



# AGENDA

## San Francisco County Transportation Authority Meeting Notice

**Date:** Tuesday, December 14, 2021; 10:00 a.m.

**Location:** Watch SF Cable Channel 26

Watch [www.sfgovtv.org](http://www.sfgovtv.org)

**PUBLIC COMMENT CALL-IN:** 1 (415) 655-0001; Access Code: 2483 312 4272 # #

To make public comment on an item, when the item is called, dial '\*3' to be added to the queue to speak. Do not press \*3 again or you will be removed from the queue. When the system says your line is unmuted, the live operator will advise that you will be allowed 2 minutes to speak. When your 2 minutes are up, we will move on to the next caller. Calls will be taken in the order in which they are received.

**Commissioners:** Mandelman (Chair), Peskin (Vice Chair), Chan, Haney, Mar, Melgar, Preston, Ronen, Safai, Stefani, and Walton

**Clerk:** Britney Milton

### Remote Access to Information and Participation:

This meeting will be held remotely and will allow for remote public comment pursuant to AB 361, which amended the Brown Act to include Government Code Section 54953(e) and empowers local legislative bodies to convene by teleconferencing technology during a proclaimed state of emergency under the State Emergency Services Act so long as certain conditions are met.

Members of the public are encouraged to watch SF Cable Channel 26 or visit the SFGovTV website ([www.sfgovtv.org](http://www.sfgovtv.org)) to stream the live meetings or watch them on demand. Written public comment may be submitted prior to the meeting by emailing the Clerk of the Transportation Authority at [clerk@sfcta.org](mailto:clerk@sfcta.org) or sending written comments to Clerk of the Transportation Authority, 1455 Market Street, 22nd Floor, San Francisco, CA 94103. Written comments received by 8 a.m. on the day of the meeting will be distributed to Board members before the meeting begins.

Page

1. Roll Call
2. **[Final Approval on First Appearance]** Resolution making findings to allow teleconferenced meetings under California Government Code Section 54953(e) - **ACTION\***

5



3. Chair's Report - **INFORMATION**
4. Executive Director's Report - **INFORMATION**
5. Approve the Minutes of the December 7, 2021 Meeting - **ACTION\*** 9

#### **Consent Agenda**

6. **[Final Approval]** Allocate \$11,216,003 in Prop K Funds and \$3,000,000 in TNC Tax Funds, with Conditions, and Appropriate \$3,500,000 in Prop K Funds for Eight Requests - **ACTION\*** 17

**Projects:** BART: Accessibility Improvement Program: Public Address System (\$950,000). SFMTA: Western Addition Area - Traffic Signal Upgrades - Phase 1 (\$1,195,895), FY22 Vision Zero Quick-Build Program Implementation (\$2,821,000 in Prop K funds, \$3,000,000 in TNC Tax funds), Page Slow Street (\$325,000). SFPW: Junipero Serra Blvd Pavement Renovation (\$4,397,129), Curb Ramps (\$978,252), Mansell Street Curb Ramps - Additional Locations (\$548,763), DTX Rail Program Oversight and Technical Support for FTA Project Development (\$3,500,000).

7. **[Final Approval]** Approve the 2021 San Francisco Congestion Management Program - **ACTION\*** 31
8. **[Final Approval]** Amend Resolution 21-51 to Approve a Revised Schedule for Development of a New Expenditure Plan for the Half-Cent Sales Tax - **ACTION\*** 55

#### **End of Consent Agenda**

9. San Francisco Severe Traffic Injury Trends:2011-2020 - **INFORMATION\*** 65
10. Vision Zero Action Strategy Update - **INFORMATION\*** 101

#### **Items from Personnel Committee**

11. Recommend Amendment of Resolution 90-14 to Add Juneteenth as an Annual Observed Paid Holiday - **ACTION\*** 139
12. **[CLOSED SESSION]** Evaluate Public Employee Performance and Recommend Approval of the Executive Director's Performance Objectives for 2022 - **ACTION\*** 143  
  
The Transportation Authority will hold a closed session under California Government Code 54957 concerning the evaluation of the performance of the Executive Director.  
  
**OPEN SESSION:** After the closed session, the Chair shall report the vote taken on motion(s) made in the closed session, if any.
13. Set the Annual Compensation for the Executive Director for 2022 - **ACTION\*** 173  
  
Per the Administrative Code, the Transportation Authority shall fix the compensation of the Executive Director. The Personnel Committee will consider the Executive Director's performance and recommend the Executive Director's compensation for 2022.

#### **Other Items**

14. Introduction of New Items - **INFORMATION**  
  
During this segment of the meeting, Commissioners may make comments on items not specifically listed above or introduce or request items for future consideration.



**San Francisco  
County Transportation  
Authority**

Board Meeting Agenda

Page 3 of 3

- 15. Public Comment
- 16. Adjournment

**\*Additional Materials**

Items considered for final approval by the Board shall be noticed as such with **[Final Approval]** preceding the item title.

The meeting proceedings can be viewed live or on demand after the meeting at [www.sfgovtv.org](http://www.sfgovtv.org). To know the exact cablecast times for weekend viewing, please call SFGovTV at (415) 554-4188 on Friday when the cablecast times have been determined.

The Legislative Chamber (Room 250) and the Committee Room (Room 263) in City Hall are wheelchair accessible. Meetings are real-time captioned and are cablecast open-captioned on SFGovTV, the Government Channel 26. Assistive listening devices for the Legislative Chamber and the Committee Room are available upon request at the Clerk of the Board's Office, Room 244. To request sign language interpreters, readers, large print agendas or other accommodations, please contact the Clerk of the Transportation Authority at (415) 522-4800. Requests made at least 48 hours in advance of the meeting will help to ensure availability. Attendees at all public meetings are reminded that other attendees may be sensitive to various chemical-based products.

If any materials related to an item on this agenda have been distributed to the Board after distribution of the meeting packet, those materials are available for public inspection at the Transportation Authority at 1455 Market Street, Floor 22, San Francisco, CA 94103, during normal office hours.

Written public comment may be submitted prior to the meeting by emailing the Clerk of the Transportation Authority at [clerk@sfcta.org](mailto:clerk@sfcta.org) or sending written comments to Clerk of the Transportation Authority, 1455 Market Street, 22nd Floor, San Francisco, CA 94103. Written comments received by 8 a.m. on the day of the meeting will be distributed to Board members before the meeting begins.

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code Sec. 2.100] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102; (415) 252-3100; [www.sfethics.org](http://www.sfethics.org).

[ this page intentionally left blank ]



San Francisco  
County Transportation  
Authority





RESOLUTION MAKING FINDINGS TO ALLOW TELECONFERENCED MEETINGS UNDER  
CALIFORNIA GOVERNMENT CODE SECTION 54953(E)

WHEREAS, California Government Code Section 54953(e) empowers local legislative bodies to convene by teleconferencing technology during a proclaimed state of emergency under the State Emergency Services Act so long as certain conditions are met; and

WHEREAS, In March, 2020, the Governor of the State of California proclaimed a state of emergency in California in connection with the Coronavirus Disease 2019 ("COVID-19") pandemic, and that state of emergency remains in effect; and

WHEREAS, In February 25, 2020, the Mayor of the City and County of San Francisco (the "City") declared a local emergency, and on March 6, 2020 the City's Health Officer declared a local health emergency, and both those declarations also remain in effect; and

WHEREAS, On September 16, 2021, the Governor signed AB 361, a bill that amends the Brown Act to allow local legislative bodies to continue to meet by teleconferencing during a state of emergency without complying with restrictions in State law that would otherwise apply, provided that the legislative bodies make certain findings at least once every 30 days; and

WHEREAS, Federal, State, and local health officials emphasize the critical importance of vaccination and consistent mask-wearing to prevent the spread of COVID-19, and the City Health Officer has issued at least one order (Health Officer Order No. C19-07y, available online at [www.sfdph.org/healthorders](http://www.sfdph.org/healthorders)) and one directive (Health Officer Directive No. 2020-33i, available online at [www.sfdph.org/directives](http://www.sfdph.org/directives)) that continue to recommend measures to promote physical distancing and other social distancing measures, such as masking, in certain contexts; and

WHEREAS, The California Department of Industrial Relations Division of Occupational Safety and Health ("Cal/OSHA") has promulgated Section 3205 of Title 8 of the California Code of Regulations, which requires most employers in California, including in the City, to train and instruct employees about measures that can decrease the spread of COVID-19,



including physical distancing and other social distancing measures; and

WHEREAS, Without limiting any requirements under applicable federal, state, or local pandemic-related rules, orders, or directives, the City's Department of Public Health, in coordination with the City's Health Officer, has advised that for group gatherings indoors, such as meetings of boards and commissions, people can increase safety and greatly reduce risks to the health and safety of attendees from COVID-19 by maximizing ventilation, wearing well-fitting masks (as required by Health Officer Order No. C19-07y), using physical distancing where the vaccination status of attendees is not known, and considering holding the meeting remotely if feasible, especially for long meetings, with any attendees with unknown vaccination status and where ventilation may not be optimal; and

WHEREAS, The San Francisco County Transportation Authority Board has met remotely during the COVID-19 pandemic and can continue to do so in a manner that allows public participation and transparency while minimizing health risks to members, staff, and the public that would be present with in-person meetings while this emergency continues; now, therefore, be it

RESOLVED, That San Francisco County Transportation Authority Board finds as follows:

1. As described above, the State of California and the City remain in a state of emergency due to the COVID-19 pandemic. At this meeting, San Francisco County Transportation Authority Board has considered the circumstances of the state of emergency.
2. As described above, State and City officials continue to recommend measures to promote physical distancing and other social distancing measures, in some settings.
3. As described above, because of the COVID-19 pandemic, conducting meetings of this body and its committees in person would present imminent risks to the safety of attendees, and the state of emergency continues to directly impact the ability of members to meet safely in person; and, be it further



RESOLVED, That for at least the next 30 days meetings of San Francisco County Transportation Authority Board and its standing and advisory committees, including the Community Advisory Committee ("CAC") and the Expenditure Plan Advisory Committee ("EPAC"), will continue to occur exclusively by teleconferencing technology (and not by any in-person meetings or any other meetings with public access to the places where any legislative body member is present for the meeting). Such meetings of San Francisco County Transportation Authority Board and its committees that occur by teleconferencing technology will provide an opportunity for members of the public to address this body and its committees and will otherwise occur in a manner that protects the statutory and constitutional rights of parties and the members of the public attending the meeting via teleconferencing; and, be it further

RESOLVED, That the Clerk of the Transportation Authority is directed to place a resolution substantially similar to this resolution on the agenda of a future meeting of San Francisco County Transportation Authority Board within the next 30 days. If the San Francisco County Transportation Authority Board does not meet within the next 30 days, the Clerk is directed to place a such resolution on the agenda of the next meeting of the San Francisco County Transportation Authority Board.

[ this page intentionally left blank ]



San Francisco  
County Transportation  
Authority



# ***DRAFT MINUTES***

San Francisco County Transportation Authority

Tuesday, December 7 , 2021

## **1. Roll Call**

Chair Mandelman called the meeting to order at 10:01 a.m. and noted that Commissioner Melgar was excused from the meeting.

**Present at Roll Call:** Commissioners Chan, Haney, Mar, Mandelman, Peskin, Preston, Ronen, Safai, Stefani, and Walton (10)

**Absent at Roll Call:** Commissioners Melgar (1)

## **2. Community Advisory Committee Report - INFORMATION**

Clerk Milton announced there was 1 public comment received on this item that was posted to the website.

Community Advisory Committee (CAC) Member Jerry Levine reported out from the October 27 and December 1 CAC meetings.

Mr. Levine reported that at the October 27, 2021 meeting, the CAC voted to sever and remove the BART request for \$1.1 million in Prop K funds for public address system improvements and the installation of hearing loop technology to assist individuals with hearing aids. He said the CAC asked if the project was being coordinated with San Francisco Municipal Transportation Agency (SFMTA) so that station agents for both BART and Muni in the joint use station spaces in the Market Street subway system could share the hearing loop technology. He shared that BART staff said even though there is regular coordination they would have to approach SFMTA about sharing the technology and report back on any impact that would have on the system implementation and delay. Mr. Levine said CAC members were mindful of the possible impact on low-hearing riders of delay but felt that inquiring about a possible efficiency in upgrading technology for both operators in the shared stations was worth pulling the item, barring any significant project delay.

Mr. Levine reported that at the December 1, 2021, meeting, BART returned to the CAC requesting a recommendation of approval for \$950,000 for the Public Address System Improvements at the Powell Street station, holding back the hearing loop technology portion of the scope to further coordinate with SFMTA, and the CAC recommended approval of the request.

Mr. Levine also reported that CAC members representing Districts 7 and 11 were pleased that the Ocean Avenue Mobility Plan was advancing. He shared that SFMTA noted that project staff was conducting a full inventory of past projects in previous plans and whether unimplemented projects could be advanced and incorporated into the current plan. Mr. Levine commented that it seemed like a useful exercise for a lot of long-term project areas where there have been multiple plans over the years with various degrees of fruition, such as the M-Oceanview, 19<sup>th</sup> Avenue, and the Park



Merced corridor.

With respect to the Geary Rapid Transit Phase 2 request, Mr. Levine reported that at the October meeting, CAC members praised the fact that the project change to side-running busses throughout the corridor would reduce the overall cost, be quicker to deliver, and achieve improvements in travel time and greater flexibility than a project that included center running busses. He added that when asked about the long-voiced desire of some members of the public that the Bus Rapid Transit (BRT) be "light-rail ready", SFMTA staff replied that because the Geary/19th Avenue Street subway has been identified as a top priority through the ConnectSF planning process, as well as pairing with Link 21, the need for a surface rail ready BRT project had greatly diminished.

Mr. Levine shared that during the legislative update, CAC members were very positive about Assembly Bill 43 and the ability for cities to more easily lower speed limits. However, he said a concern was raised about biased enforcement in certain neighborhoods and, especially during the period when drivers would be adjusting to lower speeds, raising concern about the amount of traffic stops involving racial profiling and disparate impacts could increase.

With regard to the request for funds for the Junipero Serra Pavement Renovation project, Mr. Levine said CAC members commented on the long pedestrian crossings at the Ocean Avenue intersection and the safety concerns they presented. In particular, they noted the nearby elementary school and presence of light rail. Mr. Levine said CAC members asked project staff if there were any safety improvements that were tied into the paving project. He continued noting that while San Francisco Public Works (DPW) staff said that no particular streetscape or pedestrian improvements were included in the proposed scope of work, SFMTA staff shared past efforts at improving safety at the intersection after a student was struck several years ago. Mr. Levine added that one CAC member cited the improvements completed at St. Francis Circle as a good model and urged continued attention to the Ocean and Junipero Serra intersection.

With respect to the San Francisco Congestion Management Program, Mr. Levine reported that the CAC recommended approval, particularly praising the depth and presentation of the data. He said, however, members urged staff to consider an outreach and communication plan that could disseminate the information in more accessible ways to communities that may not have access to the internet and knowledge of how the congestion mapping in the report may affect their communities.

Lastly with regard to the Better Market Street update, Mr. Levine shared that members wanted to know what kind of outreach had been done to taxi drivers and how proposed closures would affect access for the disabled. Additionally, the CAC recommended clarification on the bicycle time restrictions on the corridor along the bike detour options and detailing the breakdown of soft costs in budget summaries of the project more prominently.

There was no public comment.

### **3. Approve the Minutes of the November 16, 2021 Meeting - ACTION**

There was no public comment.



Commissioner Peskin motioned to approve the minutes, seconded by Commissioner Chan.

The minutes were approved without objection by the following vote:

Ayes: Commissioners Chan, Haney, Mar, Mandelman, Peskin, Preston, Ronen, Stefani, and Walton (10)

Absent: Commissioner Melgar (1)

#### **Consent Agenda**

4. **[Final Approval] Adopt the 2021 Prop K Strategic Plan and Amend 11 5-Year Prioritization Programs - ACTION**
5. **{Final Approval} Allocate \$3,835,710 in Prop K Funds and \$4,794,258 in Prop AA Funds, with Conditions, and Appropriate \$320,000 in Prop K funds for Four Requests - ACTION**
6. **[Final Approval] Amend the Geary Bus Rapid Transit Phase 2 Conceptual Engineering Report Project to Revise the Scope and De-obligate \$1,892,152 of \$6,319,470 in Prop K Funds - ACTION**

Megan Imperial, District 7 Legislative Aide conveyed comments on Commissioner Melgar's behalf regarding the Ocean Avenue Mobility Action Plan and task force, sharing that she is ecstatic that they are formally being established by the Transportation Authority. She shared that Commissioner Melgar is looking forward to the projects that will be selected and implemented by 2023, as they have been in the works for some time and are finally being acted upon along with community involvement. She shared that the Ocean Avenue Corridor is a multi-faceted area with families, students, merchants, and institutions that will be able to benefit from the changes. She said their office is looking forward to working with the city agencies including the Transportation Authority, SFMTA, SF Public Works, and the Planning Department, to make their vision a reality. She continued saying that the action plan will take on a holistic view and is working to proactively prepare for new developments such as the Balboa Reservoir and for new residents who will be coming into District 7 in the future.

Vice Chair Peskin motioned to approve the consent agenda, seconded by Commissioner Ronen.

The consent agenda was approved without objection by the following vote:

Ayes: Commissioners Chan, Haney, Mar, Mandelman, Peskin, Preston, Ronen, Stefani, and Walton (10)

Absent: Commissioner Melgar (1)

#### **End of Consent Agenda**

7. **Allocate \$11,216,003 in Prop K Funds and \$3,000,000 in TNC Tax Funds, with Conditions, and Appropriate \$3,500,000 in Prop K Funds for Eight Requests - ACTION**

Clerk Milton said there were an estimated 120 + public comments received and posted on the website supporting the Franklin Street Quick-build project which was



part of the Vision Zero Quick-Build request before the Board.

Anna LaForte, Deputy Director for Policy and Programming, presented the item per the staff memorandum.

Commissioner Preston expressed support for Page Slow Street and Western Addition Area – Traffic Signal Upgrades. He expressed appreciation for Jamie Parks and SFMTA's Vision Zero team for working with the community along the Page Street corridor and his office to design permanent slow-street improvements along Page Street that addressed safety issues that had cropped up with the temporary slow-street implementation. Commissioner Preston said the Western Addition traffic signal upgrades, particularly the signals at Buchanan and Golden Gate, were recommendations from the 2017 Western Addition Community-Based Transportation Plan, and thanked Transportation Authority and SFMTA staff for following through on the plan's recommendations. Commissioner Preston also expressed support for FY22 Vision Zero Quick-Build Program Implementation, especially the protected bike lane on Oak Street. He said the bike lane was greatly needed, as Oak and Fell Streets were dangerous, high speed corridors. He said previous improvements implemented on Fell during the pandemic had greatly enhanced the safety of that corridor. The Commissioner said he had been monitoring data on the performance of the Fell Street improvements and said they had not caused congestion or slowed emergency response. He said the project was an excellent example of inter-agency cooperation among the SFMTA, SF Fire Department, SF Police Department, and the Transportation Authority and hope it could be model for other projects like the one on Oak Street. He thanked SFMTA and Transportation Authority staff as well as the efforts and support of the San Francisco Bicycle Coalition (SFBC) and WalkSF.

During public comment, Janice Lee, SFBC, expressed support for the FY22 Vision Zero Quick-Build and Page Slow Street projects. She also expressed support for Transportation Network Company (TNC) Tax allocation, which would provide partial funding of the Quick-build project, as well as the Quick-build and Vision Zero programs in general. She said she was impressed with the speed at which the SFMTA had advanced the bike lane project on Oak Street, and thanked Commissioner Preston for his support of the project.

Francisco Da Costa commented that the City should revisit the environmental impact of bike lanes and said that while the SFBC was politically powerful, it hadn't learned from the lessons of the past. He said there should have been an environmental impact report on the improvements to be implemented through the FY22 Vision Zero Quick-Build project and said the improvements would cause adverse impacts for people who are mobility impaired.

Brian Haagsman, with WalkSF, expressed support for FY22 Vision Zero Quick-Build Program Implementation. He said the project would help chip away at the 80 miles of City streets in need of safety improvements. He said he was looking forward to the next round of ten Vision Zero quick-build projects, which he expected to advance in Spring 2022. Mr. Haagsman said quick-build projects had been shown to be highly effective in improving pedestrian safety. Finally, Mr. Haagsman expressed support for the Page Slow Street project and the Slow Streets program in general.

Commissioner Stefani commented that Andrew Zieman, a teacher at Sherman Elementary school, was killed in November in front of his school by a driver that ran a





red light at a Franklin Street intersection. She said that location on Franklin Street was very dangerous. She expressed appreciation that Franklin Street was included in the scope of the Vision Zero Quick-build project and expressed support for the Vision Zero program in general. She recognized the many public comments that had been received in support of the Franklin Street Quick-build project and said this would not be the last safety improvement in the area.

Commissioner Preston moved to approve the item, seconded by Commissioner Stefani.

The item was approved without objection by the following vote:

Ayes: Commissioners Chan, Haney, Mar, Mandelman, Peskin, Preston, Ronen, Stefani, and Walton (10)

Absent: Commissioner Melgar (1)

**8. Approve the 2021 San Francisco Congestion Management Program - ACTION**

Clerk Milton said public comment received on this item was posted to the agency's website.

Bhargava Sana, Senior Transportation Modeler presented the item per the staff memorandum.

During public comment, a caller expressed that the lives of many people were adversely affected due to major service cuts by Muni during the pandemic, for about 18 months, including the subway routes. They asked if a report could be put on the website that describes any surveys that might have been conducted to evaluate peoples' satisfaction with the service cuts and safety levels.

Chair Mandelman noted that the transit coverage charts showed a modest decline in accessibility to 5-minute and 10-minute transit service even before the pandemic.

Mr. Sana hypothesized that many high-frequency routes that were essential to the Muni system were not affected by service cuts (during the pandemic). [Note: A staff review of the transit service coverage metric subsequent to the meeting revealed that only access to 5-minute service declined modestly pre-pandemic between 2017 and 2018 from 43% to 41%, which appear to be due to schedule changes to Muni route 1 California].

Vice Chair Peskin moved to approve the item, seconded by Commissioner Walton.

The item was approved without objection by the following vote:

Ayes: Commissioners Chan, Haney, Mar, Mandelman, Peskin, Preston, Ronen, Stefani, and Walton (10)

Absent: Commissioner Melgar (1)

**9. Amend Resolution 21-51 to Approve a Revised Schedule for Development of a New Expenditure Plan for the Half-Cent Sales Tax - ACTION**

Michelle Beaulieu, Principal Transportation Planner - Government Affairs, presented the item.

There was no public comment.



Vice Chair Peskin moved to approve the item, seconded by Commissioner Chan.

The item was approved without objection by the following vote:

Ayes: Commissioners Chan, Haney, Mar, Mandelman, Peskin, Preston, Ronen, Stefani, and Walton (10)

Absent: Commissioner Melgar (1)

#### **10. Major Capital Project Update - Better Market Street - INFORMATION**

Cristina Calderón Olea, Project Manager at DPW, presented the item.

Chair Mandelman noted that one take away from the Van Ness project was that using the lowest responsive bidder created a problem. He asked what the reasoning was for using it again was and if there were any differences from Van Ness.

Ms. Olea responded the lowest responsive bidder is still the City's primary construction contract selection process. She said they have done a few other selection processes based on qualifications, including "a" plus "b" where they factor in criteria other than the bid price. She continued saying that they stuck with lowest bidder because the scope of work was pretty straightforward and simple, similar to other joint projects they have with San Francisco Public Utilities Commission (SFPUC) and SFMTA. Ms. Olea added that one thing they did differently than the other low-bid contracts was include minimum qualifications for the contractor in terms of experience with working in track right-of-way and on similar scopes of work.

Chair Mandelman replied that his office has signed on to pursue the civil grand jury recommendations around lowest responsive bidder and may have more conversations with SFPW around how that applies on Market Street.

With respect to the underground infrastructure along Market Street, Chair Mandelman asked which agency was figuring it out and what approach would be taken in order to set up this bigger infrastructure project.

Ms. Olea responded that SFPUC focuses on the water, sewer, and auxiliary water supply system throughout the city including Market Street. She said that they work closely with SFPUC staff while continuing to attend their project meetings, and they are the ones who would be monitoring their systems during construction and as time passes. She continued saying that SFPUC receives 311 calls on the sewer lateral, and would continue to replace sewer laterals as needed or as they fail, and additionally would respond to any emergency work that happens or that is needed along the corridor. Ms. Olea further shared that SFPUC mentioned that their infrastructure would last for several more years; however, the concern with the water and the auxiliary water supply system are the lead joints, and in an earthquake, those lead joints could fail. She said they were continuing to monitor the infrastructure and if repairs needed to be made, SFPUC would move that forward. Ms. Olea added that their plan was to complete the underground utility work when they replace the F-line rail, build new islands and do all of the more intense construction work that is tied closely together.

Chair Mandelman inquired on the timeline of the repairs just mentioned.

