment, pending December 2019; D10 – T-Third Bus Study, Pending December 2019; D11 – Alemany Planning Study) and NTIP Capital (D11 – Traffic Calming) projects.



10. NEW: helped scope Prop K allocation to SFMTA to advance design of M-Line grade and alignment options.
11. Applied for state transportation planning grant funds to study school transportation options.
12. NEW: scoped and budgeted gig delivery services research and funding partnership with Local Agency Formation Commission staff.
13. Coordinated with BART and Capital Corridor to explore rail extension to San Francisco's west side, and conducted rail planning in Richmond corridor as part of ConnectSF Transit Corridors Study and facilitated public engagement in D1 and D4.

### **3. Promote Customer Service and Efficiency**

#### **THIS OBJECTIVE HAS BEEN MET.**

1. Redesigned the Prop K/AA sponsor resource webpages to increase user-friendly features; offered annual sponsor refresher training opportunities regarding Prop K/AA resources, policies, and procedures.
2. Continued to develop and refine grants management dashboards and project management reports through further integration of the enterprise resource planning tool (accounting software) and the Transportation Authority's grants management portal (Portal) to increase staff efficiency and effectiveness.
3. Continued to refine the redesigned MyStreetSF.com to support user-friendly features and efficiency of staff maintenance activities.
4. Enhanced Portal to increase functionality for sponsors and staff, including refining the new online Prop K/AA allocation request form and associated procedures.
5. Continued to work with sponsors to further streamline grant allocation and administration.

### **4. Work Collaboratively with Partner Agencies**

#### **THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.**

1. Continued to partner and coordinate on revenue, legislative, and policy advocacy, including efforts to secure new local revenues for transportation (supported TNC per ride tax ordinance development).
2. Worked with City to advocate for and support Caltrain/High-Speed Rail compatibility.
3. Advocated for efficient and performance-based state fund program guidelines.
4. Collaborated with City and regional agencies on ConnectSF, including completing the Statement of Needs and Network Development, serving on ConnectSF Racial Equity Work Group, and advancing work on the Transit Corridor Study and Streets and Freeways Study.
5. Worked with MTC and BART to initiate study of long-term alternatives, including a potential second rail crossing of the Bay (MTC Crossings Study).

6. Participated in Executive Steering Committee for U.S. 101 managed lanes development and supported U.S. 101 Mobility Action Plan.
7. Participated in City of Brisbane Baylands planning workshop to discuss bi-county transportation planning coordination.
8. Continued to provide technical assistance on Better Market Street, Caltrain Business Plan, Geneva/Harney BRT, Bayview Community-Based Transportation Plan, and SFMTA's efforts to manage emerging mobility services.
9. Participated in interagency working group to advance the San Francisco Transportation Demand Management Plan.
10. Supported the BART Perks 2.0 effort to test using incentives to address crowding on peak-period trains.
11. NEW: staffed Muni Reliability Working Group full committee, as well as subcommittee on Context and Regional issues.
12. NEW: initiated a partnership with BART, San Francisco International Airport (SFO), and SamTrans to pilot providing priority security lane access for transit riders at SFO.
13. NEW: executed cooperation MOU with Singapore Land Transport Authority on new mobility/TNC regulation, congestion charging, Autonomous Vehicles, and public transportation development.

## **5. Promote Inclusive Public Engagement**

### **THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.**

1. Launched new and improved agency website design and functionality.
2. Continued Disadvantaged and Local Business Enterprise outreach efforts and workforce supportive programs (CityBuild).
3. Explored providing workforce development and training opportunities, including construction administrative pathways in partnership with TIDA or the Office of Economic and Workforce Development.
4. Continued to participate in the citywide promotion and advancement of racial equity and further incorporate racial equity in agency policies and practices.
5. Ensured outreach efforts, especially for ConnectSF and the San Francisco Transportation Plan (SFTP), reached a diverse and inclusive cross-section of San Francisco stakeholders. Held targeted workshops with Southeast and Youth stakeholders.
6. Continued to support SFTP Equity analysis priority programs, including Vision Zero and NTIP.

7. Executive Director presented at California American Planning Association Conference, Transportation Research Board Women in Leadership Conference, and UC Berkeley's China Summit on diversity, equity, and inclusion.
8. Executive Director received prestigious Woman of the Year Award from Bay Area Chapter of Women's Transportation Seminar.

