



RESOLUTION RATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR FOR 2020 AND
ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES FOR 2021

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 10, 2020, 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 2020 and recommended a rating of outstanding, reflecting its perception of the performance of the Executive Director against Board-established objectives for 2020; and

WHEREAS, The proposed Executive Director objectives for 2021, contained in Attachment 2, are consistent with the annual work program adopted by the Transportation Authority Board on September 22, 2020 through Resolution 21-11 as



part of the budget; and

WHEREAS, On December 10, 2020, the Personnel Committee reviewed and unanimously recommended approval of the Executive Director performance objectives for 2021; now, therefore, be it

RESOLVED, That the Transportation Authority hereby rates the performance of the Executive Director during 2020 as outstanding; and be it further

RESOLVED, That the Transportation Authority hereby adopts the attached performance objectives for the Executive Director for 2021.

Attachments (2):

1. 2020 Record of Accomplishments
2. Executive Director Objective for 2021



**San Francisco
County Transportation
Authority**

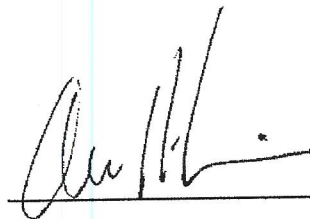
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RESOLUTION NO. 21-26

The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this 15th day of December 2020, by the following votes:

Ayes: Commissioners Fewer, Haney, Mandelman, Mar, Preston, Peskin, Ronen, Safai, Stefani, Walton and Yee (11)

Absent: (0)



Aaron Peskin
Chair

12/15/20

Date

ATTEST: 

Tilly Chang
Executive Director

12/16/20

Date

2020 Record of Accomplishments for Tilly Chang, Executive Director

This section presents a narrative of the Executive Director's accomplishments for 2020, in relation to annual program objectives set by the Board in December 2019 through Resolution 20-27.

Performance against Objectives

I. 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. 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 the Plan Bay Area (PBA) 2050 update. Obtained inclusion of all of San Francisco's priority in PBA 2050 Blueprint and secured placement of the Downtown Extension (DTX) projects in period 1 (2020-2035) of the plan. Supported the work of San Francisco's reps to the Blue Ribbon Transit Recovery Task Force.
2. Continued to 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. Conducted inclusive spring outreach round on needs and potential strategies.
3. Participated in BART/Capitol Corridor's upcoming Transbay Rail Crossing Studies ("Link21") and helped coordinate this work with the Downtown Rail Extension (DTX) Program of Projects and Transit Corridors Study. Also coordinated locally and provided input to partners staffing Assm. Bonta's bill calling for dedicated bus lanes on the SF-Oakland Bay Bridge.
4. Provided comments to California High Speed Rail Authority's (CHSRA) 2020 Business Plan and Draft EIR for Northern California's Bay Area blended HSR/Caltrain segment.
5. Developed Treasure Island toll affordability policies for businesses and workers; developed implementation policies for providing the current resident toll exemption conducted outreach on both. Revised travel demand and TIMMA Program financial projections based on COVID and recessionary scenarios. Evaluated and revised transit service plan options for water transit and east bay / on Island shuttle service to identify cost-efficiency and operator coordination strategies. Revised bikeshare concept based on current bike share landscape in the Bay Area.
6. Helped WETA apply for two electric ferry vessels for Mission Bay and Treasure Island services and won grant for the Mission Bay Ferry. Began a high-level feasibility assessment of water shuttle service for the Eastern waterfront, as a potential congestion relief strategy, in coordination with the Port of SF and Treasure Island Development Authority (TIDA).
7. Paused environmental review of U.S. 101/I-280 (101/280) Carpool and Express Lanes/Bus project per direction of the Board. Continued to undertake Equity Studies and conceptual planning activities and to coordinate with and provide input to Caltrans, MTC, SFMTA, and San Mateo and Santa Clara counties on regional system development. Completed the 101 Mobility

Attachment 1

2020 Record of Accomplishments for Tilly Chang, Executive Director

Action Plan with said partner agencies. Coordinated San Francisco's input to MTC's Express Lane Strategic Plan.

8. Successfully advocated for California Public Utilities Commission (CPUC) rulemaking governing Transportation Network Companies (TNCs) reporting of trip data. Advised California Air Resources Board (CARB) on its Clean Miles TNC emissions reduction rulemaking. Developed equity profile of TNC usage in San Francisco and supported related regulatory and pilot development efforts. Completed San Francisco and regional resident TNC travel diary survey and provided updated data and analysis on TNC and other mode split trends.
9. 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 vehicle miles traveled and single-occupancy vehicle trips.
10. Released latest San Francisco Chained Activity Modeling Process (known as SF-CHAMP) version, which incorporated information from the regional resident TNC travel diary survey. Conducted modeling for the Transportation Authority and external partners, including the San Francisco Municipal Transportation Authority's (SFMTA) successful state Transit and Intercity Rail Capital Program (TIRCP) and Recovery Plan, and the San Francisco Planning Department's Housing Element work. New: Developed new quick response version of SF-CHAMP model, called CHAMP-Lite, to support scenario planning and began estimating a COVID demand forecast to support planning studies.
11. Advanced District 9 Freeway Vision plan, including conceptual plan of potential active mobility infrastructure modifications to promote safety, livability, and public engagement in Districts 9 and 10.
12. Advanced the Downtown San Francisco Congestion Pricing Study with updated alternatives informed by robust, equity-focused outreach with communities throughout San Francisco and the region; and conducted analysis, applying a strong equity lens. NEW: Significant effort spent to adapt engagement to ensure it remained robust with a strong equity focus during shelter-in-place.
13. Completed District 3's Kearny Street Multimodal Implementation Plan - Traffic Analysis [NTIP Capital].
14. Conducted substantial work on the District 4 Mobility Plan [NTIP Planning], including understanding existing travel patterns, engaging with the community, and identifying potential multimodal investments that improve opportunities for sustainable trips. NEW: Coordinated with SFMTA and the San Francisco Recreation & Parks Department to help identify and evaluate options for the future of the Great Highway between Lincoln and Sloat, including collecting data and conducting traffic analysis to understand the impacts of various configurations.
15. Conducted substantial work on the District 5 Octavia Improvements Study [NTIP Planning], including reviewing existing proposed improvements, engaging with the community, and identifying 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.