Ms. Olea responded that there was a possibility they could complete the work between 5th and 8th streets as part of phase 2, the F-loop, because they will be in the



area. She said that as part of construction for the F-loop, they would also construct the center boarding islands at 6th and Market streets, which will be the accessible stops for the F-loop. Ms. Olea commented that it gives them an opportunity to do it as part of the F-loop, however, because of the BUILD grant, there is a condition that they start construction of the F-loop by 2025. She continued saying that 2025 would be the next opportunity where they could build in some of the underground utility replacement in mid-Market. She noted that they will have additional potholing as part of phase 1, so that will help them identify some of the infrastructure and the conditions and gives them an opportunity to look at things a little bit more closely underground.

Chair Mandelman asked about the detour plans for cyclists on Market Street, if they are not going downtown in the morning or coming back in the evening.

Ms. Olea responded that there will be a detour off of Market Street. She said that south of Market Street, cyclists could take Folsom or Howard, and north of Market Street, they could take McAllister or Grove. She mentioned that the detours are only during the four, two-week shutdowns, and during regular construction there will be a bike lane during peak hours and after the construction halts for the day. She continued saying that at the end of the day when construction is done, bicyclists will continue to use Market Street inbound up until the end of the morning peak. Additionally, she said, due to no work on weekends, there will be bike lanes available as well.

Chair Mandelman mentioned there will be a lot of confused cyclists that find they can't get up and down Market Street. He added that having cyclists trying to bike on Mission Street was dangerous, and he hoped that the detour signs would be easy to locate and follow.

Ms. Olea responded that they would have orange construction signage and additional signage specifically for bicycles along with monitors down the construction route. She added that they could look at placing additional monitors along the detour route as well. She continued saying that they would have both fixed signs as well as changeable message signs, guiding people to the detour route for motor vehicles and bicyclists. She added that pedestrians would be allowed to use Market Street even during construction, as they don't expect to have continuous closures for the sidewalks.

During public comment Francisco Da Costa remarked that he has followed the project for 6 years, and still did not see any progress. He added that with using low bidders they would get the same results as they did when using low bidders for Van Ness.

**11. San Francisco Transportation Plan Update - INFORMATION**

Aliza Paz, Senior Transportation Planner, presented the item.

There was no public comment.

**12. Internal Accounting Report, Investment Report, and Debt Expenditure Report for the Three Months Ending September 30, 2021 - INFORMATION**

Cynthia Fong, Deputy Director for Finance and Administration presented the item per the staff memorandum.

There was no public comment.



**Other Items**

**13. Introduction of New Items - INFORMATION**

There were no new items introduced.

**14. Public Comment**

Clerk Milton noted that one comment had been received via email and was posted on the agency's website.

During public comment, Roland Lebrun, San Jose, said the cost of Caltrain electrification increased for the third time yesterday from \$1.2 billion in 2012 to \$1.9 billion in 2017 and now \$2.4 billion. He said he would resend two letters he wrote in 2014 and 2017 which predicted this happening. He continued to say that this was why the board passed Resolution 2020-42 as a condition of putting Measure RR on last November's ballot. He said Samtrans had no intention of revisiting governance and were proposing to use Measure RR funds to address the overruns. Mr. Lebrun urged the Transportation Authority to address this matter urgently to avoid losing the trust of voters before they put another tax measure on the ballot.

**15. Adjournment**

The meeting was adjourned at 11:47 a.m.



RESOLUTION ALLOCATING \$11,216,003 IN PROP K FUNDS AND \$3,000,000 IN TRAFFIC CONGESTION MITIGATION TAX FUNDS, WITH CONDITIONS, AND APPROPRIATE \$3,500,000 IN PROP K FUNDS FOR EIGHT REQUESTS

WHEREAS, The Transportation Authority received eight requests for a total of \$14,716,003 in Prop K local transportation sales tax funds and \$3,000,000 in Traffic Congestion Mitigation Tax (TNC Tax) funds, as summarized in Attachments 1 and 2 and detailed in the enclosed allocation request forms; and

WHEREAS, The Prop K requests seek funds from the following Expenditure Plan categories: Downtown Extension to Rebuilt Transbay Terminal; BART Station Access, Safety and Capacity; Signals & Signs; Street Resurfacing; Traffic Calming; Pedestrian Circulation/ Safety; Bicycle Circulation/ Safety; and Curb Ramps; and

WHEREAS, As required by the voter-approved Expenditure Plan, the Transportation Authority Board has adopted a Prop K 5-Year Prioritization Program (5YPP) for each of the aforementioned Prop K Expenditure Plan programmatic categories and the adopted Prop K Strategic Plan has funds programmed to Caltrain Downtown Extension project, which has no 5YPP requirement; and

WHEREAS, Five of eight requests are dependent upon approval of the 2022 Prop K Strategic Plan update and associated 5YPP amendments, which are pending final approval at the December 7, 2021 Transportation Authority Board meeting; and

WHEREAS, The San Francisco Municipal Transportation Agency's (SFMTA's) request for Page Slow Street requires an additional 5YPP amendment as summarized in Attachment 3 and detailed in the enclosed allocation request form; and

WHEREAS, In October 2020, through approval of Resolution 21-15, the Transportation Authority programmed \$5,000,000 in TNC Tax funds for the SFMTA's FY22 Vision Zero Quick-Build Program; and

WHEREAS, After reviewing the requests, Transportation Authority staff recommended allocating a total of \$11,216,003 in Prop K funds and \$3,000,000 in TNC Tax funds, with conditions, and appropriating \$3,500,000 in Prop K funds for eight requests, as described in Attachment 3 and detailed in the enclosed allocation request forms, which include staff recommendations for Prop K and TNC Tax allocation amounts, required deliverables, timely use of funds requirements, special conditions, and Fiscal Year Cash Flow Distribution Schedules; and



WHEREAS, There are sufficient funds in the Capital Expenditures line item of the Transportation Authority's approved Fiscal Year 2021/22 budget to cover the proposed actions; and

WHEREAS, At its December 1, 2021 meeting, the Community Advisory Committee was briefed on the subject request and unanimously adopted a motion of support for the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby amends the Prop K Bicycle Circulation/Safety 5YPP, as detailed in the enclosed allocation request form; and be it further

RESOLVED, That the Transportation Authority hereby allocates \$11,216,003 in Prop K funds and \$3,000,000 in TNC Tax funds, with conditions, and appropriates \$3,500,000 in Prop K funds for eight requests, as summarized in Attachment 3 and detailed in the enclosed allocation request forms; and be it further

RESOLVED, That the Transportation Authority finds the allocation of these funds to be in conformance with the priorities, policies, funding levels, and prioritization methodologies established in the Prop K Expenditure Plan, the Prop K Strategic Plan, the relevant 5YPPs, and TNC Tax Program Guidelines; and be it further

RESOLVED, That the Transportation Authority hereby authorizes the actual expenditure (cash reimbursement) of funds for these activities to take place subject to the Fiscal Year Cash Flow Distribution Schedules detailed in the enclosed allocation request forms; and be it further

RESOLVED, That the Capital Expenditures line item for subsequent fiscal year annual budgets shall reflect the maximum reimbursement schedule amounts adopted and the Transportation Authority does not guarantee reimbursement levels higher than those adopted; and be it further

RESOLVED, That as a condition of this authorization for expenditure, the Executive Director shall impose such terms and conditions as are necessary for the project sponsors to comply with applicable law and adopted Transportation Authority policies and execute Standard Grant Agreements to that effect; and be it further

RESOLVED, That as a condition of this authorization for expenditure, the project sponsors shall provide the Transportation Authority with any other information it may request regarding the use of the funds hereby authorized; and be it further

RESOLVED, That the Capital Improvement Program of the Congestion Management Program, the Prop K Strategic Plan and the relevant 5YPPs are hereby amended, as appropriate.



**San Francisco  
County Transportation  
Authority**

BD120721

RESOLUTION NO. 22-17

---

Attachments:

1. Summary of Requests Received
2. Brief Project Descriptions
3. Staff Recommendations
4. Prop K and TNC Tax Allocation Summaries - FY 2021/22

Enclosure:

Prop K/TNC Tax Allocation Request Forms (8)

## Attachment 1: Summary of Requests Received

							Leveraging		Phase(s) Requested	District(s)
Source	EP Line No./ Category <sup>1</sup>	Project Sponsor <sup>2</sup>	Project Name	Current Prop K Request	Current TNC Tax Request	Total Cost for Requested Phase(s)	Expected Leveraging by EP Line <sup>3</sup>	Actual Leveraging by Project Phase(s) <sup>4</sup>		
Prop K	5	SFCTA	DTX Rail Program Oversight and Technical Support for FTA Project Development	\$ 3,500,000		\$ 3,500,000	86%	0%; overall project expected to meet/exceed EP leveraging	Design	6, 10
Prop K	8	BART	BART Accessibility Improvement Program: Public Address System <sup>4</sup>	\$ 950,000		\$ 3,000,000	90%	68%	Construction	3, 6
Prop K	33	SFMTA	Western Addition Area Traffic Signal Upgrades - Phase 1	\$ 1,195,859		\$ 10,596,500	41%	89%	Construction	5, 6
Prop K	34	SFPW	Junipero Serra Blvd Pavement Renovation	\$ 4,397,129		\$ 4,517,204	79%	3%; overall project 10%	Construction	7
PROP K, TNC TAX	38, 40, Quickbuilds	SFMTA	FY22 Vision Zero Quick-Build Program Implementation	\$ 2,821,000	3,000,000	\$ 5,821,000	44%	52%	Design, Construction	Citywide
Prop K	39	SFMTA	Page Slow Street	\$ 325,000		\$ 325,000	28%	0%	Environmental Studies	5
Prop K	41	SFPW	Curb Ramps	\$ 978,252		\$ 978,252	45%	0%; overall project 16%	Construction	5, 6, 8, 11
Prop K	41	SFPW	Mansell Street Curb Ramps - Additional Locations	\$ 548,763		\$ 548,763	45%	0%; overall project 11%	Construction	9, 10
<b>TOTAL</b>				<b>\$ 14,716,003</b>	<b>\$ 3,000,000</b>	<b>\$ 29,286,719</b>	<b>48%</b>	<b>49%</b>		

## Footnotes

<sup>1</sup> "EP Line No./Category" is either the Prop K Expenditure Plan line number referenced in the 2019 Prop K Strategic Plan or the Prop AA Expenditure Plan category referenced in the 2017 Prop AA Strategic Plan, including: Street Repair and Reconstruction (Street), Pedestrian Safety (Ped), and Transit Reliability and Mobility Improvements (Transit) or the Traffic Congestion Mitigation Tax (TNC Tax) category referenced in the Program Guidelines.

<sup>2</sup> Acronyms: BART (Bay Area Rapid Transit District); SFCTA (San Francisco County Transportation Authority); SFMTA (San Francisco Municipal Transportation Agency); SFPW (San Francisco Public Works)

<sup>3</sup> "Expected Leveraging By EP Line" is calculated by dividing the total non-Prop K funds expected to be available for a given Prop K Expenditure Plan line item (e.g. Pedestrian Circulation and Safety) by the total expected funding for that Prop K Expenditure Plan line item over the 30-year Expenditure Plan period. For example, expected leveraging of 90% indicates that on average non-Prop K funds should cover 90% of the total costs for all projects in that category, and Prop K should cover only 10%.



<sup>4</sup> "Actual Leveraging by Project Phase" is calculated by dividing the total non-Prop K, non-Prop AA, or non-TNC Tax funds in the funding plan by the total cost for the requested phase or phases. If the percentage in the "Actual Leveraging" column is lower than in the "Expected Leveraging" column, the request (indicated by yellow highlighting) is leveraging fewer non-Prop K dollars than assumed in the Expenditure Plan. A project that is well leveraged overall may have lower-than-expected leveraging for an individual or partial phase.

Attachment 2: Brief Project Descriptions <sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	TNC Tax Funds Requested	Project Description
5	SFCTA	DTX Rail Program Oversight and Technical Support for FTA Project Development	\$ 3,500,000		The Downtown Rail Extension (DTX) program of projects represents the most significant set of interrelated rail projects under development in San Francisco. This appropriation provides for SFCTA program management oversight and technical support for development of the DTX project during the Federal Transit Administration (FTA) project development process, planned to culminate in a request (anticipated in the range of \$1.5-2.5 billion) for New Starts grant funds from the FTA. This request also provides for oversight and planning support to the Caltrain 4th and King Railyards Preliminary Business Case process.
8	BART	BART Accessibility Improvement Program: Public Address System	\$ 950,000		This project is one of the priorities of BART's Accessibility Improvement Program, which was developed based on community input. The Project will upgrade current public address system at the BART/Muni Powell Street Station, which has reached the end of its useful life and needs multiple upgrades to improve sound quality and speech intelligibility. These elements will improve customer experience, safety, and accessibility. BART expects the project will be completed by December 2023.
33	SFMTA	Western Addition Area Traffic Signal Upgrades Phase 1	\$ 1,195,859		<p>Requested funds will install traffic-signal related safety improvements at a total of 16 locations in the Western Addition area. Upgrades will include new pedestrian countdown signals, accessible (audible) pedestrian signals, mast arms, higher-visibility 12-inch traffic signal heads, updated curb ramps, and replacement of old signal infrastructure. Scope includes new signals at Buchanan Street/Golden Gate Avenue and Golden Gate Avenue/Octavia Street, and pedestrian activated flashing beacons and speed radar signs at Buchanan/Turk Streets and Buchanan/Fulton Streets which would complement the renovations planned for Buchanan Mall. See page 25 of the enclosure for the full list of locations. Six locations are located on the Vision Zero High Injury Network.</p> <p>Phase 1 locations have been prioritized to coordinate with Public Work paving projects, and were selected in part based on feedback from the 2017 Western Addition Community-Based Transportation Plan funded in part through the Transportation Authority's Neighborhood Program. This allocation would leverage \$3,179,500 in Local Partnership Program funds recommended by the Board in March 2021. SFMTA expects that all locations will be open for use by December 2023.</p>

Attachment 2: Brief Project Descriptions <sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	TNC Tax Funds Requested	Project Description
34	SFPW	Junipero Serra Blvd Pavement Renovation	\$ 4,397,129		Demolition and pavement renovation along 17 blocks of Junipero Serra Boulevard from Monterey Boulevard to 19th Avenue (16 blocks), and on Stratford Drive from Junipero Serra Boulevard to Junipero Serra Boulevard (1 block). Scope includes new and retrofitted curb ramps, new sidewalk construction, traffic control, and all related and incidental work within project limits. The construction contract for this project will include San Francisco Public Utilities Commission scope for sewer main replacement along Junipero Serra, and San Francisco Municipal Transportation Agency scope for traffic signal conduit and traffic signal box replacement at Junipero Serra and Holloway Avenue. SFPW anticipates that the project will be open for use by March 2024.
38, 40, Quickbuilds	SFMTA	FY22 Vision Zero Quick-Build Program Implementation	\$ 2,821,000	\$ 3,000,000	Requested funds will be used to design and construct pedestrian and bicycle safety improvements on 10 corridors on the Vision Zero High Injury Network (see page 48 of the enclosure for locations), as well as programmatic spot improvements at locations to be identified throughout the city. Improvements are comprised of reversible or adjustable traffic control measures such as paint, posts, signs, and parking & loading changes. The project also includes evaluation of each quick-build project. SFMTA anticipates that all quick-build projects will be open for use by December 2023.
39	SFMTA	Page Slow Street	\$ 325,000		Conduct public outreach, field testing (evaluation of temporary traffic safety measures), and final approvals for traffic safety investments on and adjacent to Page Street between Stanyan and Gough streets. The existing Slow Street includes temporarily-approved measures from the 2019 Page Bikeway Pilot project as well as from the COVID-19 emergency response. This effort will continue the evaluation and adjustment of these measures, and will conduct extensive public outreach to identify and approve final recommended measures including streetscape changes that require more detailed design and construction. Field testing of measures would begin in spring 2022. SFMTA expects to obtain the approvals necessary to start detailed design of a long-term project by March 2023.

Attachment 2: Brief Project Descriptions <sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	TNC Tax Funds Requested	Project Description
41	SFPW	Curb Ramps	\$ 978,252		Requested funds will be used to construct 16 curb ramps at the intersections of San Jose Avenue/Broad Street/Farragut Avenue, Twin Peaks Boulevard/Crown Terrace Avenue, Twin Peaks Boulevard/Graystone Terrace Avenue, 17th/Church Streets (North and South), and Townsend/Clyde Streets. The intersection of 17th and Church is a complex location that requires coordination with MUNI light rail operations and de-energizing overhead contact system lines to allow safe construction of the curb ramps, thus the project cost includes substitution of light rail service with bus service for an estimated 28 days. Public Works and the Mayor's Office on Disability developed a list of curb return locations identified through citizen complaints and requests. SFPW anticipates all locations will be completed by December 2023.
41	SFPW	Mansell Street Curb Ramps - Additional Locations	\$ 548,763		This request would provide funds to expand the scope of the Prop K funded Mansell Street Curb Ramp project, approved in October 2020, to include 12 additional locations along Mansell Street at the intersections with Brussels and Girard Streets. The total number of curb ramps in this project will increase to 42 ramps. See page 104 of the enclosure for the full list of locations. The proposed curb ramps are located on concrete streets, which requires concrete gutter and curb repair which is more expensive than asphalt to replace. These locations also have steep grades, requiring in some instances handrails and additional concrete work. SFPW expects the project to be open for use by June 2022.
<b>TOTAL</b>			<b>\$14,716,003</b>	<b>\$3,000,000</b>	

<sup>1</sup> See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations <sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Recommended	TNC Tax Funds Recommended	Recommendations
5	SFCTA	DTX Rail Program Oversight and Technical Support for FTA Project Development	\$ 3,500,000		<b>Strategic Plan Update:</b> The recommendation is contingent upon approval of the 2021 Prop K Strategic Plan Update and corresponding 5YPP amendments, anticipated at December 7 Board meeting.
8	BART	BART Accessibility Improvement Program: Public Address System	\$ 950,000		<b>5-Year Prioritization Program (5YPP) Amendment:</b> The recommended allocation is contingent upon approval of the 2021 Prop K Strategic Plan Update and corresponding 5YPP amendments, anticipated at December 7 Board meeting.
33	SFMTA	Western Addition Area Traffic Signal Upgrades - Phase 1	\$ 1,195,859		<b>5YPP Amendment:</b> The recommended allocation is contingent upon approval of the 2021 Prop K Strategic Plan Update and corresponding 5YPP amendments, anticipated at Dec. 7 Board meeting.
34	SFPW	Junipero Serra Blvd Pavement Renovation	\$ 4,397,129		<b>5YPP Amendment:</b> The recommended allocation is contingent upon approval of the 2021 Prop K Strategic Plan Update and corresponding 5YPP amendments, anticipated at Dec. 7 Board meeting.
38, 40, Quickbuilds	SFMTA	FY22 Vision Zero Quick-Build Program Implementation	\$ 2,821,000	\$3,000,000	<b>Note:</b> In October 2020, the Board programmed \$5 million in FY 2021/22 TNC Tax funds to the Vision Zero Quick-Build Program. This recommendation would allocate \$3 million collected to date of the \$5 million programmed.
39	SFMTA	Page Slow Street	\$ 325,000		<b>5YPP Amendment:</b> The recommended allocation is contingent upon approval of the 2021 Prop K Strategic Plan Update and corresponding 5YPP amendments (anticipated at the December 7 Board meeting), as well as an additional amendment of the Bicycle Circulation and Safety 5YPP. See enclosed allocation request form for details.
41	SFPW	Curb Ramps	\$ 978,252		
41	SFPW	Mansell Street Curb Ramps - Additional Locations	\$ 548,763		
<b>TOTAL</b>			<b>\$ 14,716,003</b>	<b>\$ 3,000,000</b>	

<sup>1</sup> See Attachment 1 for footnotes.

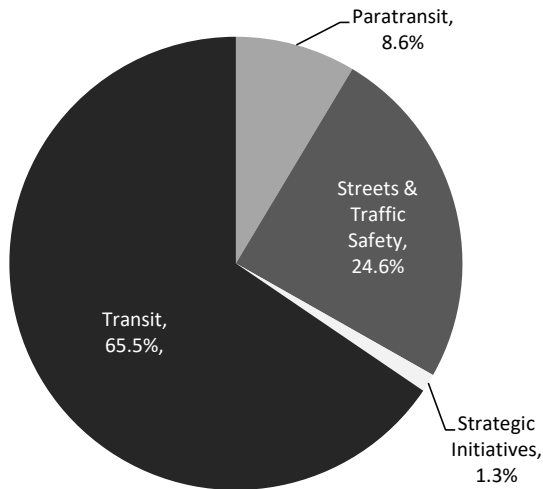
**Attachment 4.**  
**Prop K Allocation Summary - FY2021/22**

**PROP K SALES TAX**

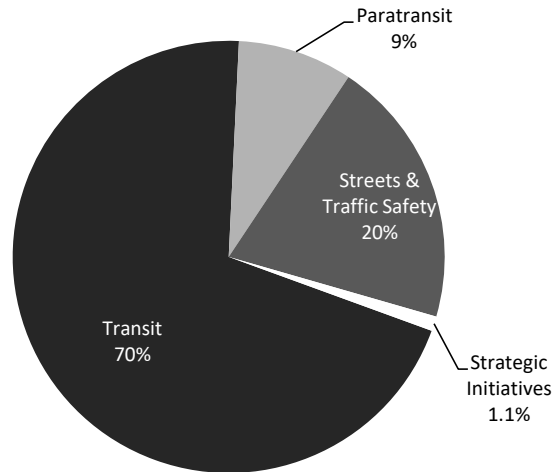
<b>FY2021/22</b>	<b>Total</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>FY 2025/26</b>
Prior Allocations	\$ 32,537,175	\$ 16,926,381	\$ 10,527,027	\$ 2,048,646	\$ 2,151,909	\$ 883,212
Current Request(s)	\$ 14,716,003	\$ 1,450,000	\$ 7,306,017	\$ 5,959,986	\$ -	\$ -
New Total Allocations	\$ 47,253,178	\$ 18,376,381	\$ 17,833,044	\$ 8,008,632	\$ 2,151,909	\$ 883,212

The above table shows maximum annual cash flow for all FY 2021/22 allocations and appropriations approved to date, along with the current recommended allocation(s) and appropriation.

**Investment Commitments,  
per Prop K Expenditure Plan**



**Prop K Investments To Date**


**TRAFFIC CONGESTION MITIGATION TAX (TNC Tax)**

<b>FY2021/22</b>	<b>Total</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>
Prior Allocations	\$ -	\$ -	\$ -	\$ -	\$ -
Current Request(s)	\$ 3,000,000	\$ -	\$ 2,660,000	\$ 340,000	\$ -
New Total Allocations	\$ 3,000,000	\$ -	\$ 2,660,000	\$ 340,000	\$ -

TNC Tracker  
 Good  
 Good



## Memorandum

### AGENDA ITEM 6

**DATE:** December 2, 2021  
**TO:** Transportation Authority Board  
**FROM:** Anna LaForte - Deputy Director for Policy and Programming  
**SUBJECT:** 12/07/2021 Board Meeting: Allocate \$11,216,003 in Prop K Funds and \$3,000,000 in TNC Tax Funds, with Conditions, and Appropriate \$3,500,000 in Prop K Funds for Eight Requests

#### RECOMMENDATION

☐ Information ☒ Action

Allocate \$950,000 in Prop K funds to the Bay Area Rapid Transit District (BART) for:

1. Accessibility Improvement Program: Public Address System

Allocate \$7,341,859 in Prop K and TNC Tax funds to the San Francisco Municipal Transportation Agency (SFMTA) for:

2. Western Addition Area - Traffic Signal Upgrades - Phase 1 (\$1,195,859)
3. FY22 Vision Zero Quick-Build Program Implementation (\$2,821,000 in Prop K funds, \$3,000,000 in TNC Tax funds)
4. Page Slow Street (\$325,000)

Allocate \$5,924,144 in Prop K funds to San Francisco Public Works (SFPW) for:

5. Junipero Serra Blvd Pavement Renovation (\$4,397,129)
6. Curb Ramps (\$978,252)
7. Mansell Street Curb Ramps - Additional Locations (\$548,763)

Appropriate \$3,500,000 in Prop K funds for:

8. DTX Rail Program Oversight and Technical Support for FTA Project Development (\$3,500,000)

#### SUMMARY

Attachment 1 lists the requests, including phase(s) of work and supervisorial district(s). Attachment 2 provides brief descriptions of the projects. Attachment 3 contains the staff recommendations. Project sponsors will attend the meeting to answer any questions the Board may have.

- ☒ Fund Allocation
- ☒ Fund Programming
- ☐ Policy/Legislation
- ☐ Plan/Study
- ☐ Capital Project Oversight/Delivery
- ☐ Budget/Finance
- ☐ Contract/Agreement
- ☐ Other: \_\_\_\_\_



## DISCUSSION

Attachment 1 summarizes the subject allocation requests, including information on proposed leveraging (e.g. stretching Prop K sales tax dollars further by matching them with other fund sources) compared with the leveraging assumptions in the Prop K Expenditure Plan. Attachment 2 includes brief project descriptions. Attachment 3 summarizes the staff recommendations for each request, highlighting special conditions and other items of interest. An Allocation Request Form for each project is enclosed, with more detailed information on scope, schedule, budget, funding, deliverables and special conditions.