## **6. 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 2040, working effectively on cross-county initiatives, strengthening alliances between Big 3 cities, and collaborating on transit investment, affordable housing, and anti-displacement issues.
2. Provided local and regional leadership with respect to a potential regional transportation measure being considered by several coalitions for the November 2020 ballot, participating in technical advisory group, and facilitating public information and input (e.g. hosting public workshop, staffing Board and Citizens Advisory Committee meetings).
3. Coordinated legislation and legislative advocacy (e.g. Active Transportation Program, Local Partnership Program) with Self-Help Counties Coalition, MTC, and Congestion Management Agencies.
4. Advocated for passage of legislative priorities as approved by the Board, including Assembly Bill (AB) 147 Out of State Use Tax Collection, Senate Bill (SB) 127 (Wiener) Complete Streets, and SB 277 (Beall) Local Partnership Program. Sponsored AB 1605 (Ting) to authorize a pilot reservation and pricing program on the Crooked Street and advocated for its passage.
5. NEW: tracked and helped shape implementation of statewide and regional managed lanes policies, including participation in the regional Express Lanes Steering Committee.
6. Tracked and helped shape federal, statewide, and regional policies, pilots, and deployments on emerging mobility services and technologies; mobility as a service; uses of real-time travel information; and payments technology; and Federal FAST ACT and Autonomous Vehicle legislation.
7. NEW: Executive Director testified on behalf of Intelligent Transportation Society of America to the House Subcommittee on Highways and Transit about San Francisco's experience deploying pricing strategies and technology to address congestion.
8. Advocated for San Francisco and city interests to manage TNCs, micromobility, and autonomous vehicles at state and federal levels.
9. Advocated for revisions to SB 1 program guidelines to allow more flexibility, development of strong project pipelines, efficient grant application processes, and support for San Francisco's project priorities.

10. NEW: hosted new Secretary of State David Kim and CalSTA delegation with partner agencies at Transportation Authority offices; helped TIDA Director Linda Richardson and Director Bob Beck host Caltrans Director Toks Omishakin at TIDA Offices.
11. Executive Director served as Vice Chair of CA Self Help Counties, Board member of California Transportation Foundation and San Francisco Bay Area Planning and Urban Research Association known as SPUR. Speaking engagements included Autonomous Vehicle Summit and Vehicle Access Restrictions (Singapore ITS World Congress); Micromobility (San Diego FOCUS); and Urban Data and New Mobility Integration (New York City Intelligent Transportation Systems America Executive Forum).

## **7. Facilitate Agency and Staff Development**

### **THIS OBJECTIVE HAS BEEN MET.**

1. Continued filling new positions as funds became available: filled Assistant Deputy Director for Capital Projects, Director of Communications, Assistant Deputy Director for Planning and Capital Projects, and Communications Coordinator.
2. Successfully defended lawsuit regarding agency's independence from City at trial court, and argued agency's position at appeals court hearing.
3. Continued to coach and mentor staff.
4. Continued to develop staff capacity to oversee/manage projects and pilots in the following rapidly-changing areas: transportation demand management; real-time traveler/operator information; mobility payments technology; mobility as a service; and the full range of emerging mobility services and technologies.
5. Continued to establish and implement guiding project management tools and procedures based on trainings; sought to coordinate these with the SFMTA, as appropriate.
6. Continued updating policies and procedures, including implementation of new budget software to further integration with the enterprise resource planning tool (accounting software) and improve performance measure reporting.
7. Made further progress on implementing Organizational Assessment recommendations and Workplace Excellence initiative.
8. Fielded first agency softball team in annual City softball benefit tournament.

## **8. Improve Internal and External Communications**

### **THIS OBJECTIVE HAS BEEN MET.**

1. Continued to refine agency-wide communications plan and branding strategy.
2. Prepared for early 2020 unveiling of education campaign about the benefits of half-cent sales tax, coinciding with the Transportation Authority's 30th anniversary.
3. Updated agency collateral/design templates.

4. Continued pursuing opportunities to promote agency work through op-eds, events, website, press outreach (including Chinese language press); continued “Messenger” newsletter readership growth; and expanded social media audience.
5. Continued to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, and neighborhood groups.
6. Developed internal public engagement protocol outlining best practices for project-specific outreach/communications.

## Attachment 2

### Proposed Objectives for 2020

for

**Tilly Chang, Executive Director**

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 2020.