Attachment 1

2020 Record of Accomplishments for Tilly Chang, Executive Director

16. Completed (anticipated December Board approval) the District 10 15 Third Street Bus Study [NTIP Planning], 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.
17. Oversaw and advised on 22nd Street Station Location Study and ADA studies led by SF Planning and Caltrain, respectively.
18. Coordinated with City of Brisbane and other Bi-County Transportation Study partners on Geneva-Harney BRT, Geneva Road extension and US101 interchange/underpass plans.
19. NEW: Launched the District 1 Golden Gate Park Sustainable Access Study Part 1 [NTIP Planning], including forming a Stakeholder Working Group and convening their first meeting, to review the current operations of John F Kennedy Drive (JFK) in Golden Gate Park, and to solicit feedback for the City to take into account when recommending next steps for JFK.
20. NEW: Coordinated and jointly submitted comments with SFMTA on CPUC rulemakings governing disability access and Autonomous Vehicles (Driver and Driverless Passenger Services) policies. Held hearing at Transportation Authority Board on first permitted Autonomous Vehicle deployment in San Francisco. Executive Director co-chaired Intelligent Transportation Society of America's (ITSA) Smart Infrastructure Task Force. Paused Emerging Mobility Pilot Framework Study due to COVID.

Fund Programming and Administrative Activities

1. Administered Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP)), Prop AA vehicle registration fee, Transportation Fund for Clean Air (TFCA), and other fund programs.
2. Established policies and procedures to administer the new Traffic Congestion Mitigation Tax, also known as TNC tax; programmed and allocated initial year funds.
3. Provided 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. In light of COVID and reduced revenues overall, shifted funding strategy for SB 1 Local Partnership Program (LPP) formula funds to a multi-year approach as part of a bridge strategy until sales tax reauthorization.
4. Helped to secure \$150 million in TIRCP grant funds including \$110 million for BART Core Capacity, \$40 million for SFMTA Muni Forward and Train Control and \$9 million for WETA Mission Bay electric ferry.
5. NEW: Developed draft funding recommendations for \$6 million (three years of programming) in Transportation Authority funds and coordinated with SFMTA on proposals for LPP funds resulting from approval of the TNC Tax, for anticipated Board action in early 2021. Helped win \$8 million state LPP discretionary grant for Mission-Geneva Safety Project.
6. Applied for and won a Caltrans Planning Grant requested by Commissioner Mar to study School Transportation and increase the sustainability of medium and long-distance school trips in the City, particularly for vulnerable youth.

2020 Record of Accomplishments for Tilly Chang, Executive Director

7. Provided 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.
8. Worked 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.
9. Strengthened the funding plan for the Treasure Island Mobility Management Program delivery and first five years of operation by seeking approval of an extended schedule for federal Advanced Transportation Congestion Management Technologies Deployment funds; supported an application of Intelligent Transportation Systems for the US (ITS4US) funds, Infill Infrastructure Grant (\$30 million for Hillcrest Road bike/ped path) and \$1 million in regional Priority Conservation Area grants for Treasure Island Road bike/ped path design; submitted \$3.8 million application for Regional Active Transportation Program (ATP) Cycle 5; worked toward securing multi-year operating and funding agreements, and pursued Bay Area Air Quality Management District (BAAQMD), MTC, and cap and trade funds for infrastructure and clean vehicles, in cooperation with TIDA and partner agencies.
10. Continued to closely manage and monitor project cash flows to inform long term debt needs. Coordinated and ensured all bond proceeds from the 2017 Sales Tax Revenue Bonds funds are properly and timely spent within federal tax law requirements. Anticipating expending over 95% of proceeds by end of December.
11. Secured clean audit over the agency's financial statements. Two program specific audits (TFCA and Yerba Buena Island Ramps Project) are in progress.
12. Secured \$880,000 in Transbay community facilities district funds for Downtown Congestion Pricing Study.
13. NEW: Provided some immediate relief during the pandemic, worked with Board members, funding agencies and SFMTA and SF Environment to fund the Essential Worker Ride Home Program using TFCA and Prop K funds, and supporting the SFMTA's Essential Trip Card through its paratransit program with Prop K funds.
14. NEW: Programmed up to \$3,794,000 in State Transit Assistance Block Grant funds to the SFMTA's paratransit program.
15. NEW: Initiated 2020 Prop K Strategic Plan update as a fiscally prudent measure given lower sales tax revenues and continued uncertainties about the duration of economic recovery. Completed true ups of actual revenues and expenditures since 2019 update, revised cash flow reimbursement schedules for projects with large grant balances, and started working with sponsors to update programming and cash flow needs for fiscal years 19/20 and 20/21. Developed and continued to refine various sales tax projections scenarios in concert with transportation and economic recovery planning work and anticipated sales tax program reauthorization in 2022.