**BART Accessibility Improvement Program: Public Address System Request.** At the October 27 Community Advisory Committee (CAC) meeting, the CAC considered a Prop K request from BART for the Accessibility Improvement Program: Public Address System and Hearing Loop project. After some discussion, the CAC approved a motion to delay consideration until BART and SFMTA coordinate on potentially adding hearing loops to the Muni station agent booths at the shared stations in San Francisco, in addition on the BART agent booths as proposed in the pending request. The CAC motion also indicated that they didn't want to hold up making BART's proposed accessibility improvements if the coordination with SFMTA would cause significant delays to the BART project.

Since the CAC meeting, we have been actively working with BART and SFMTA staff to address the CAC's request. As a result of these discussions, BART has agreed to separate the accessibility improvements into two projects. This will allow for the portion of the project related to the Public Address System at the Powell Street BART station to be put out to bid now, while coordination between BART and SFMTA continues for the hearing loop enhancements at the shared stations. The pending request for BART's Accessibility Improvement Program: Public Address System has been reduced from \$1,100,000 to \$950,000, with \$150,000 remaining available for the BART Accessibility Program hearing loop project which we anticipate will advance in Spring 2022.

## FINANCIAL IMPACT

The recommended action would allocate and appropriate \$17,716,003 in Prop K and TNC Tax funds. The allocations and appropriations would be subject to the Fiscal Year Cash Flow Distribution Schedules contained in the enclosed Allocation Request Forms.

Attachment 4 shows the Prop K and Prop AA Fiscal Year 2021/22 allocations and appropriations approved to date, with associated annual cash flow commitments as well as the recommended allocation and cash flow amounts that are the subject of this memorandum.

Sufficient funds are included in the Fiscal Year 2021/22 annual budget. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distributions for those respective fiscal years.

## CAC POSITION

The CAC considered this item at its December 1, 2021 meeting, and unanimously adopted a motion of support for the staff recommendation.





## **SUPPLEMENTAL MATERIALS**

- Attachment 1 - Summary of Requests
- Attachment 2 - Project Descriptions
- Attachment 3 - Staff Recommendations
- Attachment 4 - Prop K and TNC Tax Allocation Summaries - FY 2021/22
- Enclosure - Allocation Request Forms (8)

[ this page intentionally left blank ]



San Francisco  
County Transportation  
Authority



RESOLUTION APPROVING THE 2021 SAN FRANCISCO CONGESTION MANAGEMENT PROGRAM (CMP) AND ISSUING AN OFFICIAL FINDING THAT THE CITY AND COUNTY OF SAN FRANCISCO IS IN CONFORMANCE WITH THE CMP

WHEREAS, As the Congestion Management Agency for San Francisco, the Transportation Authority is required by state law to update the CMP on a biennial basis; and

WHEREAS, The legislative intent of state congestion management law is to tie transportation project funding decisions to measurable improvements in mobility and access, while taking into account the impacts of land use decisions on local and regional transportation systems; and

WHEREAS, The CMP has several required elements, including a designated congestion management roadway network, biennial monitoring of automobile level of service on this network, a multimodal performance element, a uniform transportation analysis database, travel demand management provisions, a land use impacts analysis program, and a multimodal capital improvement program; and

WHEREAS, The 2021 CMP update reflects developments pertaining to the Transportation Authority's Congestion Management Agency activities since 2019, including system performance data collection and analysis, transportation policy changes and initiatives at the regional and state levels, and progress of the Transportation Authority's planning and project oversight efforts; and

WHEREAS, The 2021 CMP was prepared to comply with all pertinent requirements of State law, including relevant amendments, and, by agreement with the Metropolitan Transportation Commission (MTC), to comply with implementation of portions of Federal surface transportation law; and

WHEREAS, Adoption of the 2021 CMP is essential to achieve compliance with state congestion management mandates, as well as to ensure the City's continued eligibility for various state and federal transportation funding sources; and

WHEREAS, The 2021 CMP needs to be submitted to the MTC for adoption; and

WHEREAS, At its December 1, 2021 meeting, the Community Advisory Committee was briefed on the 2021 CMP and unanimously adopted a motion of support for its approval; now, therefore, be it



RESOLVED, That the Transportation Authority hereby approves the 2021 San Francisco CMP; and be it further

RESOLVED, That the Transportation Authority hereby finds that the City and County of San Francisco is in conformance with the requirements of the CMP, pursuant to Section 65089 of the California Government Code; and be it further

RESOLVED, That the Executive Director is hereby authorized to prepare the document for final publication and distribute the document to the MTC for approval and to all other relevant agencies and interested parties.

Attachment:

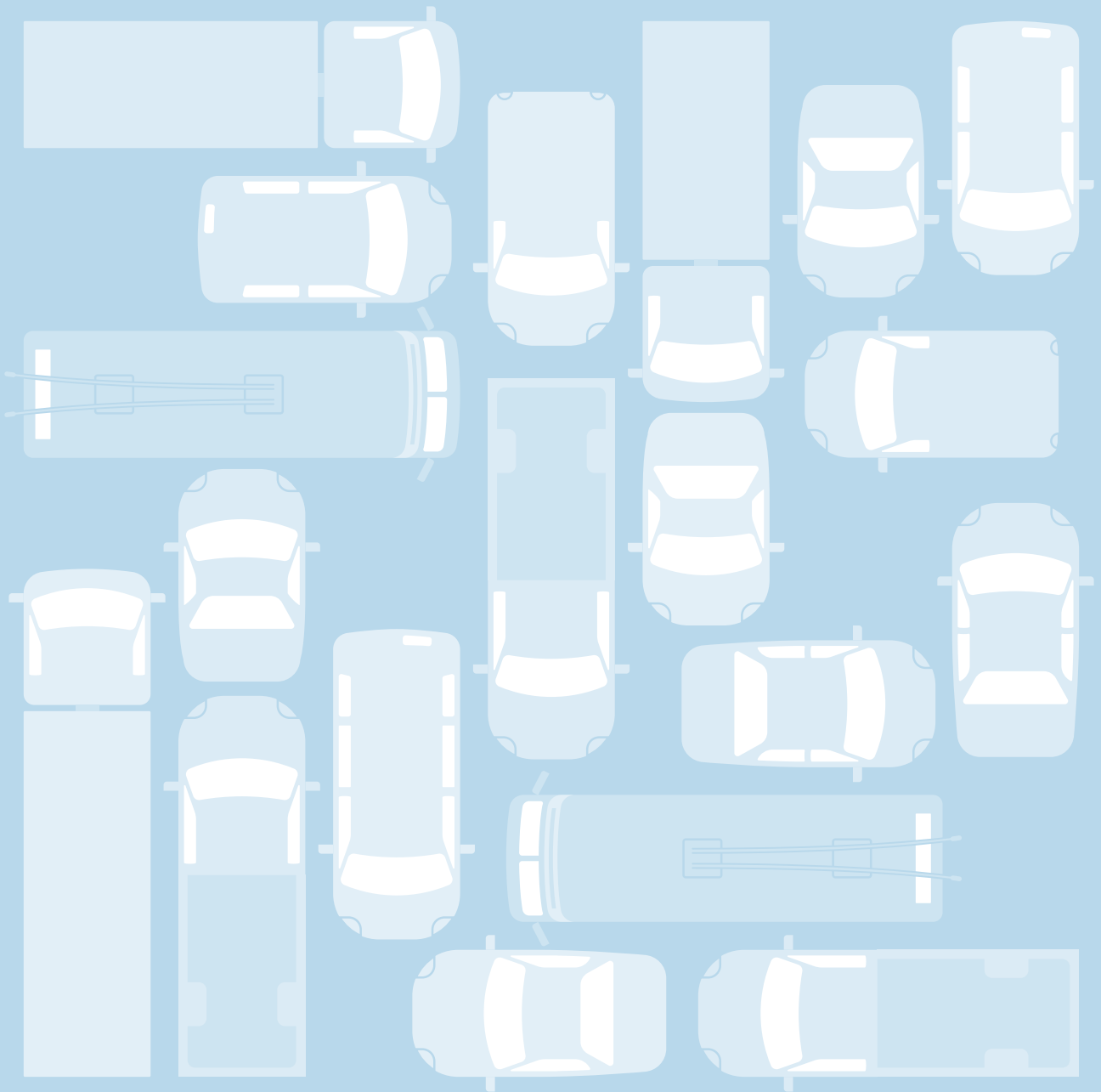
1. Attachment 1 - CMP Executive Summary

Enclosures (2):

1. 2021 San Francisco Congestion Management Program
2. CMP Technical Appendices

CONGESTION MANAGEMENT PROGRAM DECEMBER 2021

# Executive Summary



## Introduction

Every two years, the San Francisco County Transportation Authority (SFCTA) prepares the San Francisco Congestion Management Program (CMP). This program is conducted in accordance with state law to monitor congestion and adopt plans for mitigating traffic congestion that falls below certain thresholds. By statute, the CMP legislation originally focused its requirements on measuring traffic congestion, specifically through Level-of-Service (LOS), which grades roadway facilities by vehicle delay. The SFCTA has since evolved its CMP to include more multimodal and system performance monitoring, in keeping with San Francisco's Transit First Policy, and in recognition that automobile-focused metrics such as LOS result in a limited view of transportation issues, which can result in inefficient, modally biased, and often, unintentionally, counter-productive solutions.<sup>1</sup>

State CMP legislation aims to increase the productivity of existing transportation infrastructure and encourage more efficient use of scarce new dollars for transportation investments in order to effectively manage congestion, improve air quality, and facilitate sustainable development. The purpose of the 2021 San Francisco Congestion Management Program is to:

- Define San Francisco's performance measures for congestion management;
- Report congestion monitoring data, including transit performance, for San Francisco county to the public and the Metropolitan Transportation Commission (MTC);
- Describe San Francisco's congestion management strategies and efforts; and
- Outline the congestion management work program for fiscal years 2021/22 and 2022/23.

The past year and a half are without precedent in the past century, as the COVID pandemic disrupted peoples' health, livelihoods, activities, and the economy overall. These changes have, in turn, had a profound effect on peoples' travel, as shelter-in-place orders reduced the number and type of activities people were able to participate in publicly, as employers responded with reduced workforces and with the widespread implementation of telecommute policies for some types of workers, as some residents relocated (at least temporarily) to other parts of the region, state, and country, and as transit agencies reduced and reconfigures service offerings. All of these changes, as well as many others, affected the performance of San Francisco's transportation system, as reflected in this

---

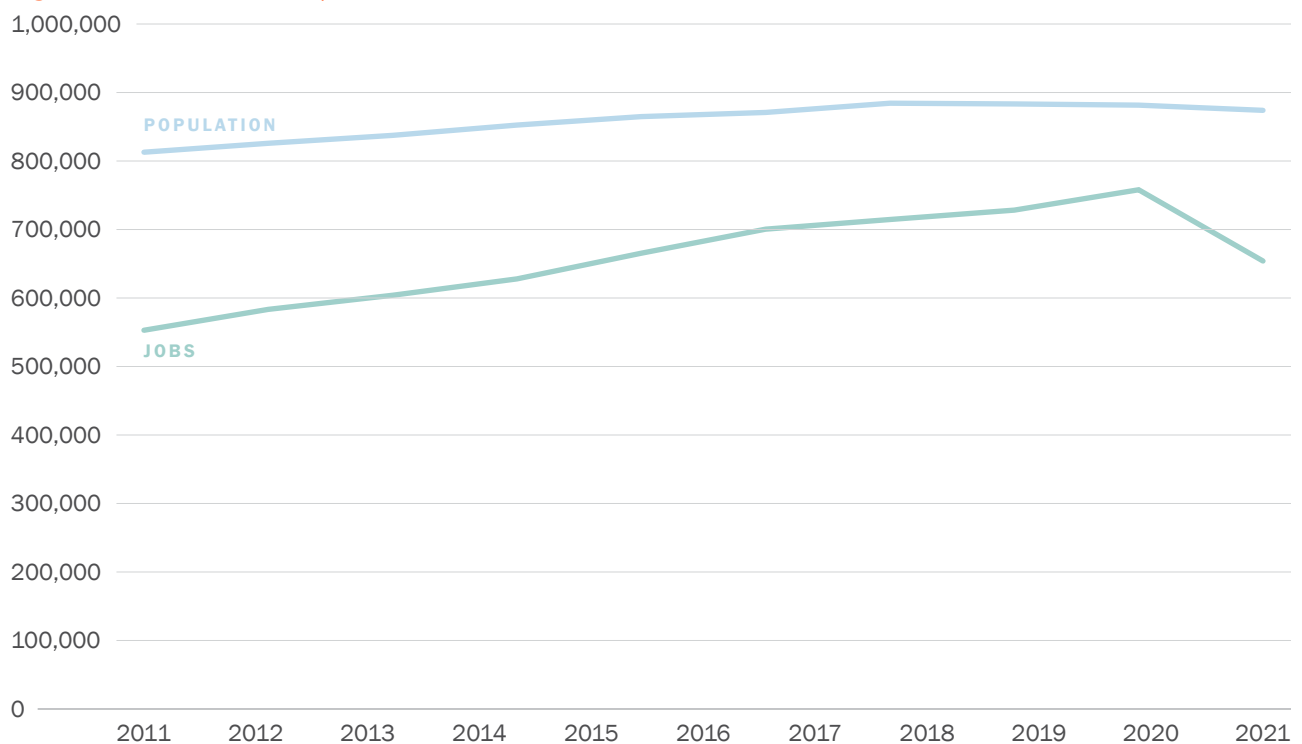
<sup>1</sup> In order to reduce vehicle delay and improve LOS, without considering strategies that encourage shifts to other modes, the increased roadway capacity is the implied solution, which, in turn, has been shown to lead to more driving (induced demand).

update to San Francisco's CMP. The following sections document the unique changes observed over the past year. This report presents a wide variety of multimodal metrics that have been previously reported, such as roadway travel times, transit travel times, transit reliability, vehicle miles travelled (VMT), pedestrian and bicycle counts, and safety. It also introduces a few new measures, including roadway travel time reliability, transit coverage, and mode shares. Wherever possible, the document presents longer term trends so as to provide readers additional context to help understand current conditions.

## State of Transportation

San Francisco has been an employment and population hub in the Bay Area, and in the decade prior to the COVID pandemic experienced tremendous growth (see Figure 0-1). Between 2011 and 2019, job growth significantly exceeded population growth in San Francisco by a factor of more than three to one, with over 200,000 new jobs and 60,000 new residents added during this period. However, as a result of the COVID pandemic these growth trends were halted and reversed, with employment dropping for the first time in over a decade, and population declining as well. More than 100,000 jobs were lost between 2019 and 2020, though there are indications that employment is increasing in recent months as the spread of COVID is curtailed and the economy reopens.

**Figure 0-1. San Francisco Population and Job Growth since 2011**



## ROADWAY LEVEL OF SERVICE AND RELIABILITY

The CMP legislation defines roadway performance primarily by using the LOS traffic engineering concept to evaluate the operating conditions on a roadway. LOS describes operating conditions on a scale of A to F, with "A" describing free flow, and "F" describing bumper-to-bumper conditions. For the current monitoring period, average travel speeds on the CMP network have increased since 2019 for all measured time periods and road types, as shown in Figure O-2. This represents the first time in the past decade when overall average roadway speeds have improved between CMP updates, and are certainly attributable to greater levels of remote work and telecommuting, reductions in activity participation by individuals due either to personal preference or restrictions, reluctance to use public transit, and overall higher levels of unemployment. Average arterial travel speeds have increased 33% from 13.3 mph to 17.7 mph in the AM peak and increased 36% from 12.2 mph to 16.7 mph in the PM peak. The average travel speed on freeways increased 46% from 31.5 mph to 46.0 mph in the AM peak and increased 42% from 23.6 mph to 33.7 mph in the PM peak. The overall increases in speeds are a reversal in the trend of declining roadway performance observed during most part of this decade.

**Figure O-2. CMP Network Average Travel Speed Change**

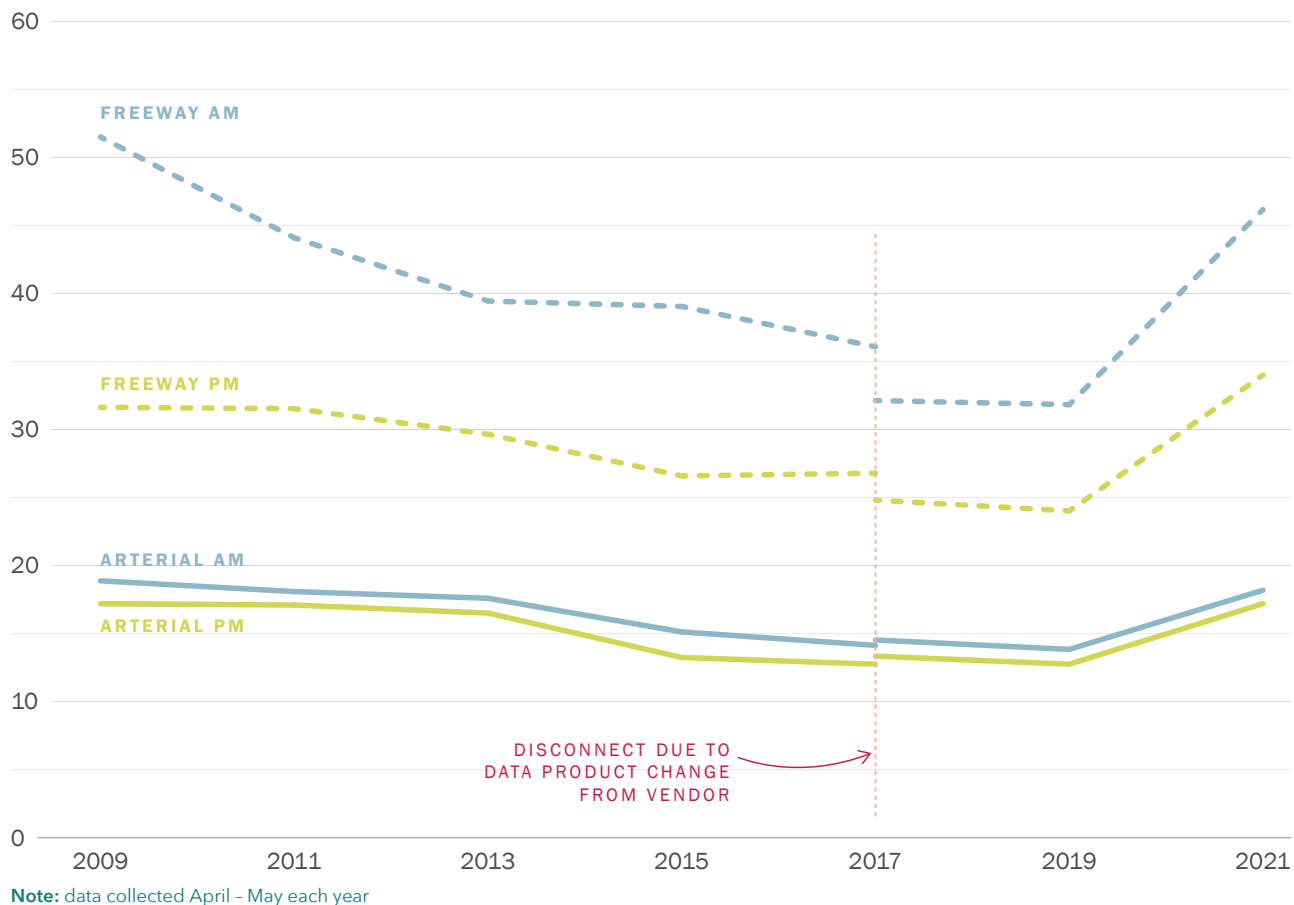
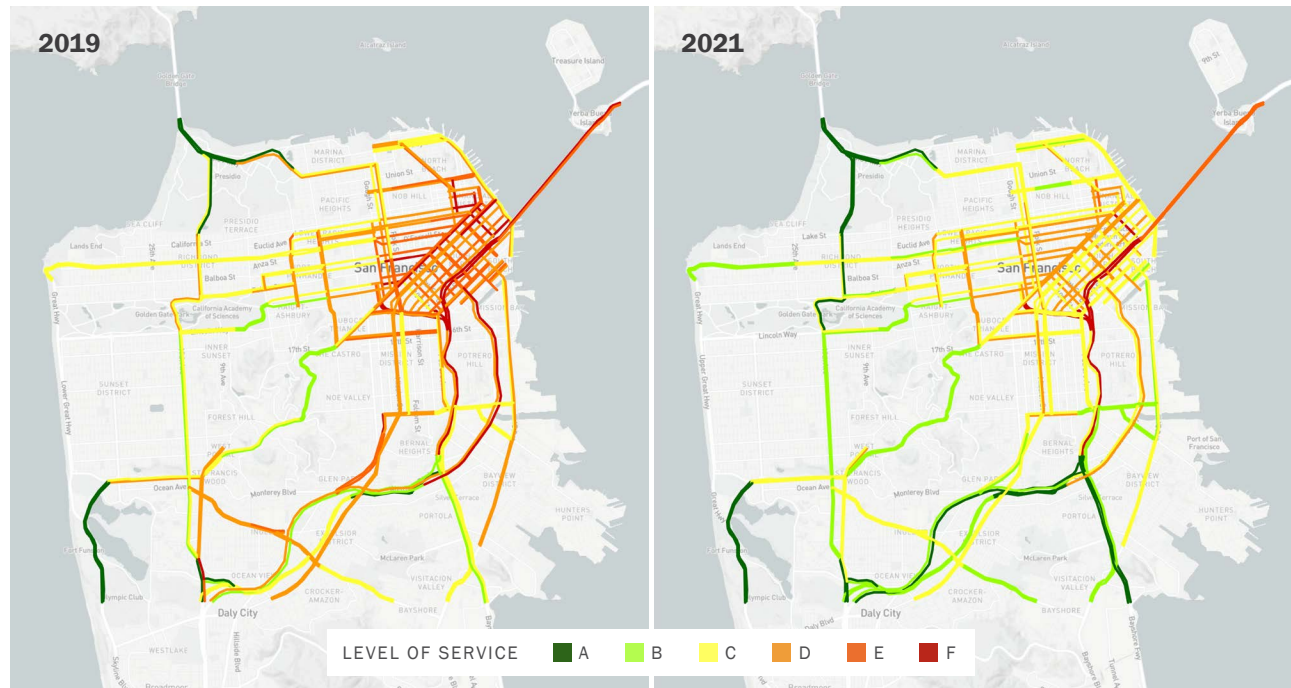




Figure 0-3 shows a comparison between LOS in 2019 and 2021 in the PM peak. There is significant improvement in the majority of Downtown arterials, as well as arterials in San Francisco's western and southern neighborhoods, but LOS is back to 2019 levels on several freeway segments. An interactive version of this map that allows users to view historical trends for the City overall, as well as for all the individual CMP segments, can be found at [congestion.sfcta.org](https://congestion.sfcta.org).