#### **I. Advance Key Work Program Activities**

##### **Planning Activities**

1. Work with the Metropolitan Transportation Commission (MTC) and City stakeholders to implement Plan Bay Area 2040. Engage in the implementation of the regional housing action plan to address affordability, displacement, and access to jobs. Actively participate and coordinate San Francisco input to the Plan Bay Area 2050 update.
2. Support and co-lead development of long-range ConnectSF planning program: develop and analyze project concepts as part of the Streets and Freeway Study and Transit Corridor Study and Streets, prepare draft recommendations.
3. Transit Corridor Study (TCS) will be coordinated with BART Transbay Rail Crossing Study to explore options for a future west-side rail alignment. TCS also to include a high-level feasibility assessment of water shuttle service for Northeast waterfront, as a potential congestion relief strategy, in coordination with the Port of SF and Treasure Island Development Authority (TIDA).
4. Participate in BART/Capitol Corridor's upcoming Transbay Rail Crossing Studies and help coordinate this work with the Downtown Rail Extension Program of Projects and Transit Corridors Study.
5. Finalize toll, parking, and affordability policies; complete a Transportation Demand Management (TDM) Plan; prepare a Performance Evaluation and Monitoring Plan; propose transit fare levels; and sign Memoranda of Agreements (MOAs) with partner agencies (Bay Area Toll Authority, ferry transit service provider, East Bay bus transit service provider, and San Francisco Municipal Transportation Agency (SFMTA)) to advance the Treasure Island Mobility Management Program.
6. Initiate preliminary engineering and environmental study phase efforts on the U.S. 101/I-280 (101/280) Carpool and Express Lanes/Bus project in coordination with Caltrans, SFMTA, and San Mateo and Santa Clara counties.
7. Complete transportation network company (TNC) research on relationship of TNCs with transit ridership and equity and support related regulatory and pilot development efforts. Complete San Francisco and regional resident TNC travel diary survey and provide updated data and analysis on TNC and other mode split trends. Collaborate with Local Agency Formation Commission staff on TNC gig-economy driver research project.

8. Complete Emerging Mobility Pilot Framework Study to identify and prioritize potential pilot opportunities; identify best practices for public-private partnerships; and identify mechanisms and processes for screening and prioritizing existing and future pilots.
9. Continue 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 vehicle miles traveled and single-occupancy vehicle trips.
10. Release latest San Francisco Chained Activity Modeling Process (known as SF-CHAMP) version, which will incorporate updated tour and trip mode choice models that reflect travel behavior choices captured in the regional resident TNC travel diary survey, and conduct modeling for the Transportation Authority and external partners.
11. Continue development of regional-scale integrated SF-CHAMP-dynamic traffic assignment model system.
12. Advance District 9 Freeway Vision plan, including conceptual plan of potential infrastructure modifications to promote safety and livability and public engagement in Districts 9 and 10.
13. Complete the Downtown San Francisco Congestion Pricing Study to including updated alternatives, analysis (including a strong equity focus), and recommendations.
14. Complete District 3's Kearny Street Multimodal Implementation Plan - Traffic Analysis [NTIP Capital], ensuring compliance with MTC Community-Based Transportation Plan grant requirements.
15. Conduct substantial work on the District 4 Mobility Plan, including understanding existing travel patterns, engaging with the community, and identifying potential multimodal investments that improve opportunities for sustainable trips.
16. Conduct substantial work on the District 5 Octavia Improvements Study, including reviewing existing proposed improvements, engaging with the community, and identify 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. Complete the District 10 15-Third Street Bus Study, evaluating the benefits, costs, and impacts of re-establishing bus service in the corridor to address speed, operational, and reliability concerns on the T-Third light rail line.

#### **Fund Programming and Administrative Activities**

1. Administer Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP)), Prop AA vehicle registration fee, Transportation Fund for Clean Air, and other fund programs.
2. Establish policies and procedures to administer the Traffic Congestion Mitigation Tax, program and allocate funds (anticipated available starting July 1, 2020).
3. Provide oversight and project delivery support for various federal, state, and regional fund programs including, but not limited to One Bay Area Grant program, Regional Transportation Improvement Program, Lifeline Transportation Programs (regional and local), and Senate Bill (SB 1) programs such as the Local Partnership Program.
4. Program an estimated \$2 million in SB 1 Local Partnership Program (LPP) formula funds.