2020 Record of Accomplishments for Tilly Chang, Executive Director

16. NEW: Allocated over \$1.1 million in Prop K funds to the SFMTA's Slow Streets program, which has grown to become an element of the city's infrastructure that can support the COVID emergency response, economic recovery and the buildout of a comfortable and safe citywide bicycle network.
17. NEW: Staffed Director Walton and Chair Peskin on Caltrain governance issues and on local and regional approval processes for putting the Caltrain Sales Tax ballot measure on the November ballot. Helped negotiate and incorporate governance timelines and other provisions into a parallel resolution approved by the Caltrain Joint Powers Board.

Capital Project Delivery and Oversight Activities

1. Attended Presidio Tunnel Tops groundbreaking and continued oversight for the Presidio Parkway project completion and closeout scheduled for June of 2021.
2. Broke ground on Southgate Road interchange project and held commencement event in June with TIDA board members and funding partners Caltrans, MTC and others. Completed closeout of I-80/Yerba Buena Island (YBI) East Side On-Off Ramps Improvement project.
3. Completed final design and prepared YBI West-Side Bridges Retrofit Project for construction utilizing Construction Management/General Contractor delivery approach.
4. Supported Caltrans District 4 and Commissioner Ronen's office in the accelerated delivery of the US 101 Alemany Deck Replacement project. Coordination with local and regional partner agencies and conducted community outreach in Districts 9 and 10.
5. Developed concept of operations (ConOps) and Systems Engineering Management Plan (SEMP) and draft vendor request for information (RFI) documents for the Treasure Island autonomous shuttle pilot program. Obtained federal approval of ConOps SEMP.
6. Led the process to finalize and execute a six-party Memorandum of Understanding (MOU) with Transbay Joint Powers Authority (TJPA), Caltrain, California High Speed Rail Authority, MTC and the City to develop and strengthen the Peninsula Corridor Rail program (Caltrain Downtown Extension or DTX) delivery strategy, designs and funding plan, including review of alternative oversight and governance models for the management and delivery of the project. NEW: Executive Director was elected Chair of the DTX and held 4 meetings of the Executive Steering Committee.
7. Continued to lead the Pennsylvania rail extension (PAX) to the DTX and coordinated with city and regional MOU partners on the 4th/King Railyards transportation and land use plans.
8. Participated in Caltrain Electrification Configuration Management Board proceedings, including monitoring of positive train control project delivery efforts. Held hearing on Peninsula Corridor Electrification and Positive Train Control Projects (CalMod program).
9. Supported the SFMTA in delivering near-term Geary Corridor improvements and reviewing the project's status within the SFMTA capital program and Transit Corridors Study; oversee design and environmental compliance of BRT project.
10. Supported Van Ness BRT construction efforts, including providing environmental compliance monitoring. Staffed hearings on business impact mitigation program.

Attachment 1

2020 Record of Accomplishments for Tilly Chang, Executive Director

11. Oversaw Better Market Street, Central Subway, and Muni LRV4 projects and allocations.
12. Advanced I-280 Interchange modifications at Balboa Park, including completion of final environmental studies and Caltrans final Project Report.
13. Continued to monitor 19th Avenue Bulbout and Lombard projects construction phase efforts.
14. Promoted coordinated traffic management plan efforts on implementing lead agencies construction projects (Great Highway and Lower Great Highway, 19th Avenue and Park Presidio Boulevard Transportation Recovery coordination with Caltrans).
15. Supported Quint Street Connector Road project development efforts, including right of way acquisition and associated legislation.

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, maintaining contact virtually and consistently.
2. Helped staff regional roles (MTC, Association of Bay Area Governments (ABAG), BAAQMD, BART, TJPA, Caltrain, and other bodies as needed). NEW: Provided staffing support for San Francisco representatives on MTC's Blue Ribbon Transit Recovery Task Force.
3. Staffed ongoing Vision Zero Committee meetings.
4. Staffed ongoing Treasure Island Mobility Management Agency (TIMMA) operations and policy board meetings.
5. Executive Director continued to serve as alternate to Commissioner Haney and Director Sesay on the TJPA.
6. Supported Chair Peskin and Vice-Chair Mandelman on Muni Reliability Working Group, including holding a hearing on the Final Report in early 2020.
7. Joined Chair Peskin in hosting new CalSTA Secretary of Transportation David Kim for a briefing session with SFMTA, MTC and our staff. Joined TIDA Director Linda Richardson and Executive Director Bob Beck to host new Caltrans Director Toks Omishakin on Treasure Island.
8. Prepared Seamless Transit resolution at request of Chair Peskin, and supported Assm. Chiu in his Seamless Transit bill as well as SFMTA Director Tumlin's response to these initiatives.
9. Held oversight hearings on LRV4, Better Market Street, Van Ness Avenue BRT and Caltrain Electrification/CalMod projects as well as on special topics requested by Board members including Red Light Enforcement and Autonomous Vehicle testing in San Francisco. Paused work on updating protocols for major capital project delivery to focus on unanticipated/COVID-related efforts. Anticipate resuming this work in 2021.