**Figure 0-3: 2019 and 2021 PM Peak Roadway Level-of-Service**

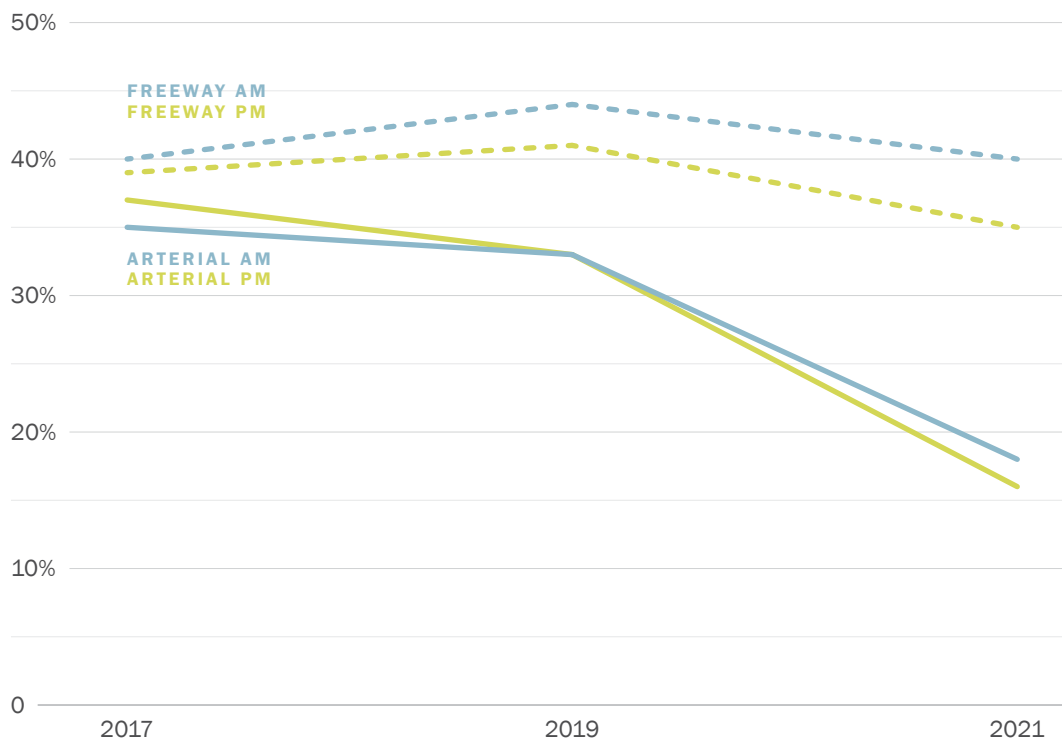


**Note:** data collected April – May each year

While the average travel speeds and LOS reported provide useful insights into congestion, they do not capture a critical aspect of peoples' perception of congestion, which is the reliability of travel times. For example, a traveler is likely to perceive the congestion on roadway where the travel is always 15 minutes differently that they perceive the congestion on a roadway where half the time the travel time is 5 minutes and the other half the time the travel time is 25 minutes. The unreliability of the travel time on this second roadway is onerous because it forces travelers to change their schedule so as to ensure that they aren't late to their destinations. In order to capture this aspect of congestion, a new metric for measuring roadway reliability is introduced in this CMP update called the Buffer Time Index (BTI). This is calculated as the amount of extra travel time (expressed as a percent of average travel time) that the travelers need to additionally budget so that they have a 95% chance of arriving on time. In other words, it is the buffer time needed if one does not want to be late more than once a month. Like auto speed, reliability has improved significantly

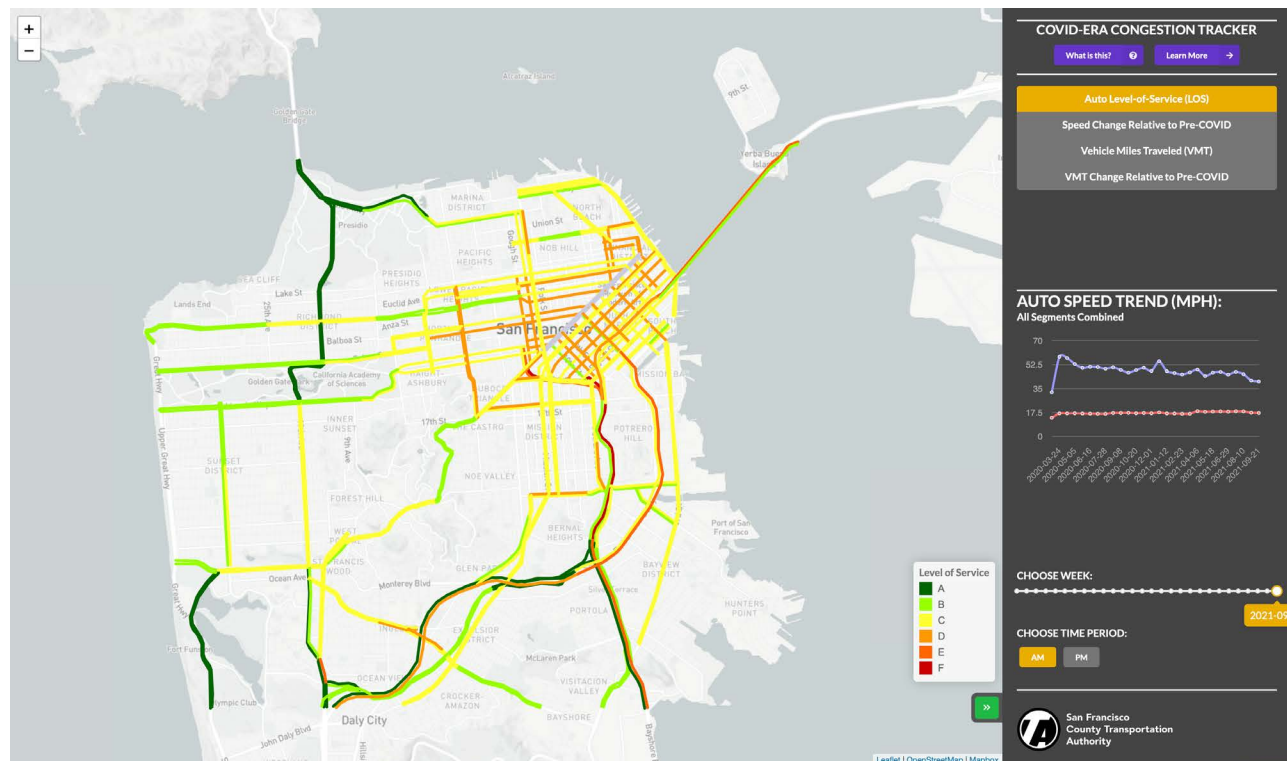
from 2019 to 2021 (Figure O-4). Note that a lower value of BTI indicates higher reliability. For example, the BTI for arterials in the PM period was 33% in 2019, and 15% in 2021. This means that, on average, a traveler making a 20 minute trip of San Francisco arterials in 2019 would have needed to anticipate 6.6 minutes of extra time so as not to be late, while in 2021 they would have needed to anticipate only 3 minutes of extra time to not be late.

**Figure O-4. CMP Network Average Reliability (BTI) Change**



Note: data collected April - May each year

Due to rapid and uncertain changes in traffic conditions after COVID, the Transportation Authority developed a new tool for short-term monitoring called the "COVID-Era Congestion Tracker" ([covid-congestion.sfcta.org](https://covid-congestion.sfcta.org)), shown in Figure O-5. This tool tracks reports many of the same roadway performance metrics as reported the CMP congestion visualization, but with a much greater frequency (every three weeks instead of biennially) and over a shorter time frame (from March 2020 through the present instead of from Spring 1991 through Spring 2021). This tool is being used by the Transportation Authority and other City agencies to help inform pandemic recovery plans. While the biennial CMP monitoring, which is always performed in the spring of odd-numbered years, shows significantly higher speeds than past years ([congestion.sfcta.org](https://congestion.sfcta.org)), the COVID-Era Congestion Tracker shows that since this past spring auto speeds on many streets have already dropped close to pre-pandemic levels and in some cases even slower than pre-pandemic.

**Figure 0-5. covid-Era Congestion Tracker**

Source: <https://covid-congestion.sfcta.org/>

Strategies to managing congestion are key to maintaining our accessibility as the city recovers. These include: improving public transportation, bicycling and walking routes and facilities; coordinating new development to support walkable and transit-oriented neighborhoods; and managing vehicle use, parking, and traffic signals to ensure safety and efficiency.

## TRANSIT SPEEDS

In addition to monitoring roadway speeds, the Transportation Authority also tracks surface transit speeds, and the ratio of private vehicle speeds to bus speeds, as our primary system performance metric. Transit speeds on the CMP network increased since 2019 (Figure 0-6). Compared to 2019, the average transit speed (collected for buses only) in 2021 increased 15% from 8.4 to 9.7 mph in the AM peak. In the PM peak period transit speeds also increased 24% from 7.6 to 9.4 mph. Like roadway speeds, most of the increase in transit speeds may be attributable to overall lower levels of demand due to reduced activity participation and increased telecommuting, which in turn increased travel speeds on the roadway network that the buses travel on. Improved transit speeds may be attributable also to increased deployment of transit priority lanes, and to less delay resulting from fewer boardings and alightings, during COVID-19.

## TRANSIT TRAVEL TIME RELIABILITY

Transit speed information is also used to calculate the variability of speed as a measure of transit travel time reliability. Figure 0-7 shows that transit travel time reliability has worsened (variability has increased) since 2019 despite improvements in average transit speed. However, this worsening of travel time variability should be understood within the context of an overall improvement in transit travel speeds. For example, average transit performance improved from 7.6 mph and 21% variability in 2019 to 9.4 mph and 25% variability in 2021, which means approximately 70% of the time, a 3 mile transit trip in 2019 would take between 18.7 minutes and 28.7 minutes, while this same trip in 2021 would take between 14.4 minutes and 23.9 minutes. While transit was slightly less reliable in 2021, the overall improvements in transit speeds far offset this effect.

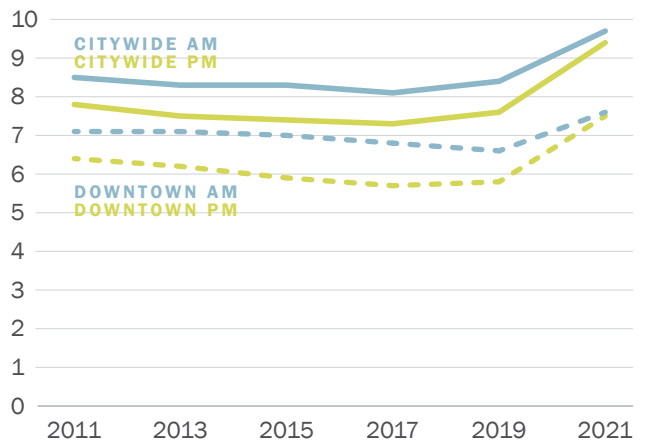
## AUTO-TRANSIT SPEED RATIO

In order to assess the competitiveness of transit with driving, the ratio of auto to transit speeds is calculated by comparing auto to transit speeds on the portions of the CMP network for which Muni data is available. A ratio of 2 would indicate that, for a particular segment, on-board transit travel time is twice that of auto travel time. As shown in Figure 0-8, the average auto-transit speed ratio increased between 2019 and 2021. Both average auto and transit speeds improved this year but auto speeds improved more than transit speeds which resulted in transit being less competitive relative to auto.

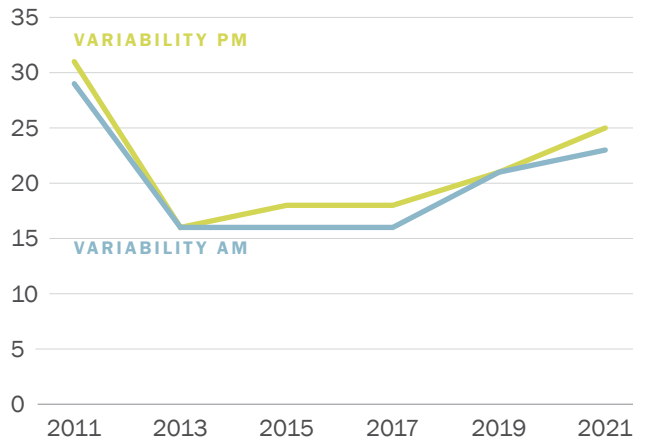
## MULTIMODAL VOLUMES

The SFCTA has placed a high priority on shifting travelers' modes to increase the number of trips made by walking and bicycling. Figure 0-9 and Figure 0-10 respectively show bicycle and pedestrian

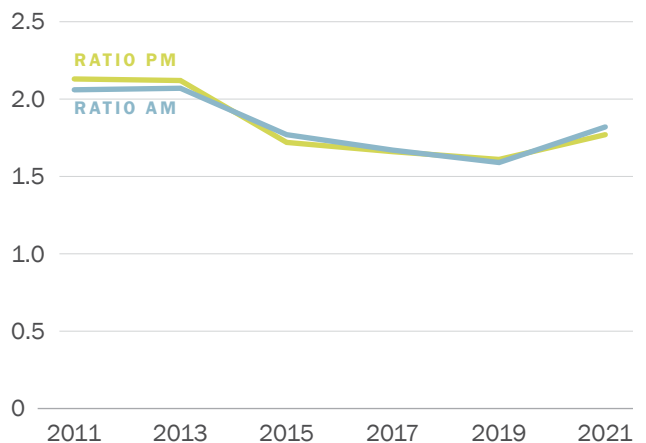
**Figure 0-6. Overall Average Transit Speeds Trend for CMP Network**



**Figure 0-7. Transit Travel Time Reliability**



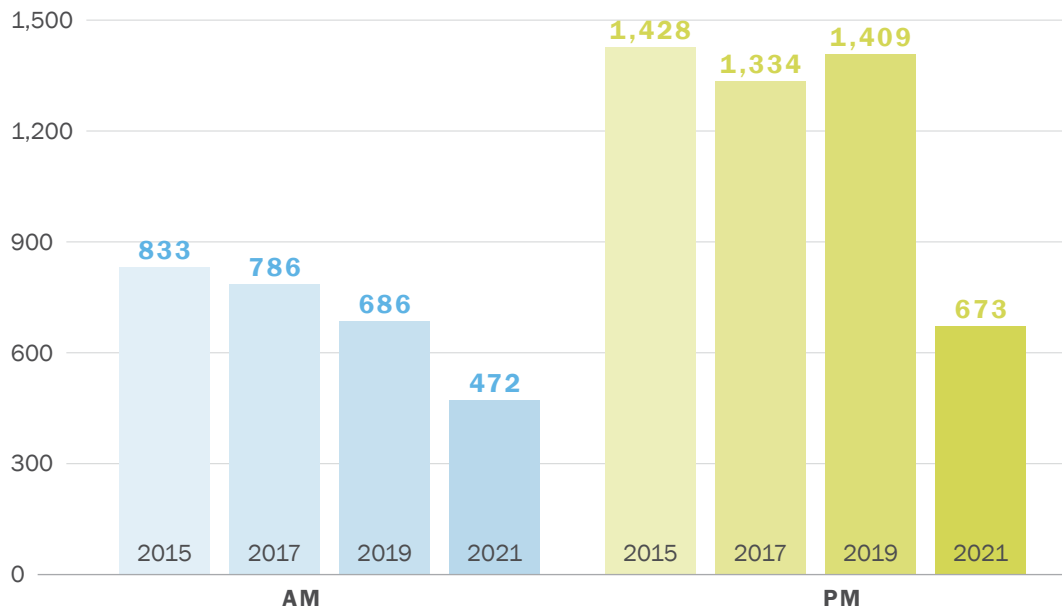
**Figure 0-8. Auto-Transit Speed Ratio**



**Note:** data for Figures 0-6, 0-7 and 0-8 collected April - May each year

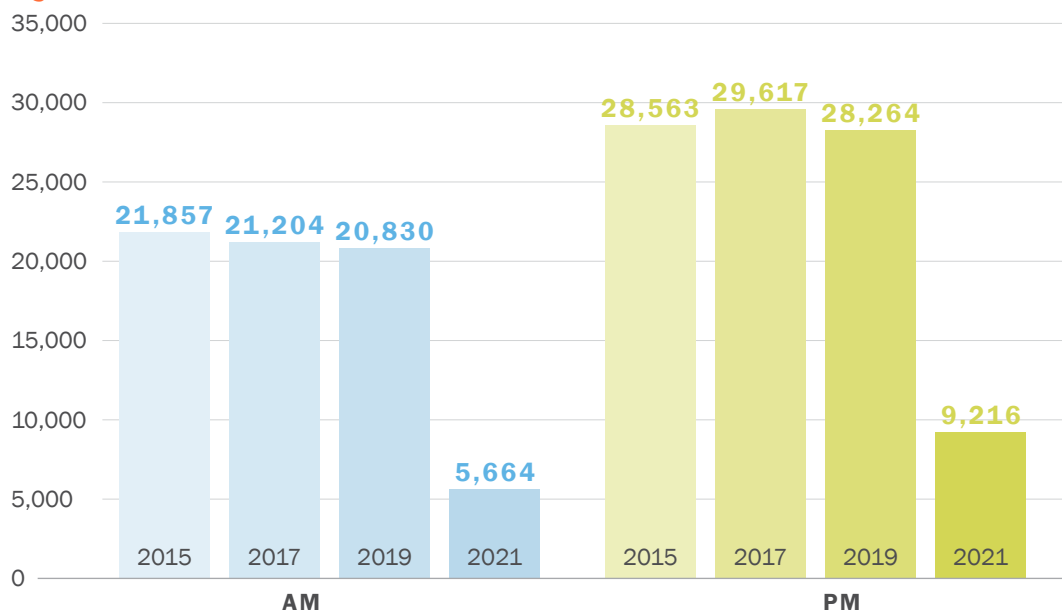
counts collected by SFCTA between 2015 and 2021. At these locations, bicycle and pedestrian volumes dropped by 45% and 70% respectively compared to a 22% reduction in vehicle volumes. All of these reductions are likely a reflection of greater levels of remote work and telecommuting, reductions in activity participation by individuals due either to public health-related personal preference or restrictions.

**Figure 0-9. SFCTA Intersection Bicycle Counts 2015 - 2021**



Note: data collected April - May each year

**Figure 0-10. SFCTA Intersection Pedestrian Counts 2015 - 2021**



Note: data collected April - May each year

## PEDESTRIAN AND BICYCLE SAFETY

Safety for pedestrians and cyclists are key measures of non-motorized transportation performance, and a critical policy priority for San Francisco. San Francisco adopted Vision Zero as a policy in 2014, committing to build better and safer streets, educate the public on traffic safety, enforce traffic laws, and adopt policy changes that save lives. Figure 0-11 illustrates the number of pedestrian and bicycle fatalities in San Francisco since 2008. It shows that while pedestrian fatalities decreased between 2019 and 2020, there was an increase in bicycle fatalities in the same period. Overall, the total non-motorized fatalities were lower in 2020 than 2018 and 2019.

## OTHER MEASURES

### Vehicle Miles Traveled (VMT)

In 2016, the San Francisco Planning Commission adopted new guidelines for evaluating the transportation impacts of new projects. Critically, additional automobile delay as measured by level-of-service (LOS) is no longer considered an environmental impact, and environmental impact determinations now use vehicle miles travelled. Figure 0-12 illustrates the trend in estimated VMT on all San Francisco roadways. It shows that VMT dipped about 5% between 2017 and 2019. Note that there is a two-year lag in this estimate provided by Caltrans.

### Transit Volumes

San Francisco's strong backbone of local and regional transit has been key to our ability to manage congestion. Muni, BART, Caltrain, and commuter bus lines help move people into and around the city efficiently. Figure 0-13 shows ridership trends for the three largest transit systems serving San Francisco as of April – May

Figure 0-11. Pedestrian and Bicycle Fatalities

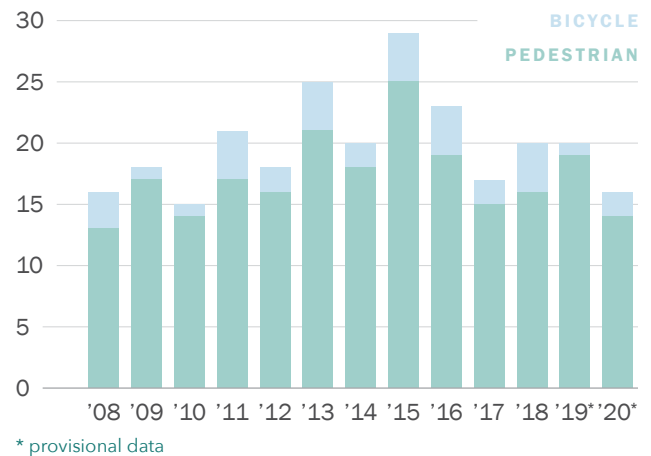


Figure 0-12. Vehicle Miles Traveled on all SF roadways

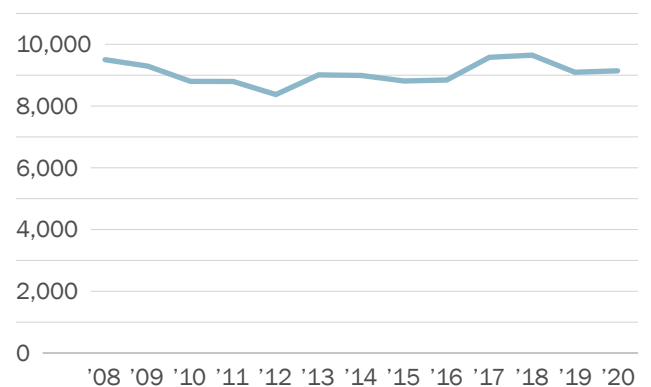
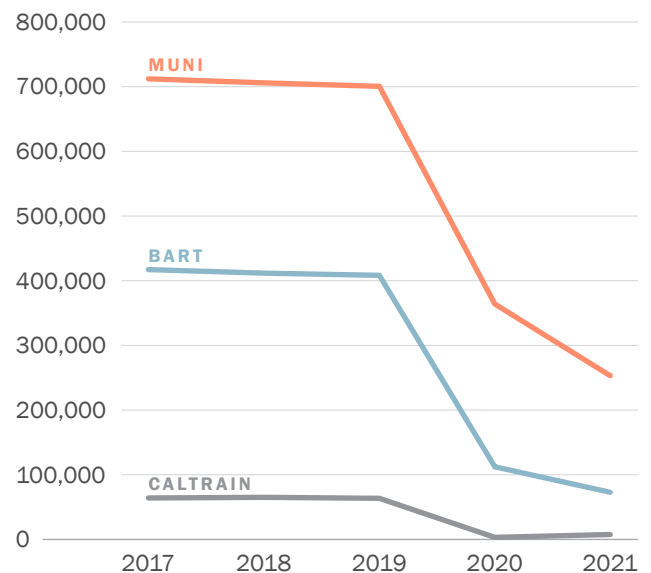


Figure 0-13. Average Daily Passengers by Transit Operator

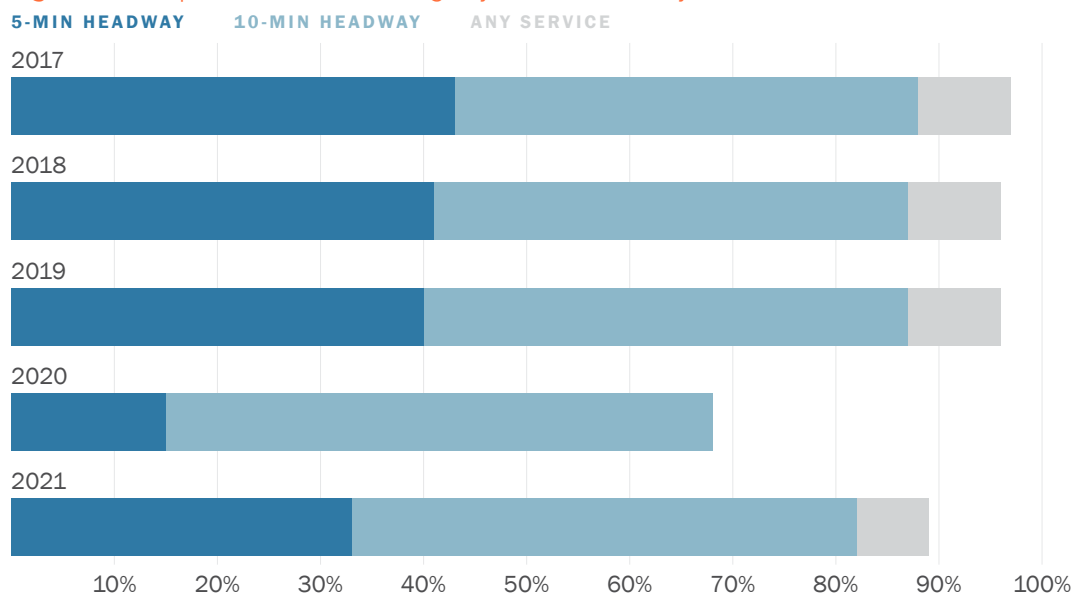


2021. Ridership on all three operators dropped significantly during shelter-in-place orders in April – May of 2020. Since then, ridership has been gradually climbing back up every month. More recent data indicates that ridership on Muni and BART has increased since the time of the data reported in this document but remains well below historical levels.

### Transit Coverage

This year, a new metric to quantify and track transit coverage by walk access to different transit service frequency levels has been added to the report. This new transit coverage metric reports the percent of total population and total jobs that are within a 5-minute walk of transit service. Figure 0-14 shows transit coverage in terms of population for AM peak period. Prior to COVID-19, over 95% of the population had access to some level of transit service. During 2020, when substantial cuts to transit service were made, this was reduced to about 70%. In Spring 2021, as service was restored, 90% of the population had access to transit. Similarly, access to high-frequency transit (5-minute headway or better) dropped from 40% to 15% of the population between 2019 and 2020. This improved to over 30% in Spring 2021. Muni has proposed more service restoration in early 2022 that this analysis does not reflect.