5. Provide planning support and fund program oversight to SFMTA's District 7 planning study for Access to Lake Merced and District 3's Kearny Street Multimodal Implementation Plan - Traffic Analysis [NTIP Capital], ensuring compliance with MTC Community-Based Transportation Plan grant requirements.
6. Continue to support full funding plan for Caltrain Electrification with regional partners, work with project sponsors and other stakeholders to develop full funding plans and secure funds for high priority projects such as Geary Bus Rapid Transit (BRT), Better Market Street and the Downtown Extension.
7. Strengthen funding plan for the Treasure Island Mobility Management Program delivery and first five years of operation; seek to secure multi-year operating and funding agreements, and pursue Bay Area Air Quality Management District (BAAQMD), MTC, and cap and trade funds for infrastructure and clean vehicles, in cooperation with Treasure Island Development Authority (TIDA) and partner agencies.
8. Continue to closely manage and monitor project cash flows to inform long term debt needs.
9. Secure continued clean audit(s).
10. Help develop San Francisco priorities for SB 1 discretionary programs such as the Transit and Intercity Rail Capital Program and LPP competitive programs and secure grants for those projects; assist with transparency and accountability requirements of SB 1.
11. Conduct local capital funding coordination workshop with city agencies, including SFMTA, to maximize effectiveness of advocacy and funding.

### **Capital Project Delivery and Oversight Activities**

1. Oversee Presidio Parkway through project completion and closeout.
2. Closeout I-80/Yerba Buena Island (YBI) East Side On-Off Ramps Improvement project. Complete construction contract advertisement, bid, and award activities for the Southgate Road Relocation improvements and start construction activities.
3. Complete final design and prepare YBI West-Side Bridges Retrofit Project for construction utilizing Construction Management/General Contractor delivery approach.
4. Finalize Treasure Island toll system design and financial models. Develop concept of operations and vendor procurement documents for the Treasure Island autonomous shuttle pilot program.
5. Execute a Memorandum of Understanding and collaborate with Transbay Joint Powers Authority (TJPA) and partner agencies to develop and strengthen the Caltrain Downtown Extension delivery strategy and funding plan, including review of alternative oversight and governance models for the management and delivery of the project.
6. Participate in Caltrain Electrification Configuration Management Board proceedings, including monitoring of positive train control project delivery efforts.
7. Support the SFMTA in delivering near-term Geary Corridor improvements and strengthen project's funding plan; oversee design and environmental compliance of BRT project.
8. Support Van Ness BRT construction efforts, including environmental compliance monitoring.



9. Oversee Better Market Street, Central Subway, and M-Line planning, design, and project delivery efforts.
10. Advance I-280 Interchange modifications at Balboa Park, including completion of final environmental studies and Caltrans final Project Report.
11. Monitor 19th Avenue Bulbout and Lombard projects construction phase efforts.
12. Promote coordinated traffic management plan efforts on implementing lead agencies construction projects.
13. Support Quint Street Connector Road project development efforts, including right of way acquisition.

## **II. Provide Board Support**

1. Check in regularly with Chair and Board members to seek guidance and input.
2. Help staff regional roles (MTC, Association of Bay Area Governments (ABAG), BAAQMD, BART, Transbay Joint Powers Authority, Caltrain, and other bodies as needed).
3. Staff ongoing Vision Zero Committee meetings.
4. Staff ongoing Treasure Island Mobility Management Agency (TIMMA) operations and policy board meetings.
5. Revise protocols and develop more user-friendly formats for major capital project delivery reporting to Board and related documentation.
6. Continue to support development of Cycle 2 NTIP Planning and Capital priorities across districts (Districts 1-10 have remaining funds available); seek Board adoption of NTIP Planning project final reports (anticipated in Districts 3, 4, 9, 10, and 11).
7. Continue to support Lombard Crooked Street solutions, including reservation system to manage congestion and improve livability.
8. Advance school transportation plans and funding strategy.
9. Conduct rail planning in Richmond corridor as part of ConnectSF Transit Corridors Study and facilitate public engagement in Districts 1 and 4.

## **III. Promote Customer Service and Efficiency**

1. Offer annual sponsor refresher training opportunities regarding Prop K/AA resources, policies and procedures.
2. Continue to develop and refine grants management dashboards and project management reports through further integration of the enterprise resource planning tool (accounting software), new budget software, and the grants management Portal to increase staff efficiency and effectiveness.
3. Continue to refine the MyStreetSF.com tool to support user-friendly features and efficiency of staff maintenance activities.
4. 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 and existing and future travel patterns, and continue to expand the agency's Data Warehouse Vision.

5. Enhance the Portal to increase functionality for Sponsors and staff.
6. Continue to work with Sponsors to further streamline grant allocation and administration.