Attachment 1

2020 Record of Accomplishments for Tilly Chang, Executive Director

10. Continued to support development of Cycle 2 NTIP Planning and Capital priorities across districts including leading planning efforts in Districts 4 and 5; sought Board adoption of NTIP Planning project final reports (Districts 3, 10 (expected) and 11).
11. Continued to support Lombard Crooked Street solutions to manage congestion and improve livability, by developing a no-fee reservation concept and advancing its authorizing legislation, up to the shift in state legislative priorities based on COVID.
12. Initiated the School Transportation Study with partners at SF Unified School District, SFMTA and Department of Children, Youth, and their Families.
13. NEW: Passed and implemented Comm. Ronen's request for 12B compliance and ceasing to do business with anti-abortion law states.
14. NEW: Initiated Golden Gate Park JFK Access Study at request of Commissioners Fewer and Mar.
15. NEW: Supported Commissioner Walton and San Francisco Caltrain Directors on Caltrain's Ad-Hoc Committee on Governance as well as helped develop roadmap for further progress on this issue. Supported Comm. Walton, Chair Peskin and Comm. Haney's work on the San Francisco resolution placing the Caltrain revenue measure on the November ballot.

III. Promote Customer Service and Efficiency

THIS OBJECTIVE HAS BEEN MET.

1. Offered annual sponsor refresher training opportunities regarding Prop K/AA resources, policies, and procedures. Continued to work with sponsors to further streamline grant allocation and administration. Continued 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.
2. Published COVID Congestion Tracker online interactive tool to monitor traffic speeds during the shelter-in-place orders of the pandemic. Also published Transit Ridership Map of regional transit demand by operator to support work of the Blue Ribbon Transit Recovery Task Force.
3. Continued to maintain the MyStreetSF.com tool to support user-friendly features and efficiency of staff maintenance activities.
4. Updated and expanded 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. NEW: Key additions to the platform include the COVID-era Congestion Tracker (<http://covid-congestion.sfcta.org>), which provides decision-makers and the public with weekly updates on changes to transportation system performance, and Bay Area Transit Ridership Visualizer Map.

2020 Record of Accomplishments for Tilly Chang, Executive Director

5. Enhanced the Portal to increase functionality for sponsors and staff, including refreshing the Portal with a modern interface that improves how the website functions in desktop and mobile environments while simultaneously adding several enhancements and features such as improved user dashboards, improved user summary reports, and the Allocation Request Form lock-out feature.
6. Procured initial outreach and contacts database to support ConnectSF and planning studies, and scoped next phase full-featured customer relationship management (CRM) tool.
7. NEW: Implemented an accounts payable automation system to streamline and automate accounts payable processes, allowed staff to conveniently approve invoices through a mobile app, and reduced payment time and need to physically be in the office to pay vendors and consultants.
8. NEW: Smoothly transitioned to remote Board and committee meetings and virtual operations.

IV. 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 Caltrain sales tax and potential regional transportation measure, 1 cent regional sales tax measure (FASTER) proposal, and potential SFCTA and SFMTA new revenue strategies).
2. Advocated for and supported 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 substantial work on the Transit Corridor Study and Streets and Freeways Study.
5. Worked with BART and Capitol Corridor to initiate study of long-term alternatives for a potential second rail crossing of the bay.
6. Participated in the regional Express Lanes Executive Steering Committee for 101/280 Carpool and Express Lanes development and supported completion of the 101 Mobility Action Plan.
7. Continued to provide technical assistance on Better Market Street, Caltrain Railyard and grade separation studies, Caltrain and High Speed Rail Business Plans, Ocean Beach Master Plan, Geneva/Harney BRT and Bi County Study plans, Bayview Community-Based Transportation Plan, and SFMTA's Transportation Recovery Plans.
8. Helped SFMTA implement Muni Reliability Working Group recommendations including applying for TIRCP and other train control grant funds.
9. Participated in an interagency working group to advance the SF Environment's update to the Climate Action Plan.

2020 Record of Accomplishments for Tilly Chang, Executive Director

10. Provided advocacy overall and support to SFMTA for MTC's Cares Act distribution policies and subsequent convening of the Blue Ribbon Task Force, including advocating for Heroes Act funding to address precipitous revenue losses by operators.
11. Collaborated with SFMTA on a wide range of Autonomous Vehicle policy initiatives at the Federal and state level, including monitoring and providing input on the DRIVE Act, ITSA FAST Act Reauthorization platform and State PUC and CARB rulemakings.
12. Coordinated with Self Help Counties Coalition (ED is Vice-Chair) and University of California Institute of Transportation Studies (ED is on Advisory Board) on a variety of CalSTA and OPR long-range plans, policies and executive orders, including SB743 implementation, California State Transportation Agency (CalSTA)'s Climate Action Plan for Transportation Infrastructure plan, and Caltrans' long-range plan.