**Figure 0-14. Population Transit Coverage by Service, Weekday AM Peak**



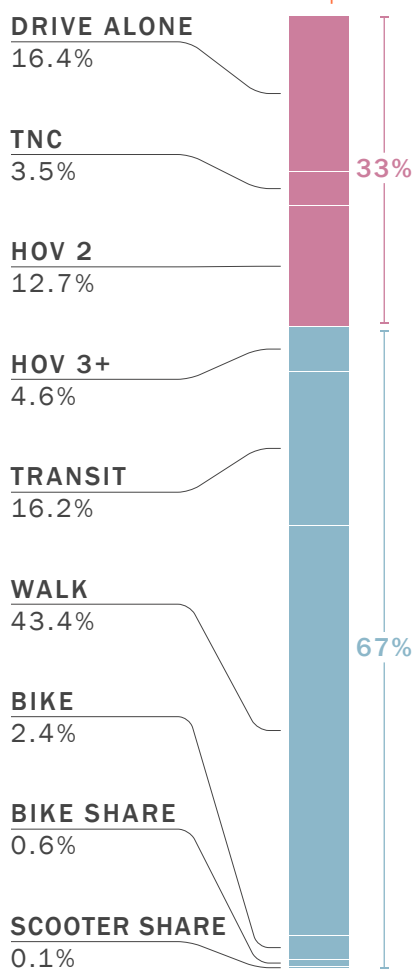
**Note:** data collected April – May each year



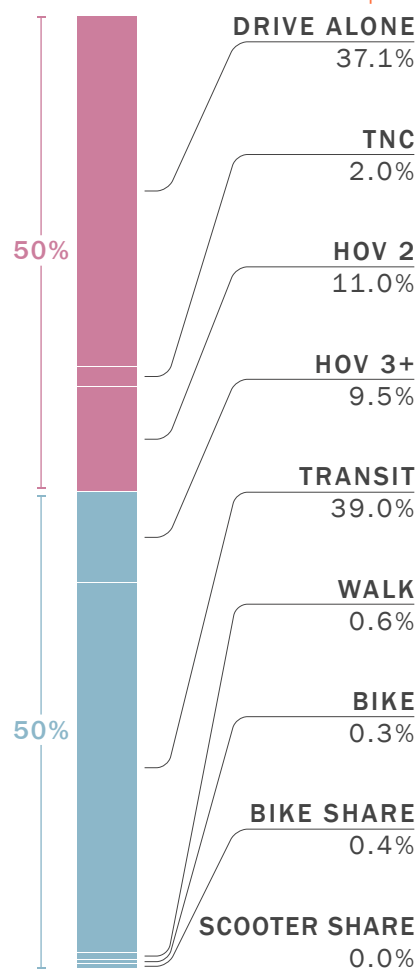
## Mode Share

Mode share describes the mix of modes, such as transit, biking, walking, and driving, used to travel to, from and within San Francisco. Figure 4-35 and Figure 4-36 summarize the share of trips by mode for two different travel markets: Intra-SF, which are all trips that both start and end in San Francisco (3 million trips approx.), and To/From SF, which are trips where one of the trip ends is in San Francisco and the other trip end is not (1.5 million trips approx.). Walking is by far the most prevalent mode used to get around within San Francisco (43.4%), followed by various types of driving such as driving alone, sharing a ride, or using a TNC (37.3%), and using transit (15.8%). In contrast, travel to/ from San Francisco is dominated by driving (59.6%), but with a large transit share as well (39%). Figure 0-17 shows mode shares for the two markets (Intra-SF and To/From SF) combined. These data were derived from a large scale survey completed in 2019 prior to the pandemic. The Transportation Authority anticipates that this survey will be deployed again in 2022/2023, so that trends in mode shares can begin to be tracked on a more regular basis.

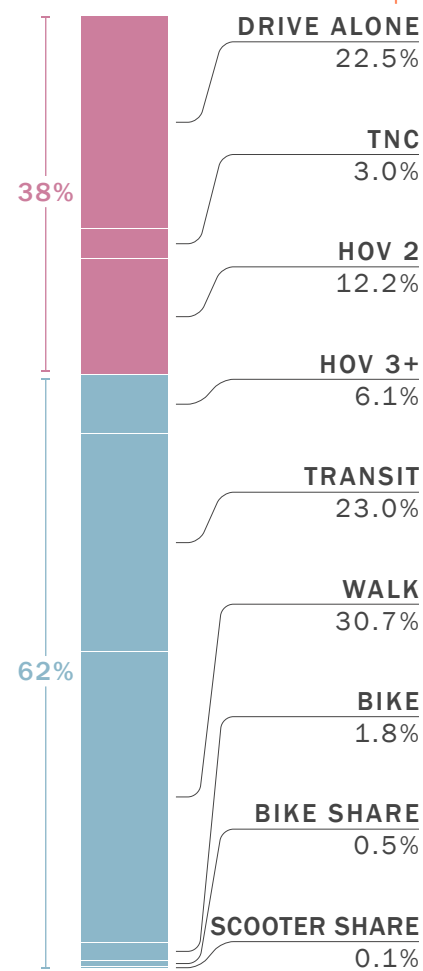
**Figure 0-15. Mode Split for Intra-San Francisco Person Trips**



**Figure 0-16. Mode Split for Regional To/From San Francisco Person Trips**



**Figure 0-17. Combined mode split for Intra/To/From San Francisco Person Trips**



■ AUTO & LOW-OCCUPANCY CARPOOL

■ TRANSIT, NON-MOTORIZED & HIGH-OCCUPANCY CARPOOL



## What are we doing to manage congestion?

### MANAGING DEMAND FOR TRAVEL

San Francisco has a multi-sector strategy for managing congestion, including land use, transit, bicycle & pedestrian investment & on-street prioritization, and demand management (including parking management, HOV/bus priority and in some locations, road pricing). These include a focus on new development as well as on managing congestion in existing neighborhoods and built up areas:

- Coordinating transportation aspects of area plans, development agreements, and other requirements on new development, including:
  - » Central SoMa Land Use Plan
  - » Central Waterfront development projects
  - » Treasure Island, Hunter's Point /Shipyard, Schlage Lock, Parkmerced
  - » Transportation Sustainability Program
- Policies and programs to manage trips in existing neighborhoods and built-up areas, including:
  - » School Access Plan
  - » SF Business Relocation TDM Project
  - » Commuter Benefits Ordinance and Emergency Ride Home Program
  - » SFMTA Commuter Shuttle Policy
  - » SFMTA Carsharing Policy
  - » SFMTA Bayview Community Based Transportation Plan
  - » Travel Demand Management Ordinance
  - » Downtown Congestion Pricing Study (paused until 2022)
  - » Traffic Congestion Mitigation Tax
  - » District 4 Mobility Improvements Study
  - » Octavia Boulevard Circulation and Accessibility Study Update

Furthermore, San Francisco is encouraging efficient land use planning by supporting development at higher densities in areas that are mixed-use (closer to jobs and retail) and are well served by transit. Plan Bay Area 2050 identifies Priority Development Areas (PDAs) where densities and transit levels can more readily support transit-oriented development. The Transportation Authority prepared a Transportation Investment and Growth Strategy, which describes how San Francisco will support PDAs through transportation investment. This is currently being updated for December 2021. The city's use of Metropolitan Transportation Commission PDA planning funds is supporting the following planning efforts and studies in line with the Transportation Investment and Growth Strategy:

- PDA Planning Projects
  - » Caltrain Southeast Rail Station Study
  - » District 4 Mobility Improvements Study
  - » Octavia Boulevard Circulation and Accessibility Study Update

- 
- » Embarcadero Multimodal Design
  - » Bayshore Multimodal Facility Location Study
  - » M-Oceanview Realignment
  - » Ocean Avenue Streetscape Plan
  - » Market/Noe Streetscape Design and EIR update
  - » Balboa Reservoir TDM
  - » Transit Corridors Study (ConnectSF)
  - » Streets and Freeways Study (ConnectSF)
  - » Downtown/Van Ness (Central Corridor)
  - » Treasure Island Mobility Management Study

## PLANNING PROJECTS

ConnectSF is a multi-agency collaborative process to build an effective, equitable, and sustainable transportation system for San Francisco's future. ConnectSF has defined a 50-year vision of San Francisco's future that represents our priorities, goals, and aspirations as a city within the larger Bay Area. That vision is guiding plans for the city and its transportation system as agencies work to identify needed transit, streets, and highway improvements. ConnectSF developed a long-range vision for 2065 that serves as the underpinning of the next San Francisco Transportation Plan, SFTP 2050. The Transportation Authority is also coordinating with numerous local, regional state and Federal agencies and with the private sector to address congestion.

Key initiatives include:

- Vision Zero Program
  - Caltrain Downtown Rail Extension to Salesforce Transit Center
  - New Transbay Rail Crossing (Link21)
  - 101/280 Managed Lanes Equity Study and MAP 101 coordination
  - Transportation Sustainability Program (including the Transportation Sustainability Fee and the Travel Demand Management Ordinance))
  - Van Ness, Geary, and Geneva/Harney Bus Rapid Transit
  - Better Market Street Project
  - Treasure Island Mobility Management Program
  - Neighborhood Transportation Improvement Program (planning and capital improvement grants)
  - School Access Study
  - SFMTA Quick Build and MuniForward projects
-

---





## FUNDING AND DELIVERING PROJECTS

The Transportation Authority is addressing near- and long-term transportation needs for San Francisco by funding projects and programs – mainly capital infrastructure, through grant programs such as the Proposition K transportation sales tax, Proposition AA vehicle registration fee and regional One Bay Area Grants (OBAG) programs, as well as coordinating with other local and regional agencies to apply for State and Federal funding to match local investments. Below are a few signature projects supported with Transportation Authority programmed funds.

- Muni New and Renovated Vehicles
- Muni Central Subway
- Caltrain Downtown Rail Extension to Salesforce Transit Center
- Caltrain Peninsula Corridor Electrification Project

The Transportation Authority is also overseeing and leading the delivery of key projects, many of which support infill transit-oriented development, including serving as lead agency for the construction of the Yerba Buena Island Southgate Road Realignment and West Side Bridges Seismic Retrofit Projects.

Finally, the Transportation Authority is undertaking two additional planning and funding efforts: updating our countywide transportation plan known as the San Francisco Transportation Plan (SFTP) – a third phase of ConnectSF – and preparing to seek voter support to extend the transportation sales tax program another 30 years through development and approval of a new transportation sales tax Expenditure Plan.

 @sfcta  
 @sfcta  
 [linkedin.com/company/transportation-authority](https://www.linkedin.com/company/transportation-authority)  
 @sfcta

 [sfcta.org/stay-connected](https://sfcta.org/stay-connected)

1455 Market Street, 22nd Floor,  
San Francisco, CA 94103

**TEL** 415-522-4800

**EMAIL** [info@sfcta.org](mailto:info@sfcta.org)

**WEB** [www.sfcta.org](https://www.sfcta.org)



**San Francisco  
County Transportation  
Authority**



## Memorandum

### AGENDA ITEM 7

**DATE:** December 2, 2021  
**TO:** Transportation Authority Board  
**FROM:** Joe Castiglione - Deputy Director for Technology, Data & Analysis  
**SUBJECT:** 12/7/21 Board Meeting: Approve the 2021 San Francisco Congestion Management Program

#### **RECOMMENDATION** ☐ Information ☒ Action

Approve the 2021 San Francisco Congestion Management Program (CMP).

#### **SUMMARY**

As the Congestion Management Agency (CMA) for San Francisco, the Transportation Authority is responsible for developing and adopting a CMP for San Francisco on a biennial basis. The CMP is the principal policy and technical document that guides the Transportation Authority's CMA activities and demonstrates conformity with state congestion management law. This year's CMP was unlike any other in the past due to the profound effect of the COVID-19 pandemic on peoples' travel. The performance monitoring element of CMP 2021 shows that roadway and transit speeds have improved for the first time in a decade. However, congestion is returning gradually to the streets and strategies to managing congestion are key to maintaining accessibility as the city recovers. In addition to updated and expanded performance monitoring, the 2021 CMP also provides updates on initiatives to manage demand through pricing, incentives, and other strategies; Transportation Authority and City efforts to integrate land use and transportation planning in key locations; and other significant policy and planning progress since 2019.

- ☐ Fund Allocation
- ☐ Fund Programming
- ☐ Policy/Legislation
- ☒ Plan/Study
- ☐ Capital Project Oversight/Delivery
- ☐ Budget/Finance
- ☐ Contract/Agreement
- ☐ Other: \_\_\_\_\_



## **BACKGROUND**

The inaugural CMP was adopted in 1991, and the Transportation Authority Board has approved subsequent updates on a biennial basis. The CMP is the principal policy and technical document that guides the Transportation Authority's CMA activities. Through the CMP, the Transportation Authority also monitors the City's conformity with CMP requirements, per state congestion management law. Conformance with the CMP is a requirement for the City to receive state fuel tax subventions and for the City's transportation projects to qualify for state and federal funding.

State congestion management statutes aim to tie transportation project funding decisions to measurable improvement in mobility and access, while considering the impacts of land use decisions on local and regional transportation systems. CMPs also help to implement, at the local level, transportation measures that improve regional air quality.

The original CMP laws were enacted in 1989; since then, multiple legislative actions have amended the CMP requirements. For instance, Senate Bill (SB) 1636 (Figueroa), passed in 2002, granted local jurisdictions the authority to designate Infill Opportunity Zones (IOZs) in areas meeting certain requirements. Within a designated IOZ, the CMA is not required to maintain traffic conditions to the adopted automobile level of service (LOS) standard. Most recently, SB 743 (Steiner) modified the criteria for local jurisdictions to designate IOZs and eliminated the previous December 2009 deadline to do so. The San Francisco IOZ, covering most of San Francisco based on transit frequency and land use criteria, was adopted by the Board of Supervisors in December 2009, but additional areas may now qualify for designation under the new legislation.

**CMP Elements.** The CMP has several required elements, including:

- A designated congestion management network and biennial monitoring of automobile LOS on this network;
- Assessment of multimodal system performance, including transit measures;
- A land use impact analysis methodology for estimating the transportation impacts of land use changes; and
- A multimodal CIP.

The CMP also contains the Transportation Authority's technical and policy guidelines for implementing CMP requirements, including deficiency plans, travel demand forecasting, and transportation fund programming.

## **DISCUSSION**

The past year and a half are without precedent in the past century, as the COVID pandemic disrupted peoples' health, livelihoods, activities, and the economy overall. These changes have, in turn, had a profound effect on peoples' travel, as shelter-in-place orders reduced the number and type of activities people were able to participate in publicly, as employers



responded with reduced workforces and with the widespread implementation of telecommute policies for some types of workers, as some residents relocated (at least temporarily) to other parts of the region, state, and country, and as transit agencies reduced and reconfigured service offerings. All of these changes, as well as many others, affected the performance of San Francisco's transportation system, as reflected in this update to San Francisco's CMP. The 2021 CMP is a substantive update, reflecting new data collection and expanded reporting, activities related to important policy developments at various levels, and significant planning progress since 2021. Key updates are summarized in the sections below.

### **Roadway Performance.**

- Roadway Level-Of-Service (LOS) Results:** The Transportation Authority, through its consultant team, conducted roadway LOS monitoring on the CMP network during the spring of 2021. Combined average weekday speeds over all CMP segments in the morning and evening peak periods for 2019 and 2021 are shown in Figure 1. Average arterial travel speeds have increased 33% from 13.3 miles per hour (mph) to 17.7 mph in the AM peak and also increased 36% from 12.2 mph to 16.7 mph in the PM peak. In the AM peak, the average travel speed on freeways increased 46% from 31.5 mph to 46.0 mph. In the PM peak, the average travel speed for freeways increased 42% from 23.6 mph to 33.7 mph. The overall increases in speeds are a reversal in the trend of declining roadway performance observed during the past decade. Most of the change is attributable to COVID-19 impacts on the economy and peoples' daily travel patterns.

**Figure 1. CMP Network Average Peak Period Automobile Travel Speed**

<b>Facility Type</b>	<b>Spring 2019</b>	<b>Spring 2021</b>
Arterial AM	13.3 mph	17.7 mph
Arterial PM	12.2 mph	16.7 mph
Freeway AM	31.5 mph	46.0 mph
Freeway PM	23.6 mph	33.7 mph

- Roadway Travel Time Reliability:** A new metric for roadway reliability is introduced this year call the Buffer Time Index (BTI). This is calculated as the amount of additional travel time (expressed as a percent of average travel time) that the travelers need to additionally budget so that they have a 95% chance of arriving on time. BTI improved by about 15% on arterials and 5% on freeways between 2019 and 2021.



### **Transit Performance.**

- **Transit Speeds:** The Transportation Authority performed an analysis of Muni bus speeds using data provided by the San Francisco Municipal Transportation Agency (SFMTA) from on-vehicle Automatic Passenger Counters. Average bus speeds on the CMP network during the 2021 monitoring period were 9.7 mph in the AM peak period and 9.4 mph in the PM peak. Compared to the last monitoring cycle in 2019, speeds increased by approximately 15% and 24% in the AM peak and the PM peak periods respectively, continuing the trend of improvements in transit speeds that was observed between 2017 and 2019.
- **Transit Travel Time Reliability:** This is measured in terms of transit speed variability calculated as the ratio between the standard deviation of transit speeds and the average transit speeds, expressed as a percentage. Lower percentages indicate less variability and more reliable service. Between 2019 and 2021 transit speed variability worsened further from 21% to 23% in AM and from 21% to 25% in the PM peak.
- **Transit Coverage:** This CMP update introduces a new metric that quantifies transit coverage by walk access to various transit service frequency levels. The metric indicates that in 2019, prior to COVID-19 pandemic, over 95% of the population had access to some level of transit service. In 2020, during the beginning of the pandemic this was reduced to about 70%. By Spring 2021, as service was restored, 90% of the population had access to transit. Similarly, access to high-frequency transit (5-minute headway) service has improved from 15% of the population in Spring 2020 to about 30% in Spring 2021. This analysis does not reflect the service restoration that Muni is proposing for early 2022.
- **Automobile to Transit Speed Ratio:** In order to assess the competitiveness of transit with driving, the ratio of auto to transit speeds is calculated by comparing auto to transit speeds on the portions of the CMP network for which Muni data was available. Average Muni bus speeds on the CMP network increased between 2019 and 2021, continuing the trend of improvement in transit speeds that was observed in between 2017 and 2019. However, this increase in transit speed was lower in magnitude compared to increase in auto speeds. As a result, transit to became less competitive with driving, as indicated by an increase in the ratio of auto speed to transit speed in AM peak from an average of 1.58 in 2019 to 1.82 in 2021, and by an increase in the PM peak from an average of 1.61 in 2019 to 1.77 in 2021.

### **Other CMP Elements.**

- **Transportation Demand Management (TDM):** The TDM Element has been updated to include the city's efforts to implement TDM programs for new developments, through area plans, developer agreements, and planning code requirements. The Planning Department refined TDM Ordinance program standards in June 2018 to





clarify and strengthen the TDM program based on experience from the first year of implementation. The Transportation Authority has initiated the School Access Plan for San Francisco to recommend transportation solutions for K-5 students and their families. Solutions will seek to close equity gaps and provide sustainable transportation options to help reduce vehicle travel.

- **Land Use Impacts Analysis Program:** This chapter documents updates to the Regional Growth Framework, including updated criteria for Priority Development Areas (PDAs) and Priority Conservation Areas (PCAs), and a new Priority Production Area (PPA) pilot program. San Francisco most recently adopted new PDA and PCA designations in 2019 in support of the recently adopted Plan Bay Area 2050 and is working with the Metropolitan Transportation Commission (MTC) to promote development within PDAs in the Bay Area. These efforts include discussions of neighborhood- and community-level transportation planning through the Prop K-funded Neighborhood Transportation Improvement Program and MTC's Community Based Transportation Planning program. Finally, the chapter provides updates to Transportation Authority's coordination efforts with other City agencies to develop consistent measures for assessing land use impacts on transportation.
- **CIP:** The CMP must contain a seven-year CIP that identifies investments that maintain or improve transportation system performance. The CMP's CIP is amended concurrently with relevant Transportation Authority Board programming actions. Thus, the 2021 CMP reflects program updates since adoption of the 2019 CMP, most notably 2018 and 2019 Transportation Fund for Clean Air county programs, Cycle 5 of the Lifeline Transportation Program, OBAG Cycle 2, the 2021 Prop K Strategic Plan and the 2017 Prop AA Strategic Plan and associated 5-Year Prioritization Programs. Also, as required by state law, the CMP confirms San Francisco's project priorities for the Regional Transportation Improvement Program, which is adopted by MTC for submission to the state.
- Over the next two years, the Transportation Authority will continue to coordinate transportation investments and support all aspects of project delivery across multiple agencies and programs, from smaller neighborhood pedestrian, bicycle and traffic calming projects to major projects including the Caltrain Downtown Rail Extension, Caltrain Electrification, the Central Subway, Yerba Buena Island West Side Bridges, and proposed bus rapid transit improvements on Van Ness Avenue and Geary Boulevard.
- **Modeling:** State law requires CMAs to develop, maintain, and utilize a computer model to analyze transportation system performance, assess land use impacts on transportation networks, and evaluate potential transportation investments and policies. The Transportation Authority's activity-based travel demand model, SF-CHAMP, has been updated since 2019, and model enhancements are discussed in



the 2021 CMP, along with required documentation of consistency with MTC modeling practices.

**Next Steps.** After approval from the Transportation Authority Board, the 2021 CMP report will be submitted to MTC for a review of consistency. MTC has not provided updated CMP guidance this year. However, the Transportation Authority intends to submit the report to MTC as it has done for the past CMP updates.

## **FINANCIAL IMPACT**

The recommended action would not have an impact on the adopted Fiscal Year 2021/22 budget.

## **CAC POSITION**

The CAC considered this item at its December 1, 2021 meeting, and unanimously adopted a motion of support for the staff recommendation. The CAC appreciated the data and analysis prepared for the CMP and encouraged staff to develop an outreach approach to ensure that information about the congestion tracker, in particular, is made available to people and communities who might not have internet access.

## **SUPPLEMENTAL MATERIALS**

- Attachment 1 - Draft 2021 CMP Executive Summary
- Enclosure A - Draft 2021 San Francisco Congestion Management Program
- Enclosure B - CMP Technical Appendices



RESOLUTION AMENDING RESOLUTION 21-51 TO APPROVE A REVISED SCHEDULE FOR DEVELOPMENT OF A NEW EXPENDITURE PLAN FOR REAUTHORIZATION OF THE LOCAL SALES TAX FOR TRANSPORTATION

WHEREAS, On June 8, 2021, The Transportation Authority approved Resolution 20-51 establishing the schedule and process for development of a new Expenditure Plan for reauthorization of the local sales tax for transportation and establishing an Expenditure Plan Advisory Committee (EPAC) to provide feedback and advice on the make-up of the new Expenditure Plan; and

WHEREAS, The schedule and process were designed to target a potential ballot measure for the June 7, 2022, but with the ability to be adapted to the November 8, 2022 election if the Board so directed; and

WHEREAS, Staff recently learned of a statewide initiative for a constitutional amendment that, if passed, may be interpreted to void the sales tax measure if approved by voters at the June 2022 election; and

WHEREAS, rather than risk voiding a measure approved in June 2022 and needing to go back to the voters a second time, and per the guidance of the Transportation Authority Chair and Vice Chair, staff are refocusing efforts on the November 2022 election and have prepared a proposed revised schedule for development of a new Expenditure Plan shown in Attachment 1; and

WHEREAS, Adoption of the proposed revised schedule enables staff to continue developing an Expenditure Plan that may, if adopted by the Board, be placed on the November 2022 ballot, but does not commit the Transportation Authority to doing so; and

WHEREAS, The proposed revised schedule will allow sufficient time to develop the Expenditure Plan and to address other statutorily required steps such as adoption of the Expenditure Plan by the Transportation Authority following a public



hearing and submission of the plan to the Metropolitan Transportation Commission for a consistency review; and

WHEREAS, The previously adopted process for development of the new Expenditure Plan will be extended to correspond to the proposed revised schedule, including extending the EPAC through February 2022 and continuing community and stakeholder engagement as well as collaboration with project sponsors and partner agencies through regular meetings including the Transportation Authority's Technical Working Group; now, therefore, be it

RESOLVED, That the Transportation Authority hereby approves the revised schedule for development of a new Expenditure Plan for reauthorization of the local sales tax for transportation as show in Attachment 1; and be it further

RESOLVED, That the Executive Director is authorized to share this information with all relevant parties.

Attachment:

- Attachment 1 - Draft Revised Milestone Schedule

**Attachment 1**  
**Draft Revised Milestone Schedule for Development of a New Expenditure Plan\***

<b>Dates</b>	<b>Milestone</b>
February 10, 2022	<b>Expenditure Plan Advisory Committee Meeting:</b> approve final Expenditure Plan
March 8, 2022	<b>Transportation Authority Board Meeting:</b> public hearing on draft Expenditure Plan and first approval action
March 22, 2022	<b>Transportation Authority Board Meeting:</b> final approval action on Expenditure Plan
April 8, 2022	<b>MTC Planning Committee Meeting:</b> reviews/recommends the Expenditure Plan consistency finding
April 27, 2022	<b>MTC Commission Meeting:</b> approves consistency finding
May - June	<b>Board of Supervisors</b> approves the Expenditure Plan and submits to Elections Commission for inclusion of the ordinance on the November 2022 ballot

*\*Updated to reflect a potential November 2022 ballot measure. Dates are subject to change. For the most current meeting information, see [www.sfcta.org/events](http://www.sfcta.org/events).*



## Memorandum

### AGENDA ITEM 8

**DATE:** December 3, 2021

**TO:** Transportation Authority Board

**FROM:** Maria Lombardo - Chief Deputy Director

**SUBJECT:** 12/07/2021 Board Meeting: Amend Resolution 21-51 to approve a revised schedule for development of a New Expenditure Plan for the half-cent sales tax

#### RECOMMENDATION ☐ Information ☒ Action

Amend Resolution 21-51 to approve a revised schedule for development of a New Expenditure Plan for the half-cent sales tax

#### SUMMARY

At the direction of the Board, we have been working to develop a New Expenditure Plan for Prop K, the half-cent transportation sales tax measure approved by voters in November 2003. After consulting with Chair Mandelman and Vice Chair Peskin and per their guidance, we recently shifted our efforts to focus on the November 2022 election rather than June 2022, given the potential impacts of a statewide initiative for a constitutional amendment titled "The Taxpayer Protection and Government Accountability Act." The initiative would require any proposed tax seeking voter approval be consolidated with a regularly scheduled general election for members of the governing body of the local government, with few exceptions. The initiative would apply retroactively to any tax adopted after October 1, 2021. The initiative has just received state approval to gather signatures and it appears that the measure could qualify for and meet the simple majority threshold for passage at the November 2022 ballot. Thus, rather than risk voiding a measure approved in June 2022 and needing to go back to the voters a second time, we are refocusing our efforts on November 2022. This memo provides an update on timeline for development of a New Expenditure Plan, including extending the Expenditure Plan Advisory Committee's meeting schedule into February 2022 (Attachment 1), and other outreach we have underway.