#### **IV. Work Collaboratively with Partner Agencies**

1. Continue to partner and coordinate on revenue, legislative, and policy advocacy, including efforts to secure new local revenues for transportation (support Caltrain sales tax and potential regional transportation measure).
2. Advocate for and support Caltrain/High-Speed Rail compatibility.
3. Advocate for efficient and performance-based state fund program guidelines.
4. Collaborate with city and regional agencies on ConnectSF, including completing substantial work on the Transit Corridor Study and Streets and Freeways Study.
5. Work with BART and Capitol Corridor to initiate study of long-term alternatives for a potential second rail crossing of the bay.
6. Participate in Executive Steering Committee for 101/280 Carpool and Express Lanes development and support the 101 Mobility Action Plan.
7. Continue to provide technical assistance on Better Market Street, Caltrain North Terminal and grade separation studies, Caltrain Business Plan, Geneva/Harney BRT, Bayview Community-Based Transportation Plan, and SFMTA's efforts to manage emerging mobility services.
8. Help SFMTA implement Muni Reliability Working Group recommendations.
9. Participate in interagency working group to advance the San Francisco Transportation Demand Management Plan.
10. Partner with TIMMA transit service providers to design an inter-operator transit pass, including MOAs with ferry, bus, and shuttle service providers and MTC/Clipper.
11. Collaborate with BART, SFO, SamTrans, and MTC to launch a pilot of security lane priority for transit riders to the airport.
12. Collaborate with San Francisco Public Works, SFMTA, and the Office of Economic and Workforce Development to develop and implement a Better Market Street construction implementation plan for small businesses.

#### **V. Promote Inclusive Public Engagement**

1. Continue Disadvantaged Business Enterprise outreach efforts and workforce supportive programs.
2. Explore providing workforce development and training opportunities, including construction administration pathways in partnership with TIDA.
3. Continue to participate in the citywide promotion and advancement of racial equity and further incorporate racial equity in agency policies and practices.
4. Ensure outreach efforts, especially for the San Francisco Congestion Pricing Study, ConnectSF, and San Francisco Transportation Plan (SFTP); reach a diverse and inclusive cross-section of San Francisco stakeholders.
5. Continue to support SFTP Equity analysis priority programs, including Vision Zero and NTIP.

#### **VI. Provide Regional and State Leadership**

1. Actively participate in regional policy discussions at MTC and ABAG to shape the implementation of Plan Bay Area 2040, working effectively on cross-county initiatives, strengthen alliances between Big 3 cities, and collaborate on transit investment, affordable housing, and anti-displacement issues. Continue to lead coordination of San Francisco input to Plan Bay Area 2050 update and serve as a regional leader on technical (model assumptions, project performance evaluation) and policy issues.
2. Provide local and regional leadership in development of a potential regional transportation revenue measure and Caltrain sales tax, and serve as local resource for information and education on the measures.
3. Coordinate legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies.
4. Advocate for passage of legislative priorities as approved by Board.
5. Track and help shape implementation of statewide and regional managed lanes policies.
6. Track and help shape statewide and regional policies, pilots, and deployments on emerging mobility services and technologies; mobility as a service; uses of real-time travel information; and payments technology.
7. Advocate for San Francisco and local interests to manage TNCs and autonomous vehicles at state and federal levels.
8. Advocate for revisions to SB 1 program guidelines to allow more flexibility, development of strong project pipelines, efficient grant application processes, and support for San Francisco's project priorities.

## **VII. Facilitate Agency and Staff Development**

1. Fill new positions as funds become available.
2. Continue to coach and mentor staff.
3. Continue to develop staff capacity to oversee/manage projects and pilots in the following rapidly-changing areas: transportation demand management; real-time traveler/operator information; mobility payments technology; mobility as a service; and the full range of emerging mobility services and technologies.
4. Continue to establish and implement guiding project management tools and procedures based on trainings; seek to coordinate these with the SFMTA, as appropriate.
5. Continue updating policies and procedures, including further integration with the enterprise resource planning tool (accounting software) and automate processes where appropriate.
6. Make further progress on implementing Organizational Assessment recommendations and Workplace Excellence initiative.

## **VIII. Improve Internal and External Communications**

1. Commemorate agency's 30th anniversary with education campaign about benefits of half-cent sales tax.
2. Continue pursuing opportunities to promote agency work through op-eds, events, website, press outreach; continue newsletter readership growth; expand social media audience.
3. Continue to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, and neighborhood groups.
4. Develop internal public engagement protocol, outlining best practices for project-specific outreach/communications.

5. Develop internal contacts database to improve tracking of interactions with specific organizations and the general public.