V. Promote Inclusive Public Engagement

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Continued to participate in the citywide promotion and advancement of racial equity and further incorporate racial equity into agency policies and practices. Completed seven educational racial equity trainings to normalize the conversations about race, racism, and racial justice within our agency, created and published a staff-based racial equity statement, and drafted an agencywide racial equity action plan.
2. Conducted extensive local and regional outreach for the Downtown Congestion Pricing Study, including pioneering multiple new public engagement methods. These included the including use of English and mono-lingual co-creation sessions, non-internet based outreach (text surveys, partnering with food pantries) and online tools (Unclog Fog City trade-off game, project micro-site).
3. Continued Disadvantaged Business Enterprise (DBE) outreach efforts through procurements and all Yerba Buena Island related project workforce supportive programs.
4. Advised Local Agency Formation Commission staff on TNC gig-economy driver research project.
5. Explored providing workforce development and training opportunities for Yerba Buena Island's Southgate Road Realignment Construction Project, including construction administration pathways in partnership with TIDA.
6. Celebrated 30th Anniversary of agency with a new website profiling highlights of voter-approved sales tax program featuring real San Franciscans and their stories.
7. Continued to support SFTP Equity analysis priority programs, including Vision Zero and NTIP.
8. Executive Director and staff actively participated on various national equity panels and webinars (Eno Foundation, World Economic Forum) with a profile of Executive Director featuring equity topic published in ITSA online.

2020 Record of Accomplishments for Tilly Chang, Executive Director

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 2040, working effectively on cross-county initiatives, strengthening alliances between Big 3 cities, and collaborating on transit investment, affordable housing, and anti-displacement issues. Continued 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 (e.g. BRTF).
2. Provided local and regional leadership in development of a potential regional transportation revenue measure and Caltrain sales tax and served as local resource for information and education on the measures.
3. Coordinated legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies.
4. Advocated for passage of legislative priorities as approved by the Board.
5. Tracked and helped shape implementation of statewide and regional managed lanes policies.
6. Tracked and helped 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. Advocated for San Francisco and local interests to manage TNCs and autonomous vehicles at state and federal levels, including participating in coordination meetings with SFMTA on AV policy and commenting on proposed CPUC regulation of passenger carrying by AVs. Coordinated with Cruise, LLC on their proposed roll out of driverless testing in San Francisco.
8. 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.
9. Executive Director organized and hosted California Transportation Foundation's Mobility Symposium, a half-day conference for over 50 aspiring California college and university student leaders (and their mentors) interested in careers in transportation.
10. Executive Director serves as Chair of TJPA's DTX Executive Steering Committee, alternate to the TJPA, Vice-Chair of California Self-Help Counties Coalition, Chair of ITSA Smart Infrastructure Task Force, Vice-Chair of California Self Help Counties Coalition, and as a member of the University of California Advisory Board, ITDP US BRT Program Advisory Council, and SPUR Board.

2020 Record of Accomplishments for Tilly Chang, Executive Director

VII. Facilitate Agency and Staff Development

THIS OBJECTIVE HAS BEEN MET.

1. Continued back-filling or hiring new positions as funds became available: filled Clerk of the Board, Management Analyst, and Rail Program Manager positions. We held off on hiring other planned positions due to lowered budget estimates.
2. Continued to support staff professional development through training, coaching, promotions, and mentoring. This included a staff off-site workshop to continue our racial equity training program and a site visit to the Chase Center and Warriors organization to learn about their award-winning Transportation Demand Management Program.
3. 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.
4. Paused "Continue to establish and implement guiding project management tools and procedures based on trainings; seek to coordinate these with the SFMTA, as appropriate," due to shelter-in-place orders, shifting our focus to helping staff work remotely.
5. Implemented new budget and new accounts payable automation systems, including further integration with the enterprise resource planning tool (accounting software), and continued updating policies and procedures.
6. NEW: Supported and empowered agency-wide Racial Equity Working Group in developing and producing staff training program, racial justice website statement and racial equity action plan.
7. NEW: Shifted the entire office to a fully functional virtual office at the start of shelter-in-place orders and switched from quarterly to monthly all staff meetings to support morale and facilitate intra office communications. Maintained productivity while staff worked from home. Offered trainings in use of various applications to support telework.

VIII. Improve Internal and External Communications

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Commemorated the agency's 30th anniversary with the release of Sales Tax Stories, a website highlighting how people across San Francisco benefit from the city's half-cent sales tax for transportation.
2. Continued pursuing opportunities to promote agency work through our agency newsletter The Messenger, website and blog, press releases and media outreach; and expanded social media engagement.

Attachment 1

**2020 Record of Accomplishments for
Tilly Chang, Executive Director**

3. Continued to regularly meet with and strengthen relationships with transportation community, civic groups, media, community-based organizations, and neighborhood groups.
4. Developed draft internal public engagement protocol, outlined best practices for project-specific outreach/communications.
5. Scoped and prepared to implement next-generation Customer Relationship Management system (CRM) to improve tracking of interactions with specific organizations and the public.
6. Executive Director spoke at multiple online conferences and events including Transportation Research Board (TRB) Congestion Pricing workshop panel, Contra Costa Transportation Authority Re-Defining Mobility panel, PTV America "Shaping Mobility" panel, Eno Foundation "Equity in Congestion Pricing" webinar, American Society of Civil Engineers East Bay event, International Transport and Development Program BRT Symposium, Waymo "Self-Driven Women" event, World Economic Forum "Equitable and Efficient Mobility Solutions" workshop, Hyundai Cradle Mobility Innovators Forum, California Transportation Foundation Mobility Symposium, and Self-Help Counties Coalition FORUM conference.
7. NEW: Completed agency staff survey to further advance workplace of excellence initiative.

Proposed Objectives for 2021 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 2021.