- ☐ Fund Allocation
- ☐ Fund Programming
- ☐ Policy/Legislation
- ☒ Plan/Study
- ☐ Capital Project Oversight/Delivery
- ☐ Budget/Finance
- ☐ Contract/Agreement
- ☐ Other:



## **BACKGROUND**

The half-cent sales tax for transportation was first approved by San Francisco voters in 1989 (Prop B) and then extended by voters in 2003 along with the adoption of the new Prop K Expenditure Plan, which is currently in place. Since then, the Transportation Authority has directed more than \$1.9 billion in half-cent sales tax funding citywide.

The half-cent sales tax generates about \$110 million per year (pre-pandemic) and helps fund transportation projects large and small across the city. Major capital investments have included the purchase of new Muni buses and light rail vehicles, Salesforce Transit Center, the electrification of Caltrain (under construction), Muni Central Subway, and reconstruction of Doyle Drive, now known as Presidio Parkway. It also makes a big difference in people's lives through smaller projects like traffic calming, street repaving projects, paratransit service for seniors and persons with disabilities, protected bicycle lanes, new and upgraded signals, and improved pedestrian crossings.

The Expenditure Plan guides the way the half-cent sales tax program is administered by identifying eligible project types and activities, designating eligible sponsoring agencies, and establishing limits on sales tax funding by Expenditure Plan line item. It also sets expectations for leveraging of sales tax funds with other federal, state, and local dollars to fully fund the Expenditure Plan programs and projects and includes policies for program administration. Finally, the current Prop K Expenditure Plan requires that the Transportation Authority Board establish an Expenditure Plan Advisory Committee (EPAC) to help develop a new Expenditure Plan.

## **DISCUSSION**

We were recently informed of a statewide initiative for a constitutional amendment ("The Taxpayer Protection and Government Accountability Act") that, if passed, may be interpreted to void the sales tax measure if approved by voters at the June 2022 election. Thus, rather than risk voiding a measure approved in June 2022 and needing to go back to the voters a second time, and per the guidance of the Transportation Authority Chair and Vice Chair, we are refocusing our efforts on the November 2022 election.

In June 2021, when the Board approved Resolution 21-51, establishing the original schedule and process for development of a New Expenditure Plan targeting the June 2022 election, we had flagged that it was adaptable to a November 2022 election, if directed by the Board. We are still seeking to confirm precise meeting dates for calendar year 2022; however, our initial look at the revised schedule includes:

- Extending EPAC meetings into February 2022 when they would approve the final Expenditure Plan



- Transportation Authority Board public hearing and action to approve the Expenditure Plan in March 2022
- Metropolitan Transportation Commission action to approve the Expenditure Plan in April 2022
- Board of Supervisors Action to approve the Expenditure Plan and place the sales tax measure on the ballot in May-July 2022
- November 8, 2022 election

We are currently checking in with EPAC members to confirm their willingness to continue to serve on the EPAC for 3-4 additional meetings, extending their service from December 2021 through February 2022. We anticipate being able to provide a more detailed revised schedule in mid-December after the 2022 meeting schedules for the Transportation Authority and Board of Supervisors are set.

**EPAC Update.** The EPAC has been meeting virtually twice a month since early September. Agendas and other meeting materials are posted online at the project website ([www.sfcta.org/ExpenditurePlan](http://www.sfcta.org/ExpenditurePlan)) and on the Transportation Authority's meetings, agendas and events calendar ([www.sfcta.org/events](http://www.sfcta.org/events)).

The goal of the EPAC is to help shape the New Expenditure Plan and ultimately, recommend that the Transportation Authority Board approve the New Expenditure Plan for the ongoing half-cent sales tax for transportation and place it on the ballot. We are very grateful to all the EPAC members and alternates who continue to dedicate their time and energy toward this important effort. We are currently working with the EPAC to extend their meeting schedule into the new year given our extended timeline for the measure.

The EPAC has reviewed preliminary draft recommendations for a New Expenditure Plan (Attachment 2) and after receiving a lot of background information on program needs and benefits from project sponsors, the EPAC has recently begun discussing funding levels for different programs, policies around project prioritization, and program descriptions and project eligibility. Partner agency staff will continue to be available to the EPAC at its meetings to help answer any questions the EPAC may have. We are also appreciative of the time and effort our partner agencies have dedicated to supporting the EPAC deliberations.

**New Expenditure Plan Outreach and Engagement.** During prior presentations to the Board, we described the outreach and engagement strategy for the development of the New Expenditure Plan. The strategy is multifaceted and draws on lessons learned from other projects at the Transportation Authority to help ensure that we hear from folks who may be disproportionately affected by the sales tax while being respectful of the organizations that serve low-income communities and communities of color, many of which are stretched thin right now due to the lengthy pandemic. Attachment 3 lists each of the outreach and





engagement strategies and provides a status update for each. We will provide a summary of feedback received during the meeting.

**Next Steps.** The next virtual EPAC meeting is scheduled for December 9 from 6 to 8 pm. We will keep working with our agency partners while we move forward with our outreach and engagement strategy. We will continue to provide regular updates to the Board and Community Advisory Committee and have reached out to all of the Board offices to offer briefings.

## **FINANCIAL IMPACT**

The recommended action would increase salary costs for the reauthorization effort by an estimated \$85,000 due to the extended timeline and additional outreach. However, it would not increase total budgeted personnel expenditures in the adopted agency budget; but may shift salaries and corresponding fringe benefit expenditures between other funds to the Sales Tax Program. We would reflect these changes in the mid-year budget revision.

## **CAC POSITION**

The Community Advisory Committee (CAC) was briefed on this item at the December 1, 2021 meeting as an information item. We advised the CAC that we intended to convert this to an action item to approve the revised schedule to be considered by the Board at the December 7 meeting. We had not made this determination at the time we posted the CAC packet.

## **SUPPLEMENTAL MATERIALS**

- Attachment 1 - Draft Revised Schedule (November 2022 election)
- Attachment 2 - Preliminary Draft New Expenditure Plan (October 4, 2021)
- Attachment 3 - New Expenditure Plan Outreach and Engagement Plan Status



# NEW TRANSPORTATION EXPENDITURE PLAN FOR SAN FRANCISCO

Preliminary Draft, Revised 10/4/2021

NEW EP CATEGORY - SUBCATEGORY - PROGRAM	MAXIMUM FUNDING (2020 MILLION\$*)	PERCENT OF TOTAL**
<b>Major Transit Projects</b>	<b>\$556.5</b>	<b>23.3%</b>
Muni Reliability and Efficiency Improvements	\$110.0	4.6%
Muni Rail Core Capacity	\$57.0	2.4%
BART Core Capacity	\$50.0	2.1%
Caltrain Service Vision: Capital System Capacity Investments	\$10.0	0.4%
Caltrain Downtown Rail Extension and Pennsylvania Alignment	\$329.5	13.8%
<b>Transit Maintenance &amp; Enhancements</b>	<b>\$1,049.0</b>	<b>43.9%</b>
<b>Maintenance, Rehabilitation and Replacement</b>	<b>\$936.8</b>	<b>39.2%</b>
Muni — Vehicles	\$453.7	19.0%
Muni — Facilities	\$118.5	5.0%
Muni — Guideways	\$238.8	10.0%
BART	\$21.3	0.9%
Caltrain	\$100.0	4.2%
Ferry	\$4.5	0.2%
<b>Transit Enhancements</b>	<b>\$112.2</b>	<b>4.7%</b>
Transit Enhancements	\$38.2	1.6%
BART Station Access, Safety and Capacity	\$9.3	0.4%
New Bayview Caltrain Station	\$27.7	1.2%
Mission Bay Ferry Landing	\$7.0	0.3%
Next Generation Transit Investments	\$30.0	1.3%
<b>Paratransit</b>	<b>\$205.4</b>	<b>8.6%</b>
<b>Streets and Freeways</b>	<b>\$440.4</b>	<b>18.4%</b>
<b>Maintenance, Rehabilitation and Replacement</b>	<b>\$122.7</b>	<b>5.1%</b>
Street Resurfacing, Rehabilitation and Maintenance	\$105.0	4.4%
Pedestrian and Bicycle Facilities Maintenance	\$17.7	0.7%
<b>Safe and Complete Streets</b>	<b>\$274.7</b>	<b>11.5%</b>
Safer Streets (signals, traffic calming, bikes and peds)	\$226.9	9.5%
Curb Ramps	\$23.9	1.0%
Tree Planting	\$23.9	1.0%
<b>Freeway Safety and Operational Improvements</b>	<b>\$43.0</b>	<b>1.8%</b>
Vision Zero Ramps	\$8.0	0.3%
Managed Lanes and Express Bus	\$15.0	0.6%
Transformative Freeway & Major Street Projects	\$20.0	0.8%
<b>Transportation System Development &amp; Management</b>	<b>\$162.0</b>	<b>6.8%</b>
<b>Transportation Demand Management</b>	<b>\$30.0</b>	<b>1.3%</b>
<b>Transportation, Land Use and Community Coordination</b>	<b>\$132.0</b>	<b>5.5%</b>
Neighborhood Transportation Program	\$40.0	1.7%
Equity Priority Transportation Program	\$40.0	1.7%
Development Oriented Transportation	\$42.0	1.8%
Citywide / Modal Planning	\$10.0	0.4%
<b>Total Draft Expenditure Plan</b>	<b>\$2.413 billion</b>	<b>101.1%</b>
<b>Total Draft Revenue Forecast</b>	<b>\$2.383 billion</b>	

\* All funding amounts are in millions of 2020 dollars.

\*\* EP percentages are based on a percent of the conservative 30-year revenue forecast. We may add additional funding based on a more optimistic forecast.

\*\*\* EP percentages do not add up to 100% of the conservative 30-year revenue forecast in this preliminary draft, and totals may not add up due to rounding errors.



**Attachment 3.  
New Expenditure Plan Outreach and Engagement Strategy  
Status as of November 22, 2021**

<b>Engagement Method</b>	<b>Description</b>	<b>Schedule</b>
<b>Community Interviews</b>	One-on-one discussions with community members living in, working in, or serving Equity Priority Communities, to learn about transportation priorities in their communities	Completed eight (8) interviews, July through September 2021  Summary provided to the EPAC on November 18, 2021
<b>Non-English Focus Groups</b>	Focused discussions in Spanish, Chinese and Russian, in partnership with community-based organizations and targeting mono-lingual communities who are difficult to reach through other means, to get feedback on potential investment types	Completed three (3) focus groups in October 2021  Summary provided to the EPAC on November 18, 2021
<b>Town Hall Meetings</b>	Broad public meetings which will be recorded and posted online	Completed 1 town hall in November 2021; tentative planning for one (1) additional in January 2022
<b>Expenditure Plan Advisory Committee (EPAC)</b>	A diverse group of 27 representatives convened to provide input and ultimately recommend that the Transportation Authority Board approve a new Expenditure Plan for the ongoing sales tax for transportation and place it on the ballot. The EPAC will be meeting approximately twice a month in public virtual meetings. Meeting agendas and materials are posted on our website at <a href="http://www.sfcta.org/expenditureplan">www.sfcta.org/expenditureplan</a>	Ongoing meetings September 2021 - February 2022
<b>Online Survey</b>	An online questionnaire to get feedback on potential investment types; available in English, Spanish, Chinese and Filipino	Ongoing: live online at <a href="http://www.sfcta.org/expenditureplan">www.sfcta.org/expenditureplan</a>  Summary of responses to date provided to the EPAC on November 18, 2021
<b>Joining Existing Meetings</b>	Presentations and discussions with organizations that are regularly meeting to get feedback on potential investment types and educate the public	Ongoing through March 2022
<b>Traditional, Social, and Multi-lingual Media</b>	Multi-modal media strategy to educate the public about the new expenditure plan effort and engagement opportunities	Ongoing through March 2022



<b>Voter Opinion Survey</b>	A statistically-significant telephone and online survey of registered voters to help inform ballot measure timing and messaging	Planned for early 2022
-------------------------------------	---	------------------------



---

Through Vision Zero SF we commit to working together to prioritize street safety and eliminate traffic deaths in San Francisco.

---

# SEVERE INJURY TRENDS

---

December 14, 2021

Presentation to the San Francisco County Transportation Authority (SFCTA) Board

## METHODOLOGY

Consistent with:

- American College of Surgeons
- National Trauma Data Bank
- California Dept. of Public Health
- World Health Organization

This following is data from Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG)'s trauma registry to monitor severe injury trends for Vision Zero.

Injury severity in hospital data is categorized using a clinical injury severity scale (ISS) ranging from 1-75\*, as well as whether someone required hospital admission for treatment.

This analysis presents severe injuries from hospital data coded as ***critical*** (ISS greater than 15) and/or ***severe*** (all traffic injuries resulting in hospital admission).

***For hospital data, critical injury is included in severe injury counts and statistics.***

\* Injury Severity Scoring (ISS) correlates linearly with mortality, morbidity, hospital stay and other measures of severity.

## 2020 COVID-19 PANDEMIC

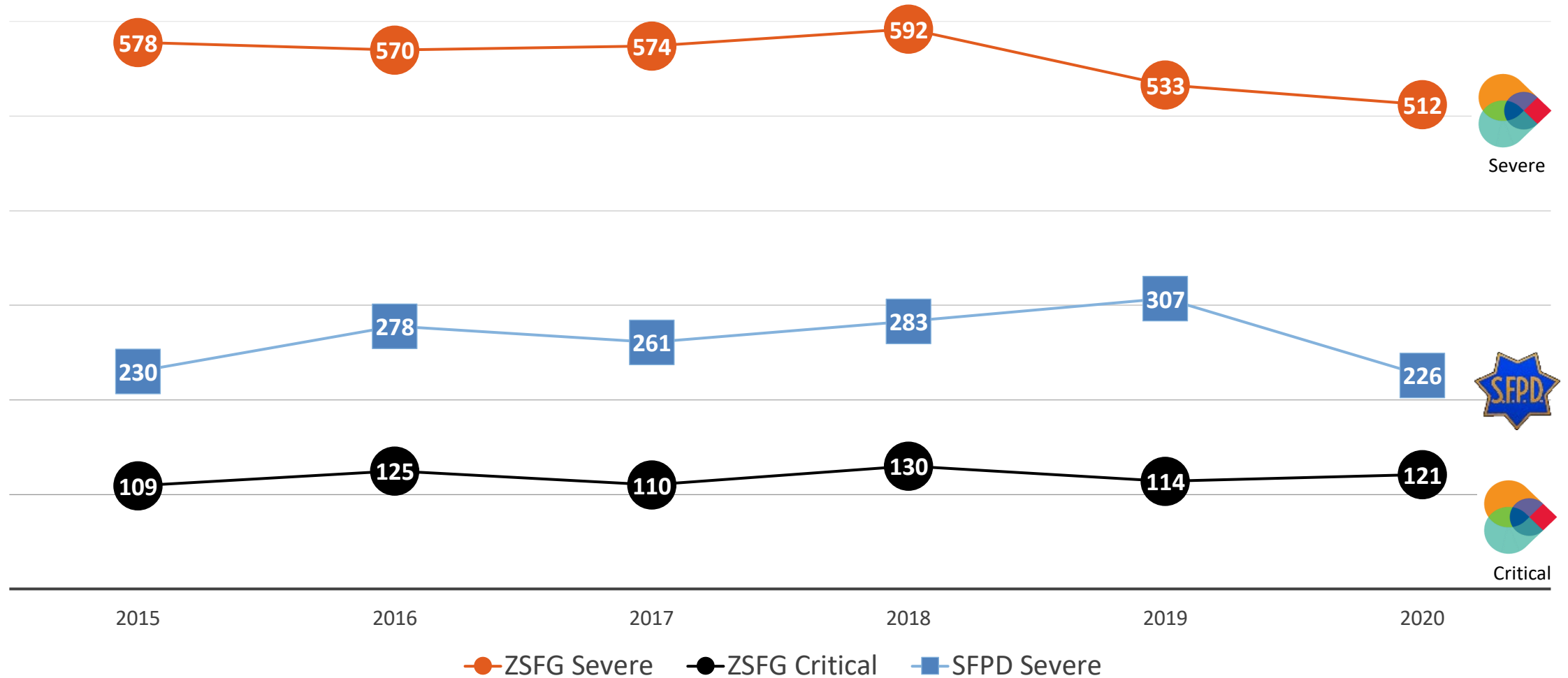
This report includes crash data from 2020 during the pandemic of the coronavirus disease 2019 (COVID-19).

The San Francisco Department of Public Health issued its first Stay at Home Order on Tuesday, March 17, 2020 and, as of the time this presentation was created, continues to advise avoiding high risk settings including workplaces and non-essential travel.

Given the unprecedented social and economic disruption caused by the COVID-19 pandemic, **the crash data trends shown in this report for 2020 may be a brief aberration.**

Caution should be used when comparing 2020 crash data to previous years as both significant increases or decreases in injuries may be attributable to the short-term effect of the pandemic on transportation patterns.

## TOTAL SEVERE INJURY COUNTS BY YEAR





## OVERALL VISION ZERO SF SEVERE INJURY TRENDS

**Severe injuries:** Overall severe injuries increased in hospital data through 2017 and 2018 but have since had a steady decline in 2019. The decrease in injuries in 2020 is likely attributable to the COVID-19 pandemic and shelter-in-place public health order.

**Critical injuries:** ZSFG counts of critically (the most severely) injured patients during 2017-2020 were relatively stable and within a similar range compared to previous years. Unlike severe injuries, there was no noticeable decrease in critical injuries in 2020.

## VISION ZERO SF SEVERE INJURY TRENDS BY MODE

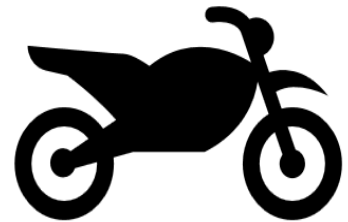


**People walking** continue to comprise approximately **one-third** of severe and 31-45% of critical injuries in recent years (2017-2019).

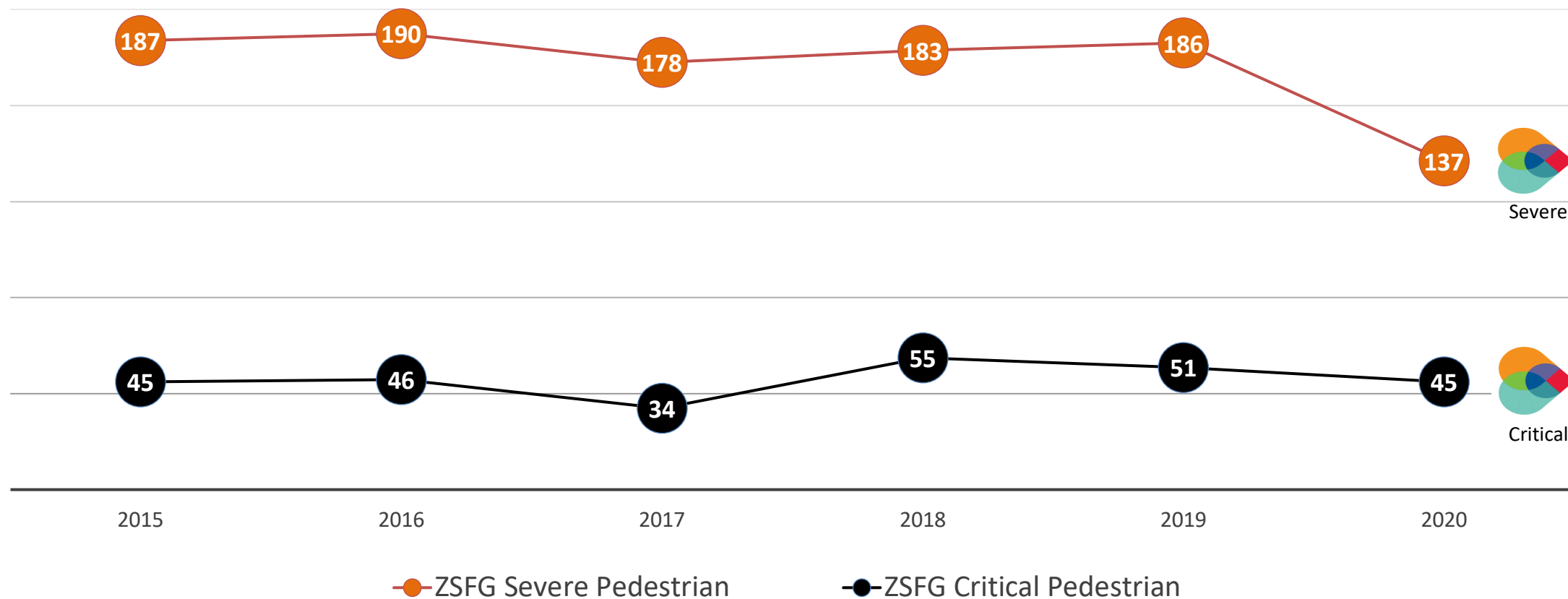
**People in motor vehicles** comprise a **decreasing proportion** of severe and critical injuries treated at ZSFG in recent years, making up 29% of severe injuries and 24% of critical injuries in 2019 compared to 33% and 30% in 2017.



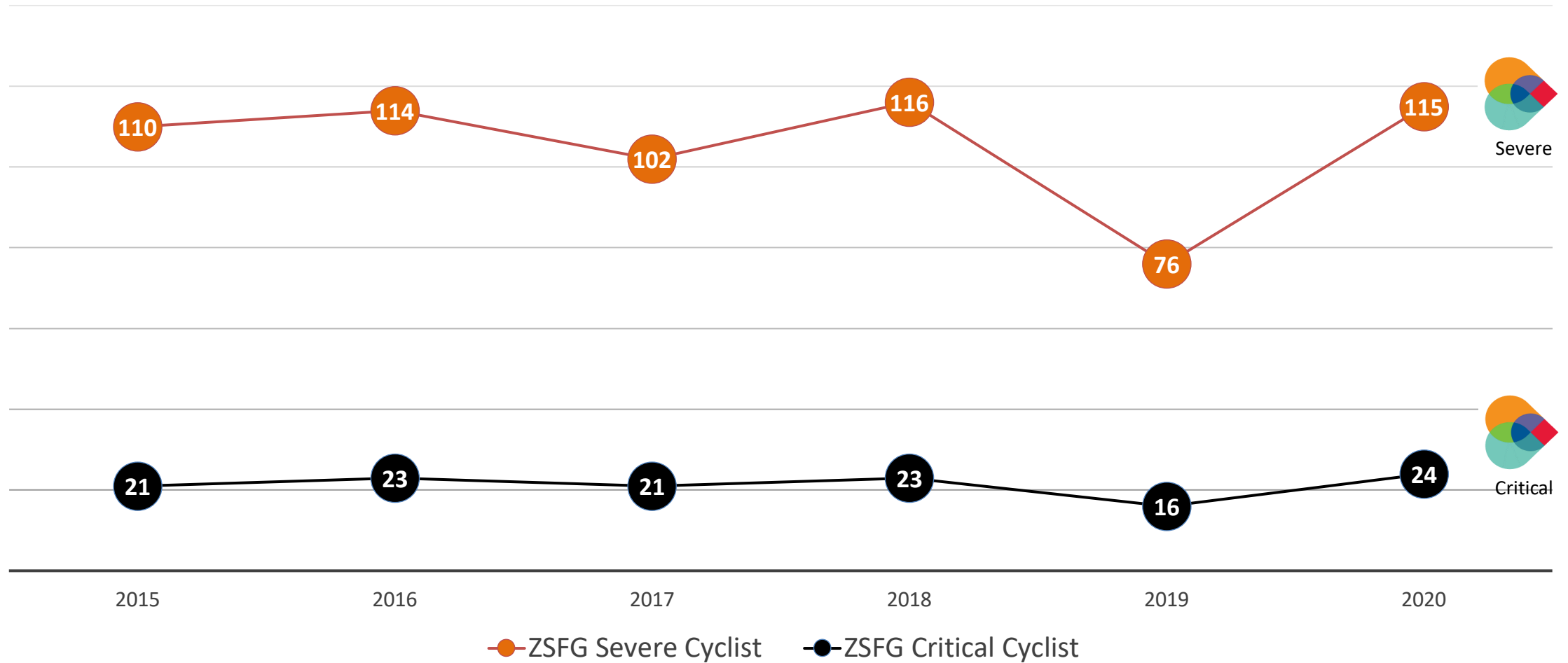
**People biking and people on motorcycles** comprise similar proportions of severe and critical injuries in recent years (2017-2019), **each of approximately 20%** -- a notably higher burden of injury relative to the proportion of trips they represent on SF streets.



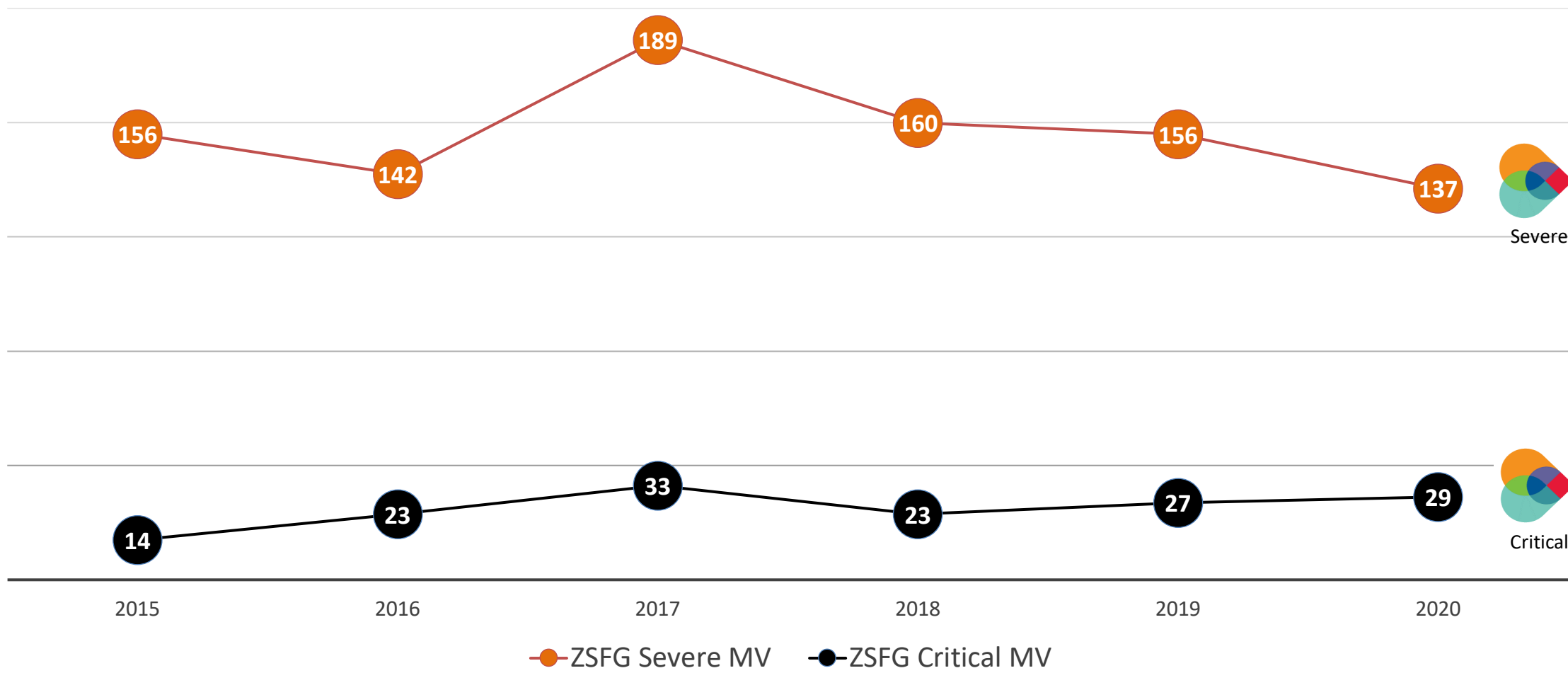
# PEDESTRIAN SEVERE INJURY COUNTS BY YEAR



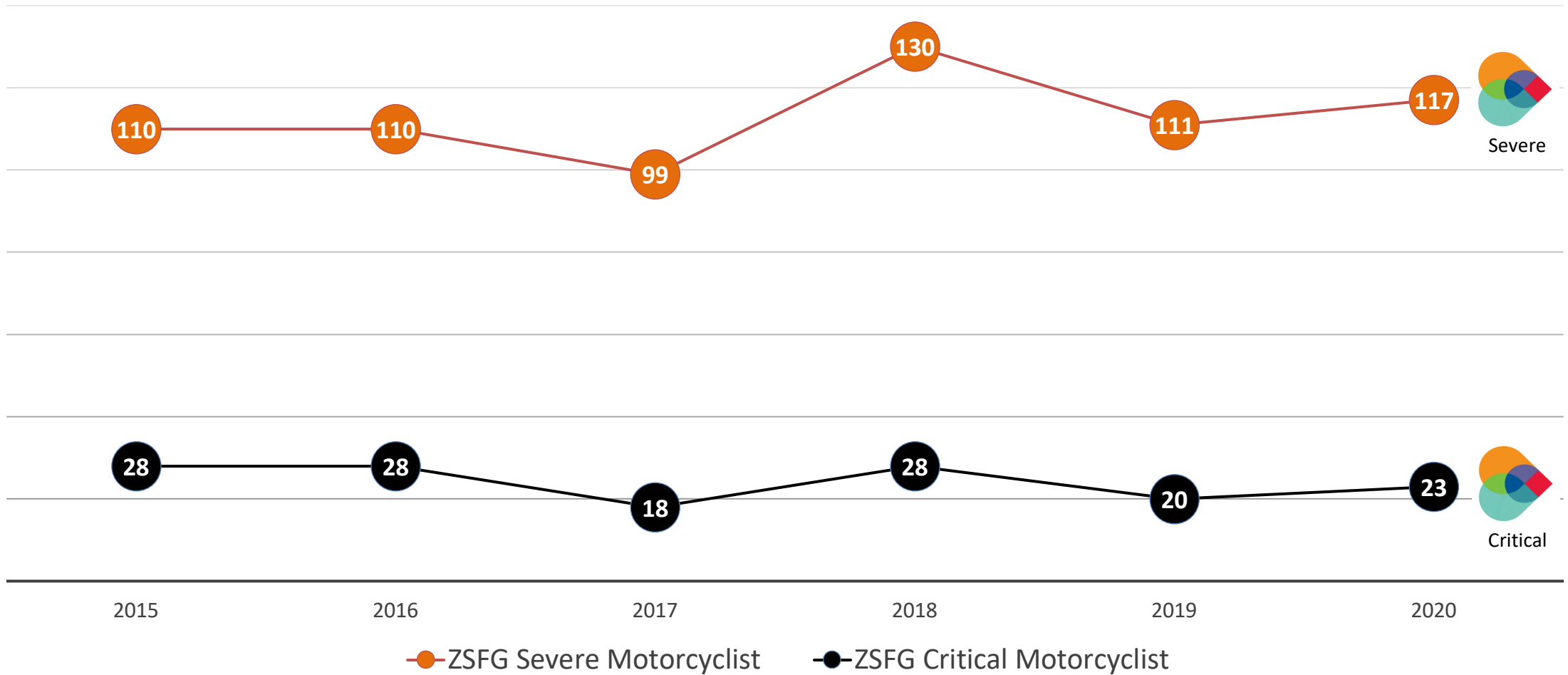
## BICYCLIST SEVERE INJURY COUNTS BY YEAR



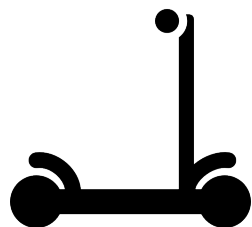
# MOTOR VEHICLE SEVERE INJURY COUNTS BY YEAR



## MOTORCYCLE SEVERE INJURY COUNTS BY YEAR



## VISION ZERO SF SEVERE INJURY TRENDS BY MODE

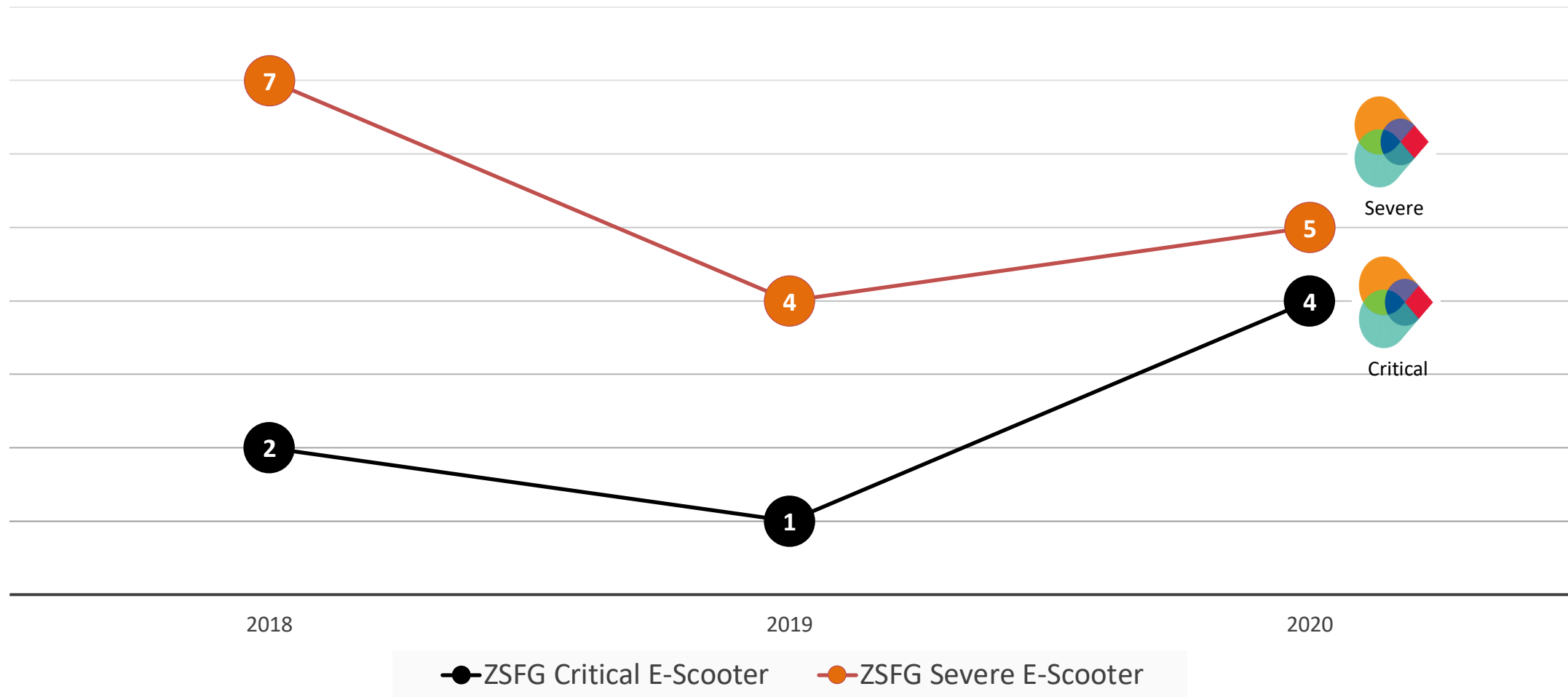


In 2018 ZSFG began tracking injuries associated with use of standing electric scooters, following increased use of the devices.

Year 2020 data show five severe (requiring hospital admission) e-scooter related injuries, and of these four **were critical injuries**. These data do not include fatal injuries: for the first time in 2020 two riders of e-scooters died in San Francisco.

Taken together, these data indicate this emerging mode may be particularly vulnerable to traffic injury.

## E-SCOOTER SEVERE INJURY COUNTS BY YEAR





## NEXT STEPS

SFPD and ZSFG injury assessments represent overlapping populations and do not compare severity between data sources. Some of the injured people in police data are also captured in hospital injury data, while some injured people are included in police or hospital data only.

SFDPH maintains the **San Francisco's Transportation-related Injury Surveillance System** which found that ~60% of records classified as severe appeared both in police and hospital data, with notably differences in proportion captured in hospital-only data based on travel mode.

The linked data from 2013-2019 will become the primary data source to analyze severe injury trends and will be used to update San Francisco's Vision Zero High Injury Network.



**DEVAN MORRIS**  
**DEVAN.MORRIS@SFDPH.ORG**

**SETH PARDO**  
**SETH.PARDO@SFDPH.ORG**



# San Francisco Severe Traffic Injury Trends: 2011-2020

---

September 2021

Produced by the San Francisco Department of Public Health





## Table of Contents

<b>Executive Summary.....</b>	<b>4</b>
<b>MONITORING SEVERE INJURIES IN OUR TRANSPORTATION SYSTEM USING ZUCKERBERG SF GENERAL HOSPITAL AND TRAUMA CENTER (ZSFG) DATA.....</b>	<b>5</b>
<b>WHO IS TREATED FOR SEVERE INJURY AT ZSFG? .....</b>	<b>5</b>
<b>WHAT ARE TRENDS IN ZSFG SEVERE AND CRITICAL INJURY BY TRAVEL MODE? .....</b>	<b>5</b>
OVERALL (See Fig. 1, Page 5) .....	5
PEOPLE WALKING (See Fig. 2, Page 6) .....	5
PEOPLE ON BIKES (See Fig. 3, Page 7) .....	5
PEOPLE IN MOTOR VEHICLES (See Fig. 4, Page 8) .....	6
PEOPLE ON MOTORCYCLES (See Fig. 5, Page 8) .....	6
<b>Detailed Findings: 2011-2020 Severe Traffic Injury Trends.....</b>	<b>6</b>
Methodology .....	6
Interpretation Notes.....	7
Figure 1: Total Traffic Injury Counts by Year .....	7
Severe Injury by Mode of Travel .....	8
Figure 2: Pedestrian Traffic Injury Counts by Year .....	8
Figure 2A: e-Scooter Traffic Injury.....	9
Figure 3: Bicycle Traffic Injury Counts by Year .....	10
Figure 4: Motor Vehicle (MV) Traffic Injury Counts by Year .....	11
Figure 5: Motorcycle Traffic Injury Counts by Year .....	11
Table 1: Count of Severe Injuries and Proportion by Travel Mode - from Hospital Data .....	12
Table 2: Count of Critical Injuries and Proportion by Travel Mode - from Hospital Data .....	12
Next Steps.....	13
Discussion .....	13
<b>Appendix A: SAN FRANCISCO POLICE DEPARTMENT (SFPD) DATA.....</b>	<b>15</b>
WHO IS SEVERELY INJURED? .....	15
SEVERE INJURY TRENDS.....	15
Figure A: Total Police Severe Counts and Hospital Severe and Critical Injury Count- from Police Data and Hospital Data .....	16
Table A: Count of Severe Injuries and Proportion by Travel Mode - from Police Data.....	16
PUBLIC DATA .....	17
<b>Appendix B: SAN FRANCISCO EMERGENCY MEDICAL SERVICES AGENCY (SF EMSA) RETRIAGE GUIDELINES .....</b>	<b>18</b>
Figure B1: Total Traffic Injury Counts by Year Including Years Prior to 2015.....	18



Figure B2: Pedestrian Traffic Injury Counts by Year (2011-2020) .....	19
Figure B3: Bicycle Traffic Injury Counts by Year (2011-2020) .....	19
Figure B4: Motor Vehicle Traffic Injury Counts by Year (2011-2020) .....	20
Figure B5: Motorcycle Traffic Injury Counts by Year (2011-2020) .....	20
Table B1: Count of Severe Injuries and Proportion by Travel Mode - from Hospital Data (2011-2020) .....	21
Table B2: Count of Critical Injuries and Proportion by Travel Mode - from Hospital Data (2011-2020) .....	21

**Suggested APA Format Citation:** San Francisco Department of Public Health. (2021, September). San Francisco Severe Injury Trends: 2011-2020. San Francisco, CA: Program on Health, Equity and Sustainability.

## Executive Summary

Vision Zero is San Francisco's initiative to eliminate traffic fatalities and reduce severe traffic-related injury on San Francisco's streets. The Department of Public Health's (SFPD) Vision Zero team monitors severe injuries utilizing trauma registry data from Zuckerberg San Francisco General Hospital – our City's Level I Trauma Center where the most severely injured patients are seen and treated, and where injury severity is clinically assessed by medical professionals. SFPD tracks both **severe injuries** as well as **critical injuries** - a subset of patients that are the most severely injured. This is our best and most reliable data source for detecting severe injuries in our transportation system. SFPD supplement this data with SF police data collected from police traffic collision reports (see Appendix A), which has been historically the primary data source for severe injury in San Francisco.

The decade of data presented in this report inform City and community understanding of those most severely injured on streets in San Francisco – and how that picture is shifting over time, including since the adoption of Vision Zero in 2014. Vision Zero SF monitors and reports fatality data, which is more readily available, separately and on a monthly basis.<sup>1</sup> The latest end of year fatality report can be found here: [https://www.visionzerosf.org/wp-content/uploads/2021/03/Vision-Zero-2020-End-of-Year-Traffic-Fatality-Report\\_1.0.pdf](https://www.visionzerosf.org/wp-content/uploads/2021/03/Vision-Zero-2020-End-of-Year-Traffic-Fatality-Report_1.0.pdf). Severe injury data helps us to further assess Vision Zero progress, and guide injury prevention initiatives.

This report includes crash data from 2020 during the pandemic of the coronavirus disease 2019 (COVID-19). The San Francisco Department of Public Health issued its first Stay at Home Order on Tuesday, March 17, 2020 and, as of the time this report was written, continues to advise avoiding high risk settings including workplaces and non-essential travel. Given the unprecedented social and economic disruption caused by the COVID-19 pandemic, the crash data trends shown in this report for 2020 may be a brief aberration. Caution should be used when comparing 2020 crash data to previous years as both significant increases or decreases in injuries may be attributable to the short-term effect of the pandemic on transportation patterns.

Next steps include updating the existing 2013-2015 Transportation-related Injury Surveillance System linkage of police and hospital data to include data through 2019. This seven-year dataset will enable more in-depth analyses of location, crash characteristics, socio-demographic information and travel mode, and used to update the city's Vision Zero High Injury Network<sup>2</sup>.

<sup>1</sup> Available at:

<https://app.powerbigov.us/view?r=eyJrIjoizDFhN2E3YjctMGNjNi00ZDZmLTgzMDAtNzYxYjRlODJkNzA3liwidCI6IjlyZDVjMmNmLWNIM2UtNDQzZC05YTdmLWRmY2MwMjMxZjczZiJ9>

<sup>2</sup> Available at: <https://sfgov.maps.arcgis.com/apps/webappviewer/index.html?id=fa37f1274b4446f1bddd7bdf9e708ff>



## MONITORING SEVERE INJURIES IN OUR TRANSPORTATION SYSTEM USING ZUCKERBERG SF GENERAL HOSPITAL AND TRAUMA CENTER (ZSFG) DATA

### WHO IS TREATED FOR SEVERE INJURY AT ZSFG?

- People walking continue to comprise approximately one-third of severe and 31-45% of critical injuries in recent years (2017-2019, tables 1-2).
- Motor vehicle injury makes up 29% of severe injuries and 24% of critical injuries in 2019. The proportion of critical injuries to people in motor vehicles treated at ZSFG slightly increased between 2018 and 2019, but both years were below the proportion seen in 2017 (30%). (See fig. 4, tables 1-2).
- Although there was a noticeable decrease in 2019, people biking continue to comprise approximately one-fifth of severe and critical injuries in recent years (2017-2019). (See fig. 3, tables 1-2).
- People on motorcycles continue to represent an increased proportion of severe injuries in 2019 (29%) compared to previous years; however, there was a slight decrease in proportion of critical injuries. (See fig. 5, tables 1-2).
- People biking and motorcycling continue to have a notably higher burden of injury relative to the proportion of trips they represent on SF streets.

### WHAT ARE TRENDS IN ZSFG SEVERE AND CRITICAL INJURY BY TRAVEL MODE?

#### OVERALL (See Fig. 1, Page 5)

- **Severe injuries:** Overall severe injuries increased in hospital data through 2017 and 2018 but have since had a steady decline in 2019. The decrease in injuries in 2020 is likely attributable to the COVID-19 pandemic and shelter-in-place public health order.
- **Critical injuries:** ZSFG counts of critically (the most severely) injured patients during 2017-2020 were relatively stable and within a similar range compared to previous years. Unlike severe injuries, there was no noticeable decrease in critical injuries in 2020.

#### PEOPLE WALKING (See Fig. 2, Page 6)

- **Severe injuries** slowly increased between 2017 to 2019 but had a significant drop in 2020 most likely due to the COVID-19 pandemic impacting transportation patterns.
- **Critical injuries** saw a notable rise between 2017 and 2018 but have since slowly decreased and are now within a stable range comparable to previous years.
  - Within the pedestrian category, injuries associated with **e-scooters** were tracked for the first time in 2018 where seven severe injuries were associated with the devices, of which two injuries were critical. In 2019 this number decreased to 1 critical and 4 severe injuries but increased in 2020 to 4 critical and 5 severe injuries.

#### PEOPLE ON BIKES (See Fig. 3, Page 7)

- Except for 2019, both **severe and critical injuries** to SF cyclists have been relatively steady since 2017. In 2019 an unusually high proportion of injured cyclists were discharged from ER relative





to other years. Unlike people walking and people in motor vehicles, there was no noticeable decrease in injuries to people on bikes in 2020 during the COVID-19 pandemic.

#### PEOPLE IN MOTOR VEHICLES (See Fig. 4, Page 8)

- **Severe injuries** to people in motor vehicles have continued to trend downward, with 2019 seeing a 17% decrease in injuries compared to 2017. Like people walking, the decrease in injuries to people in motor vehicles in 2020 may be attributable to the COVID-19 pandemic impacting transportation patterns.
- **Critical injuries** to people in motor vehicles decreased 30% between 2017 and 2018 but remain higher than recent lows and within a stable range compared to previous years. Notably, hospital data includes people injured on freeways.

#### PEOPLE ON MOTORCYCLES (See Fig. 5, Page 8)

- **Severe injuries** to people riding motorcycles, although down slightly compared to 2018, remain slightly higher compared to previous years. Like people riding bikes, there was no noticeable decrease in injuries to people on motorcycle in 2020 during the COVID-19 pandemic.
- **Critical injuries** to people riding motorcycles decreased relative to 2018, though remain within the range of 18-28 annual critical injuries seen since 2015. Notably, hospital data includes people injured on freeways.

## Detailed Findings: 2011-2020 Severe Traffic Injury Trends

### Methodology

This report relies on data from Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG)'s trauma registry to monitor severe injury trends for Vision Zero. Strengths of this data system include clinical assessment of injury severity, and that ZSFG is the City's only Level I Trauma Center, where the most severe injuries in the city are treated. SFPD data was historically the only data source used to track severe injury and is summarized in Appendix A for comparison.

Injury severity in hospital data is categorized using a clinical injury severity scale (ISS) ranging from 1-75, as well as whether someone required hospital admission for treatment. This analysis presents severe injuries from hospital data coded as *critical* (ISS greater than 15) and/or *severe* (all traffic injuries resulting in hospital admission).<sup>3</sup> **For hospital data, critical injury is included in severe injury counts and statistics.** Note that fatal injuries are not included in this analysis and are detailed in annual fatality reporting.<sup>4</sup>

<sup>3</sup> Note: Severe injury reporting excludes deaths that occur within 30 days of injury which are tracked separately for Vision Zero fatality monitoring. Distinct from fatality monitoring for Vision Zero SF, severe hospital injuries in this analysis *include* those sustained on freeways, not-at-grade MUNI, BART and Caltrain infrastructure and in the Presidio. Fatality data do not. Protocol available at:

[https://www.sfdph.org/dph/files/EHSdocs/PHES/VisionZero/Vision\\_Zero\\_Traffic\\_Fatality\\_Protocol.pdf](https://www.sfdph.org/dph/files/EHSdocs/PHES/VisionZero/Vision_Zero_Traffic_Fatality_Protocol.pdf)

<sup>4</sup> Vision Zero Traffic Fatality 2020 End of Year Report available at: [https://www.visionzerosf.org/wp-content/uploads/2021/03/Vision-Zero-2020-End-of-Year-Traffic-Fatality-Report\\_1.0.pdf](https://www.visionzerosf.org/wp-content/uploads/2021/03/Vision-Zero-2020-End-of-Year-Traffic-Fatality-Report_1.0.pdf)





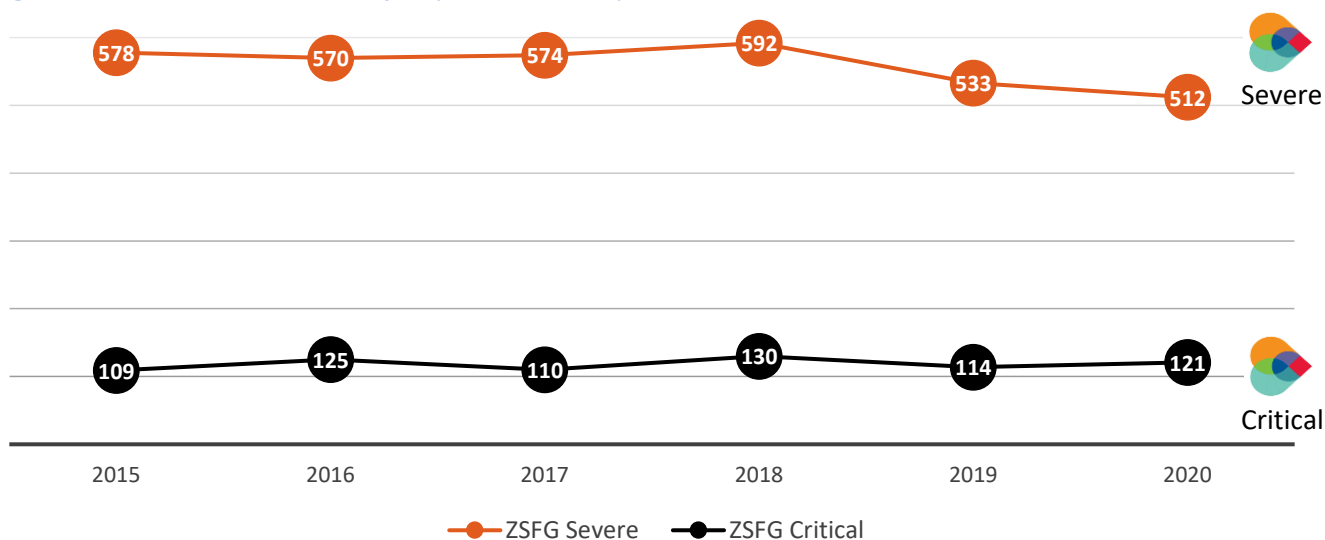
### Interpretation Notes

Given the unprecedented disruption the COVID-19 pandemic had in the year 2020, this report will avoid any direct comparisons of 2020 to previous years. There is not enough information available yet to exactly understand how changes in traffic volume, enforcement, tourism, remote work, and transportation mode shift during this period impacted traffic crash injuries in San Francisco, or how long these emerging trends will continue after the pandemic ends. This report recommends providing additional context or caveats whenever 2020 data is used in comparison to previous or subsequent years of data and that longer-term conclusions should not be drawn based on data from 2020.