I. Advance Key Work Program Activities

Planning Activities

1. Work with the Metropolitan Transportation Commission (MTC) and City stakeholders to develop the Plan Bay Area 2050 implementation plan and begin to implement the recommendations including participating in updates of the regional Transit Oriented Development policy and transit expansion priorities (Resolution 3434). Support San Francisco ABAG representatives working on the regional housing issues to address Regional Housing Needs Assessment (RHNA) policies, affordability, displacement, and access to jobs. Actively participate and coordinate San Francisco input to the Plan Bay Area 2050 implementation plan.
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 (lead) and Transit Corridor Study and Streets (support), conduct outreach, prepare draft recommendations and finalize studies.
3. Continue to coordinate Transit Corridor Study with BART Transbay Rail Crossing Study (now known as Link21) to explore options for a future west-side rail alignment. Participate in BART/Capitol Corridor's Link21 Studies and help coordinate this work with the Downtown Rail Extension (DTX) Program of Projects and Transit Corridors Study.
4. As part of the Transit Corridor Study, complete 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).
5. Develop the Draft San Francisco Transportation Plan (SFTP), including integrating work from the Transit Corridor Study and Streets and Freeway Study and analyzing options for future investments in transportation over the next 30 years, including associated policy recommendations and at least two financially constrained scenarios; anticipating a draft blueprint by year end.
6. Support San Francisco Environment's (SFE) update to the city's Climate Action Plan.
7. Conduct biennial county Congestion Management Program (CMP) and integrate additional streets and communities of concern.
8. Advance the Treasure Island Mobility Management Program by finalizing the TIMMA toll and affordability policies; continue seeking federal, state and local grant funds, propose transit fare levels and sign Memoranda of Agreements addressing operating plans with partner agencies (Bay Area Toll Authority, ferry transit service provider, East Bay bus transit service provider, and San Francisco Municipal Transportation Agency (SFMTA)).

Proposed Objectives for 2021 for Tilly Chang, Executive Director

9. Initiate preliminary engineering and resume 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. Conduct community engagement and continue Equity Study anticipated to be completed in June of 2021. Continue developing the US 101 Mobility Access Plan (101MAP) with San Mateo and Santa Clara counties, Caltrans and MTC.
10. Complete transportation network company (TNC) research on relationship of TNCs with transit ridership and equity and on TNC travel patterns when "out-of-service" and support related regulatory and pilot development efforts.
11. 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.
12. 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. Continue partnering with MTC on multi-year survey plans.
13. Complete the Downtown Congestion Pricing Study, including updated alternatives, analysis (including a strong equity and outreach focus), and recommendations. Pending Board support and decisions, our work program may include: seeking legislative authority, environmental review, applying for grants and system design.
14. Complete the District 4 Mobility Plan [NTIP Planning], including understanding existing travel patterns, engaging with the community, and identifying potential multimodal investments that improve opportunities for sustainable trips.
15. Complete the District 5 Octavia Improvements Study [NTIP Planning], 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.
16. Complete the District 1 Golden Gate Park Sustainable Access Study Phase 1 [NTIP Planning], including convening three meetings of a Stakeholder Working Group to review the current operations of John F Kennedy Drive in Golden Gate Park and recommend car access policies.
17. Complete pre environmental scoping and design for the Pennsylvania Avenue Extension project through coordination with the Railyards Working Group inclusive of the property owner (Prologis), Caltrain and SF Planning.
18. Continue providing input to High-Speed Rail Business Plan and funding plans, in particular, to support DTX funding plan.
19. Advance Waterfront Ferry Study, including estimating the potential demand for a waterfront ferry and evaluating potential ferry service patterns to support travel from existing and new developments on the eastern waterfront and Treasure Island.

Proposed Objectives for 2021 for Tilly Chang, Executive Director

20. Advance School Transportation Plan, a study of transportation strategies to increase the sustainability of medium and long distance school trips in the City.
21. Continue to participate in regional Bay Bridge Forward efforts and discussions about a potential bus lane and other congestion management initiatives on the Bay Bridge. Coordinate with MTC and Caltrans on our Streets and Freeways Study, including rationalizing freeway ramp systems in the downtown core for safety and transit/carpool priority.

Fund Programming and Administrative Activities

1. Convene and support ongoing coordination with city agencies, including SFMTA, to maximize effectiveness of advocacy and funding for discretionary capital funding and potential federal or state stimulus funds for transit operations as well as capital needs. Track Congressional actions related to the INVEST Act (Federal transportation reauthorization bill), DRIVE Act (Autonomous Vehicle bill), State funding programs (SB1 gas tax, Cap and Trade programs, CARB programs), and regional initiatives (RM3 bridge toll program, One Bay Area Grant cycle 3 program).
2. Administer Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP)), Prop AA vehicle registration fee, Transportation Fund for Clean Air, Traffic Congestion Mitigation Tax (TNC Tax), and other fund programs.
3. Continue to track and develop sales tax revenue projections evaluating the impacts of different trajectories for recovery from the pandemic-induced recession; use these forecasts to work with project sponsors on further refining the 2020 Prop K Strategic Plan update to reflect a lower revenue forecast while adjusting programming (subject to Board approval) as needed and providing input to agency debt strategy.
4. Finalize the overall scope of work and approach for the sales reauthorization effort, which will include consideration of other potential revenue options (local and regional, in particular) and developing a "bridge strategy" to keep projects moving and a project pipeline under development until new funds are available. Engage in a robust, equity focused engagement effort and ensure the approach is nimble enough to adapt the timeline to a potential ballot measure in June or November 2022. Significantly advance development of a new Expenditure Plan while coordinating with and supporting the SFTP 2050 update. Seek legislative clarification to agency's sales tax authorizing statute.
5. Program an estimated \$6 million in SB 1 Local Partnership Program formula and incentive funds as part of a bridge strategy until sales tax reauthorization.
6. Proactively monitor and provide project delivery support to ensure that project sponsors are following guidelines and meeting timely use of funds requirements 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, and Senate Bill (SB 1) programs such as the Local Partnership Program.
7. Provide planning support and fund program oversight to SFMTA's District 7 planning study for Access to Lake Merced, ensuring compliance with MTC Community-Based Transportation Plan grant requirements.

Proposed Objectives for 2021 for Tilly Chang, Executive Director

8. Support SF Directors in managing Caltrain's budget and implementation of the new 1/8-cent sales tax, including addressing governance. Advocate for priority for DTX in Caltrain business plan implementation, working closely with SFMTA and the Mayor's Office.
9. Work with project sponsors and other stakeholders to develop funding plans and secure funds for high priority projects such as Geary Bus Rapid Transit (BRT), Better Market Street, DTX, Muni's Core Capacity Program (e.g. train control) and Subway Renewal Program.
10. 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. Obtain approval from the Federal Highway Administration to extend the fund expiration date for the Advanced Transportation and Congestion Management Technologies Deployment Program (ATCMTD) grant for Treasure Island tolling infrastructure to allow sufficient time for project delivery.
11. Continue to closely manage and monitor project cash flows and monitor Prop K sales tax program revenues to inform short- and long-term debt needs and confirm the need for bonding as part of agency's multi-year debt strategy.
12. Secure continued clean audit(s).

Capital Project Delivery and Oversight Activities

1. Secure remaining \$37 million needed from the Highway Bridge Program funds, finalize procurement and start construction/implementation of YBI West-Side Bridges Retrofit Project. Continue construction activities for the Southgate Road Relocation improvements and YBI I-80 Eastbound off-ramp.
2. Advance environmental and design phases and funding alternatives for YBI bike path along the west side of the island including the segment adjacent to Hillcrest Road.
3. Secure funding for Treasure Island toll system and transit delivery as well as advance financial models.
4. Procure a vendor for the Treasure Island autonomous shuttle pilot program and secure CA DMV and CPUC approvals to initiate a pilot. Advance pilot operational and research plans in coordination with SFMTA and technical advisory committee partners including UC Berkeley.
5. Collaborate with Transbay Joint Powers Authority (TJPA) and other memorandum of understanding partner agencies to develop and strengthen the DTX delivery strategy and funding plan, including identification of the Initial Operating Segment, development of the project's business case, and a review of potential delivery options for the program. Executive Director will continue to serve on the Executive Steering Committee (ESC) and chair the ESC through June 2021.

Proposed Objectives for 2021 for Tilly Chang, Executive Director

6. Continue to participate in robust oversight of the Caltrain Electrification Project, with emphasis on mitigating cost and schedule risks. Continue chairing Configuration Management Board proceedings.
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. Confirm plans to advance Geary BRT Phase 2 for Federal Small Starts program.
8. Support and oversee Muni Subway Renewal, LRV 4 delivery and Van Ness BRT construction efforts, including environmental compliance monitoring.
9. Oversee Presidio Parkway, Better Market Street, Central Subway, and M-Line planning, design, and project delivery efforts.
10. Advance I-280 Interchange modifications at Balboa Park, including initiating final design on southbound off-ramp and completing scoping studies on north-bound off-ramp, dependent on funding availability.
11. Continue to monitor completion of 19th Avenue combined projects construction phase efforts.
12. 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.

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 Task Force meetings, and arrange regular updates of key topics and activities to Transportation Authority Board.
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 1, 4, and 5).
7. Continue to support Lombard Crooked Street solutions, if requested by District 2 Commissioner, including reservation system to manage congestion and improve livability, and conferring with the state delegation on the opportunities for advancing a no-fee reservation system authorization legislation.
8. Conduct substantial work on the School Access Plan, a study of transportation strategies to increase the sustainability of medium and long distance school trips in the City.

Proposed Objectives for 2021 for Tilly Chang, Executive Director

9. Continue to support remote Board and committee meetings during shelter-in-place orders and as needed to support the City's economic and transportation recovery plans.
10. Support work of San Francisco's Caltrain Directors on Caltrain Ad-hoc Committee on governance as well as its special counsel and independent auditor as warranted.

III. Promote Customer Service and Efficiency

1. Offer annual sponsor refresher training opportunities regarding Prop K/AA resources, policies and procedures.
2. Continue to maintain and, as needed, refine the MyStreetSF.com tool to support user-friendly features showcasing completed projects and exploring the possibility of two-way communication capabilities, improved search features, and other customer enhancements.
3. 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.
4. Enhance the Transportation Authority's grant administration Portal to increase functionality for cash management (e.g. enable amendments of reimbursement schedules).
5. Continue to work with sponsors to further streamline grant allocation and administration.

IV. Work Collaboratively with Partner Agencies

1. Advocate for federal and/or state recovery/stimulus funds, especially for transit operations, and support identification and joint advocacy of City priority for these funds. Support development of potential new local and regional revenues for transportation.
2. Continue to pursue legislative priorities (e.g., Vision Zero 85th percentile, Automated Speed Enforcement authority), and policy advocacy (track and comment on state piloting of Road User Charge).
3. Advocate for efficient and performance-based state fund program guidelines (SB1, CARB, Cap and Trade).
4. Support and help shape San Francisco's participation in regional Blue Ribbon Transit Recovery Task Force (e.g., seamless transit) and associated legislative proposals.
5. Collaborate with city and regional agencies on completing the Climate Action Plan and on ConnectSF, including completing the Transit Corridor Study and Streets and Freeways Study, and significantly advancing/development of the SFTP 2050.

Proposed Objectives for 2021 for Tilly Chang, Executive Director

6. Work with BART and Capitol Corridor to continue study of long-term alternatives for a potential second rail crossing of the bay (Link21), and with MTC and Caltrans to set near term management goals and strategies.
7. Participate in the Express Lanes Executive Steering Committee for 101/280 Carpool and Express Lanes development and delivery of the 101 Mobility Action Plan.
8. Continue to provide technical assistance on Better Market Street, Caltrain Railyards, and grade separation studies, Caltrain and High Business Plan, Ocean Beach Master Plan, 22nd Street Caltrain Station Location Study, Geneva/Harney BRT, and SFMTA's Transportation Recovery Plan.
9. Continue to help SFMTA implement Muni Reliability Working Group recommendations and support subway renewal program.
10. Continue to collaborate with SFMTA on CPUC rulemakings and development of State and Federal AV regulations/laws and overall new mobility policy and advocacy.
11. 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.

V. Promote Inclusive Public Engagement

1. Continue Disadvantaged Business Enterprise outreach efforts and workforce supportive programs.
2. Pilot a Community Relationships Initiative, intended to strengthen ongoing relationships with organizations that represent low income communities of color and other vulnerable stakeholders and build their capacity to participate in Transportation Authority projects.
3. Continue to explore ways to provide workforce development and training opportunities, including construction administration pathways in partnership with TIDA and opportunities through the Autonomous Vehicle pilot program.
4. Continue to participate in the citywide promotion and advancement of racial equity and further incorporate racial equity in agency policies and practices. Commence implementation of the agency's multi-year racial equity action plan and focus on staff retention and promotion and diverse and equitable leadership and management in the first year.
5. Ensure outreach efforts, especially for the Downtown Congestion Pricing Study, ConnectSF, the SFTP, and sales tax reauthorization efforts; reach a diverse and inclusive cross-section of San Francisco stakeholders. Seek funds to bolster Downtown Congestion Pricing outreach budget.
6. Continue to support SFTP Equity analysis priority programs, including Vision Zero and NTIP.
7. Explore new methods of analyzing system performance for the Congestion Management Program that engages the public.

Proposed Objectives for 2021 for Tilly Chang, Executive Director

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 2050, working effectively on cross-county initiatives, strengthen alliances between Big 3 cities, and collaborate on transit recovery planning, transit investment, Vision Zero, affordable housing, and anti-displacement issues. Continue to lead coordination of San Francisco input to Plan Bay Area 2050 and its Implementation Plan.
2. Serve as a regional leader on technical data, analysis and (model assumptions, project performance evaluation) and technology policy issues. Develop COVID-era baseline travel demand projections. Establish multi-year travel survey partnership with MTC to support Plan Bay Area implementation and to inform planning initiatives.
3. Provide local and regional leadership in development of a potential regional transportation revenue measure and serve as local resource for information and education on the measures. In collaboration with the Mayor's Office and SFMTA, provide leadership on implementation of the Caltrain sales tax and development and evaluation of governance initiatives.
4. Coordinate legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies/County Transportation Agencies. Chair (Executive Director) the California Self-Help Counties Coalition and host their 2021 Annual FOCUS on the Future Conference.
5. Advocate for passage of legislative priorities as approved by Board.
6. Track and help shape development and implementation of statewide and regional managed lanes policies.
7. Track and help shape statewide and regional policies, pilots, and deployments on emerging mobility services and technologies; Participate in pilots or develop our own pilots in the areas of mobility as a service; uses of real-time travel information; and multi-modal payments technology.
8. Advocate for San Francisco and local interests to manage or influence the regulation of TNCs and autonomous vehicles at state and federal 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 through the agency's planned Community Relationships Initiative and staff-based Racial Equity Working Group.
3. Refine and implement policies, procedures, and recommendations from the in progress Project Management handbook, while working to publish a living version for agencywide use.

Proposed Objectives for 2021 for Tilly Chang, Executive Director

4. Analyze prior year's staff survey results (available early January 2021) and engage with management and staff to identify and work on areas of improvements to promote Workplace Excellence initiatives. This includes using feedback from the survey to inform development of a telecommute policy for post-shelter-in-place orders.
5. Continue operating a virtual office in compliance with shelter-in-place orders and the City's economic and transportation recovery plans.
6. Develop office re-opening plans, policies, and protocols to reduce the likelihood of transmission within the workplace, maintain agency operations, and continue to promote a healthy and safe work environment. Refine and finalize agency telecommute policy.

VIII. Improve Internal and External Communications

1. Grow Messenger and Social Media audiences. Increase social media followings and engagements on Twitter, Instagram, Facebook, and LinkedIn by 5-10%. Increase the agency's monthly newsletter Messenger visibility and expand distribution by 5%.
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 and Labor Roundtables.
3. Finalize public engagement guidance and protocol, outlining best practices for project-specific outreach/communications with a focus on methods for equitable outreach methods.
4. Develop internal contacts and customer relationship management system to improve tracking of interactions with specific organizations and the general public.
5. Continue to hold monthly all staff meetings rather than quarterly during shelter-in-place to facilitate internal communications and cohesion.