Additionally, a shift to the new International Classification of Diseases medical coding system (ICD-10) beginning with 2017 data affects the categorization of traffic modes but is not anticipated to have substantially changed number of patients attributed to each mode. Please note – hospital data includes people injured on SF freeways, making it distinct from VZSF fatality data which exclude people killed in freeway crashes (in addition to other factors, summarized in footnote 2).

At the end of 2013, the San Francisco Emergency Medical Services Agency (SF EMSA) issued triage guidelines to ensure the most severely injured people were treated at ZSFG, even if they initially reported to another hospital. This change increases inclusion of the most severely injured in the ZSFG hospital data – and contributes to the increased but stable number of severe injuries observed from 2015 forward, relative to earlier years. Due to this change, counts of severe and critical injuries in years prior to 2015 are not inconsistent with current practices and therefore not shown in the following charts and tables. Severe and critical injury counts prior to 2015 (fig. B) are provided in Appendix B of this report

Figure 1: Total Traffic Injury Counts by Year



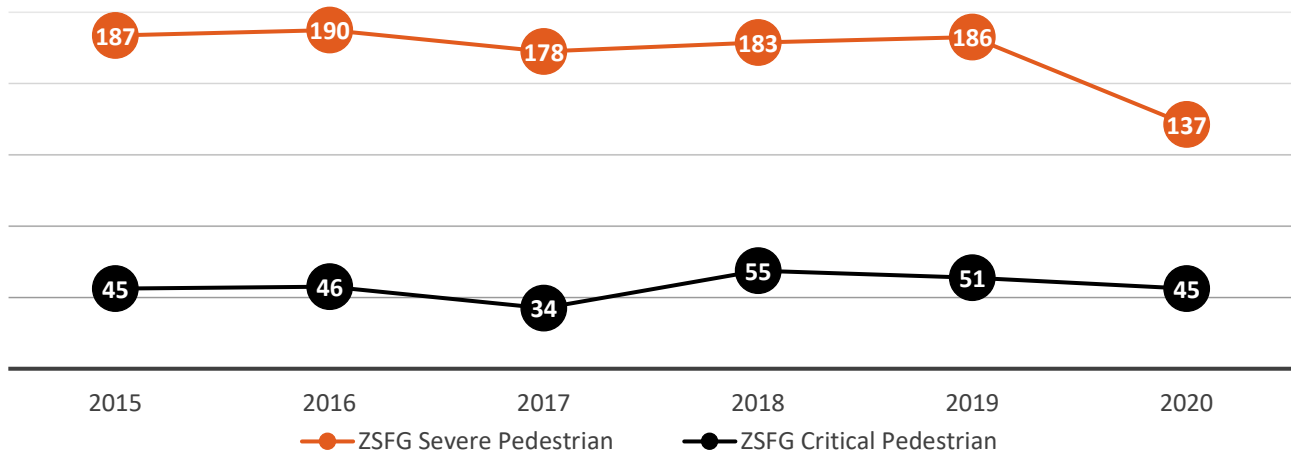


Overall injury trends reflect relatively stable counts of critically injured and slightly declining counts of severely injured patients in recent years. However, this consistency is not true of each individual travel mode, as explored in figures 2-5.

**Note:** ZSFG severe injury numbers *include* ZSFG critical injury counts.

## Severe Injury by Mode of Travel

Figure 2: Pedestrian Traffic Injury Counts by Year

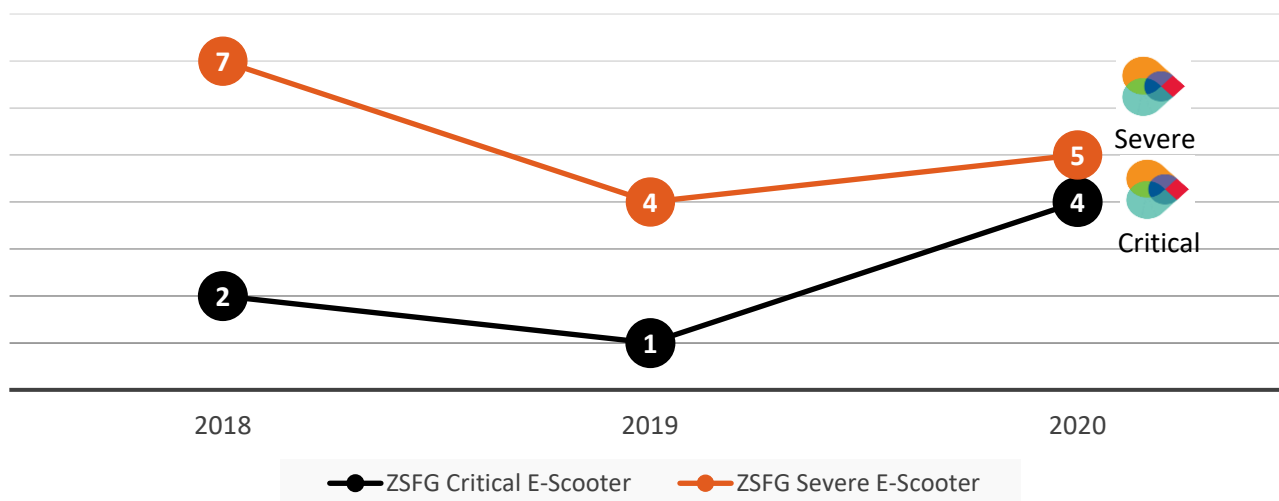


Pedestrian injury is the most common severe traffic injury reported by ZSFG. Severe injuries to people walking were similar to prior years in 2019. While the annual count of critical pedestrian injuries rose in 2018, it declined in 2019.

The decline in severe and critical injuries in 2020 is likely attributable to lower pedestrian volumes due to the COVID-19 pandemic.



Figure 2A: e-Scooter Traffic Injury



In 2018 ZSFG began tracking injuries associated with use of standing electric scooters, following increased use of the devices.<sup>5</sup> E-scooter injuries are presently included within the pedestrian category of injury surveillance, whether the injured party was a person on foot or an e-scooter rider. A detailed analysis of preliminary data from e-scooter companies, police reports and ZSFG tracking conducted during the 2018 powered scooter pilot is available.<sup>6</sup>

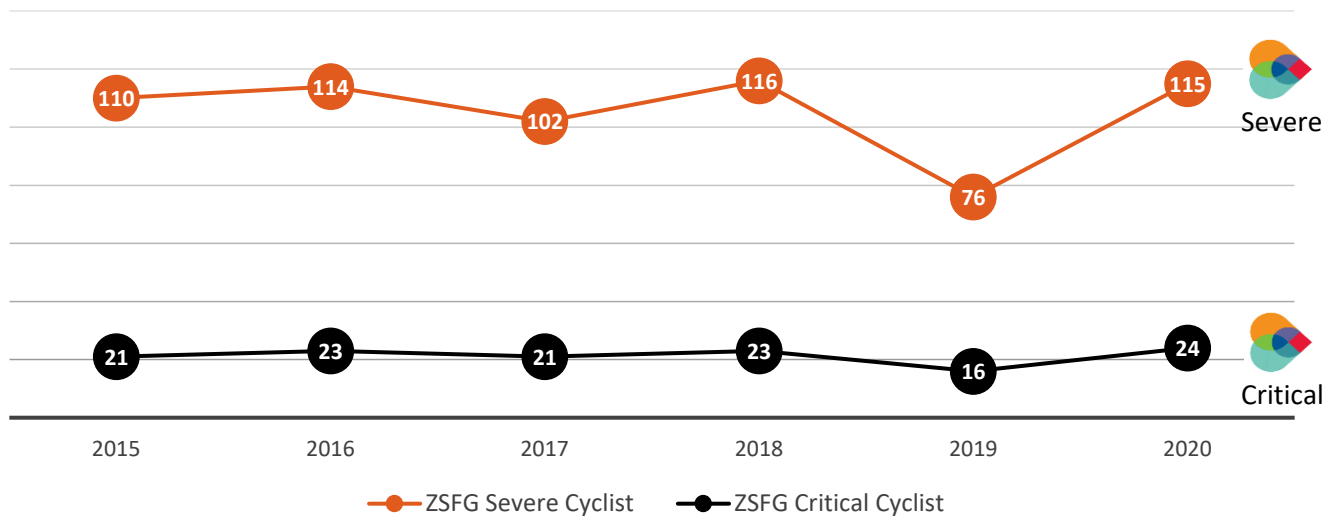
Year 2020 data show five severe (requiring hospital admission) e-scooter related injuries, and of these four were critical injuries. These data do not include fatal injuries: for the first time in 2020 two riders of e-scooters died in San Francisco. Taken together, these data indicate this emerging mode may be particularly vulnerable to traffic injury.

<sup>5</sup> Vision Zero SF Injury Prevention Research Collaborative. 2019. A Methodology for Emerging Mobility Injury Monitoring in San Francisco, California Utilizing Hospital Trauma Records: Version 2.0. San Francisco, CA. Available at: <https://www.sfdph.org/dph/EH/PHES/PHES/TransportationandHealth.asp>

<sup>6</sup> Vision Zero SF Injury Prevention Research Collaborative. (2019, April). *E-Scooter Collision and Injury Analysis*. San Francisco, CA. Available at: [https://www.sfdph.org/dph/files/EHSdocs/PHES/VisionZero/E-Scooter\\_Collision\\_Injury\\_2019.pdf](https://www.sfdph.org/dph/files/EHSdocs/PHES/VisionZero/E-Scooter_Collision_Injury_2019.pdf)



Figure 3: Bicycle Traffic Injury Counts by Year

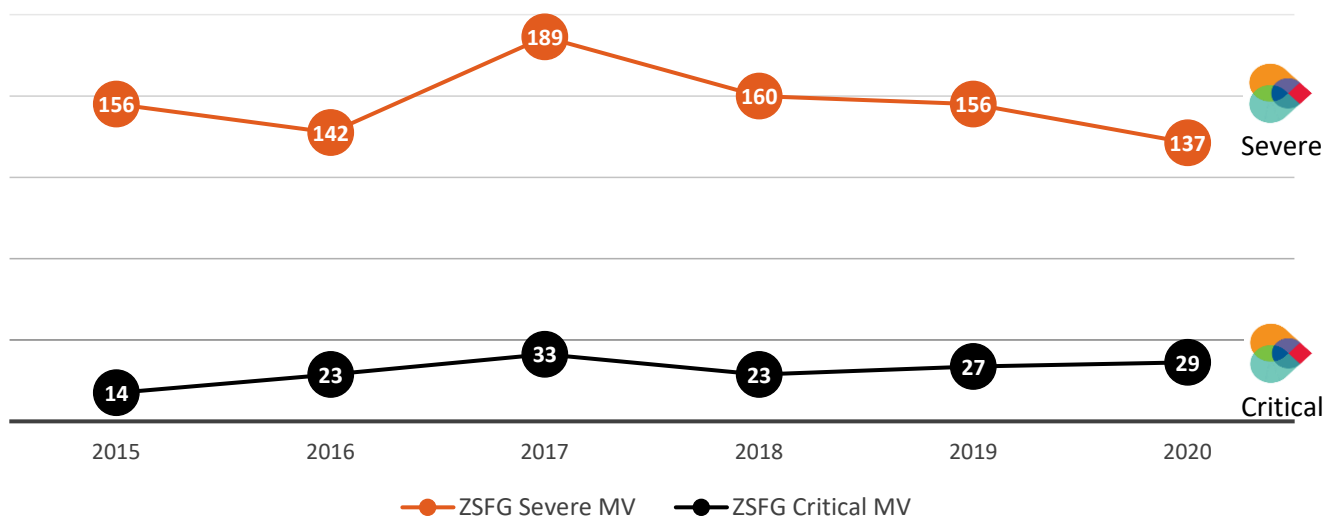


Severe and critical cyclist injury counts dropped notably in 2019, for reasons which are not clear. People riding bicycles remain vulnerable road users who are over-represented in severe injury data relative to their proportion of trips on San Francisco streets.

Both severe and critical injury counts for cyclists increased in 2020 returning to the range seen in previous years apart from 2019. It is unclear if this increase is due to more people choosing to cycle because of the COVID-19 pandemic or if cyclist severe injuries are retracing back to their long-run trend.



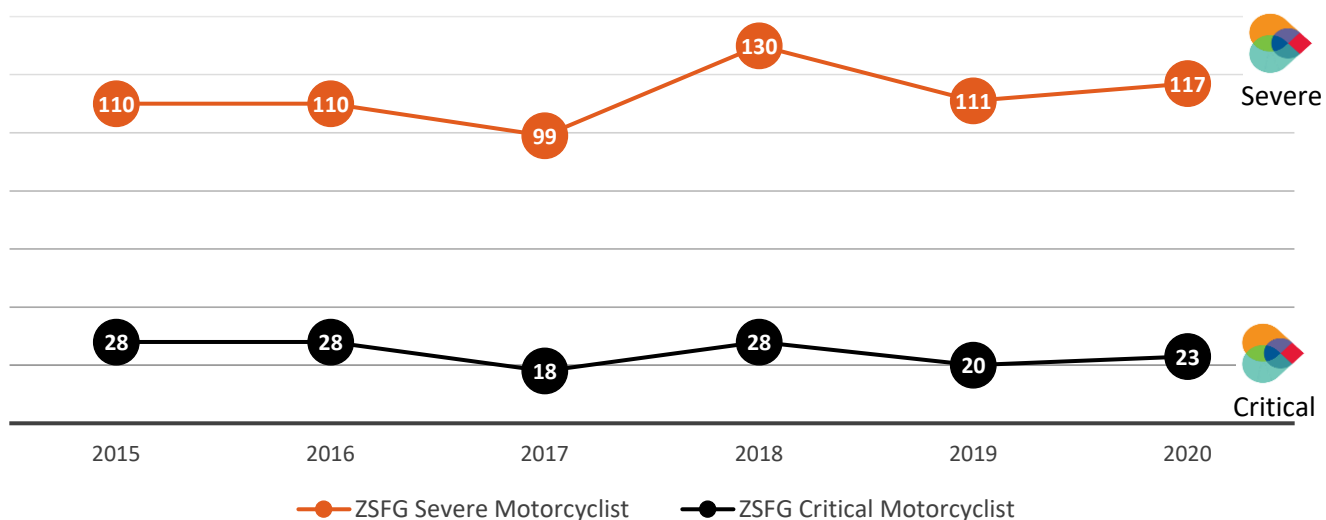
Figure 4: Motor Vehicle (MV) Traffic Injury Counts by Year



Counts of severe motor vehicle injury have fluctuated over time. Severe motor vehicle injury has been on the decline since 2017, while critical injuries slightly increased 2019. Notably, this data includes freeway injuries.

Like severe injuries to people walking, severe injuries to motor vehicle occupants declined noticeably in 2020. This is likely due to decreases in the number of people commuting into San Francisco by vehicle during the COVID-19 pandemic in 2020.

Figure 5: Motorcycle Traffic Injury Counts by Year



While recent counts of critical and severe injuries to people riding motorcycles fell below 2018's historic highs, motorcyclists remain a vulnerable road user group and trending slightly higher over the years



Similar to cyclists, there was an increase in the number of severe injuries during the COVID-19 pandemic in 2020. This could be due to less passenger vehicle volume and potential for higher speeds on uncongested streets.

Table 1: Count of Severe Injuries and Proportion by Travel Mode - from Hospital Data

Year	Pedestrian	Cyclist	Motorcyclist	Motor vehicle occupant	Other/Unknown	Total
2015	187 (32%)	110 (19%)	110 (19%)	156 (27%)	15 (3%)	578 (100%)
2016	190 (33%)	114 (20%)	110 (19%)	142 (25%)	14 (2%)	570 (100%)
2017	178 (31%)	102 (18%)	99 (17%)	189 (33%)	6 (1%)	574 (100%)
2018	183 (31%)	116 (20%)	130 (22%)	160 (27%)	3 (1%)	592 (100%)
2019	186 (35%)	76 (14%)	111 (21%)	156 (29%)	4 (1%)	533 (100%)
2020	137 (27%)	115 (22%)	117 (23%)	137 (27%)	6 (1%)	512 (100%)

Among severe injuries from hospital data, pedestrian injury perennially ranks as the most prevalent mode of injury, ranging from 31-35% of severe injuries over the last decade except for 2020. From 2017 to 2019 the proportion of severe injuries attributable to motorcycle crashes rose and remained above 20%. Severe injuries to cyclists have fluctuated somewhat, comprising 20% or more of all severe injuries in 2018 but falling to 14% in 2019. The motor vehicle occupant proportion of severe injury remained consistent from 2015 to 2019.

Table 2: Count of Critical Injuries and Proportion by Travel Mode - from Hospital Data

Year	Pedestrian	Cyclist	Motorcyclist	Motor vehicle occupant	Other/Unknown	Total
2015	45 (41%)	21 (19%)	28 (26%)	14 (13%)	1 (1%)	109 (100%)
2016	46 (37%)	23 (18%)	28 (22%)	23 (18%)	5 (4%)	125 (100%)
2017	34 (31%)	21 (19%)	18 (16%)	33 (30%)	4 (4%)	110 (100%)
2018	55 (42%)	23 (18%)	28 (22%)	23 (18%)	1 (1%)	130 (100%)
2019	51 (45%)	16 (14%)	20 (18%)	27 (24%)	0 (0%)	114 (100%)
2020	45 (37%)	24 (20%)	23 (19%)	29 (24%)	0 (0%)	121 (100%)

Among critical injuries, the proportion attributable to injured pedestrians rose in 2018 and 2019, reversing a decline observed in 2017. Regardless of year, pedestrian injury stands out as the leading mode of critical injury. The proportion of critical injury occurring among people riding bicycles has been relatively level over the past few years (~20%), while injury to motor vehicle occupants declined from a high of 30% in 2017 to 18% in 2018 then increasing to 24% in 2019, a proportion consistent with previous years.



## Next Steps

SFPD and ZSFG injury assessments represent overlapping populations and do not compare severity between data sources. Some of the injured people in police data are also captured in hospital injury data, while some injured people are included in police or hospital data only. To address this issue SFDPH maintains the San Francisco's Transportation-related Injury Surveillance System which found that ~60% of records classified as severe appeared both in police and hospital data, with notably differences in proportion captured in hospital-only data based on travel mode. The linked data from 2013-2019 will become the primary data source to analyze severe injury trends and will be used to update San Francisco's Vision Zero High Injury Network. In 2023 SFDPH will complete another linkage of 2020-2022 data.

Data linkage will facilitate analyses at the intersection level and offer more comprehensive data on crash and socio-demographic factors. There will be further investigation into the factors contributing to increases in severe motorcycle injuries, as well as those contributing to increases in critical pedestrian injuries following recent declines.

## Discussion

San Francisco continues to invest significant resources to eliminate traffic deaths and reduce severe injuries on San Francisco streets. This work is described in the **Vision Zero Action Strategy** – which includes: data-driven, strategic actions city agencies are advancing; evidence-based, high-impact transformative policies to address vehicle speeds and miles travelled that require local legislative authority; complementary city goals to increase walking, biking, and improved transit while reducing driving and vehicle miles travelled; and the critical importance of equity and ensuring a safe transportation system for even the most vulnerable communities to realize Vision Zero.

Vehicle speed is a fundamental predictor of crash survival and injury severity – and is thus a focus of Vision Zero efforts to slow speeds, save lives and prevent severe injury. Seniors are more vulnerable at any given speed. San Francisco city staff and state representatives continue to push for revisions to statewide traffic laws that will allow local jurisdictions more control over lowering speed limits on high injury streets and busy commercial districts.

San Francisco has a dynamic transportation environment that includes several additional factors that can impact the number and type of severe injuries sustained on the transportation system. These factors include:

- **The COVID-19 pandemic and potential for permanent of work-from-home or flex work schedules:** San Francisco's high proportion of tech and white-collar jobs has allowed a greater number of employees to work remotely compared to other similar sized cities and drastically changed commute patterns and travel mode preferences since the pandemic began. Commute and visitor trips within San Francisco continue to be affected by the pandemic in 2021, as



evidenced by BART and MUNI ridership remain significantly lower compared to 2019. Although 2020 had reductions in the number of severe in critical injuries seen at ZSFG for people walking and people in motor vehicles, it remains to be seen how the changes in city street activity impact long term injury trends when the economy fully reopens, and the pandemic finally subsides.

- **Increases in population, employment, and vehicle miles travelled:** Although the COVID-19 pandemic has temporarily changed previous-trends in population and employment growth in San Francisco, the Association of Bay Area Governments Regional Housing Needs Allocation mandates the city plan for approximately 82,000 additional housing units between 2023 and 2031. This population growth could increase daily vehicle miles travelled (VMT), strengthen the need for traffic congestion pricing, and encourage the usage of alternative modes of transportation including walking, cycling, transportation network (Uber/Lyft), taxis, and ridesharing with electric scooters and mopeds
- **Aging population:** One in five residents are seniors according to the Department of Aging and Adult Services – a population particularly vulnerable to severe injury when injured in a crash. The Bay Area’s senior population is forecasted to grow by 137% by 2040 according to Plan Bay Area 2040.
- **Increasing homelessness:** 2019’s biannual Point-in-Time Count showed a 17% increase in people living on the streets compared to 2017. This means that more people are living where exposure to traffic and potential traffic injury is highest, while facing the increased physical and mental health issues experienced by people without housing.

This context highlights the continued importance of targeted and coordinated Vision Zero SF initiatives to save lives and prevent severe injuries on San Francisco’s transportation system.





## Appendix A: SAN FRANCISCO POLICE DEPARTMENT (SFPD) DATA

VZSF relies on ZSFG hospital data for severe injury monitoring due to the aforementioned strengths, including clinical assessment of injury severity and more complete assessment of severe injuries based on data from the City's only Level I Trauma Center.

This Appendix summarizes SFPD-reported severe injury data, which was historically the primary source of severe injury data reported to the public and used by City staff. Excluding fatal injuries, police data offer three categories of injury severity, assessed at the injury scene: Severe Injury, Other Visible Injury, and Complaint of Pain.

Severe injury is defined in the CHP 555 Traffic Collision Manual<sup>7</sup>.

An injury, other than a fatal injury, that including the following:

1. Broken or fractured bones.
2. Dislocated or distorted limbs
3. Severe lacerations
4. Skull, spin, chest, or abdominal injuries that go beyond "Other Visible Injuries."
5. Unconsciousness at or when taken from the collision scene
6. Severe burns

Notably, a memo released to SFPD officers in Dec. 2014 advised head injuries to be classified as severe to avoid under-reporting of traumatic brain injury. This guidance likely partially accounts for the increase in severe injuries recorded in police data from 2015 onward.

### WHO IS SEVERELY INJURED?

Among severely injured people in police data, proportions of people injured while engaged in various travel modes are generally comparable to hospital data. Consistent with ZSFG data, pedestrians are the group of road users most affected by severe injury.

### SEVERE INJURY TRENDS

Overall severe injury trends in police data are comparable to that in hospital data, as are trends for people walking, cycling and motorcycling. Notably injuries to motor vehicle occupants rose 36% in police data from 2017 to 2019. By contrast, numbers declined for both severe and critical injuries in ZSFG data for the same time period and mode.

---

<sup>7</sup> California Highway Patrol Collision Investigation Manual HPM 110.5 Available at: [https://www.nhtsa.gov/sites/nhtsa.gov/files/documents/ca\\_chp555\\_manual\\_2\\_2003\\_ch1-13.pdf](https://www.nhtsa.gov/sites/nhtsa.gov/files/documents/ca_chp555_manual_2_2003_ch1-13.pdf)



Figure A: Total Police Severe Counts and Hospital Severe and Critical Injury Count- from Police Data and Hospital Data

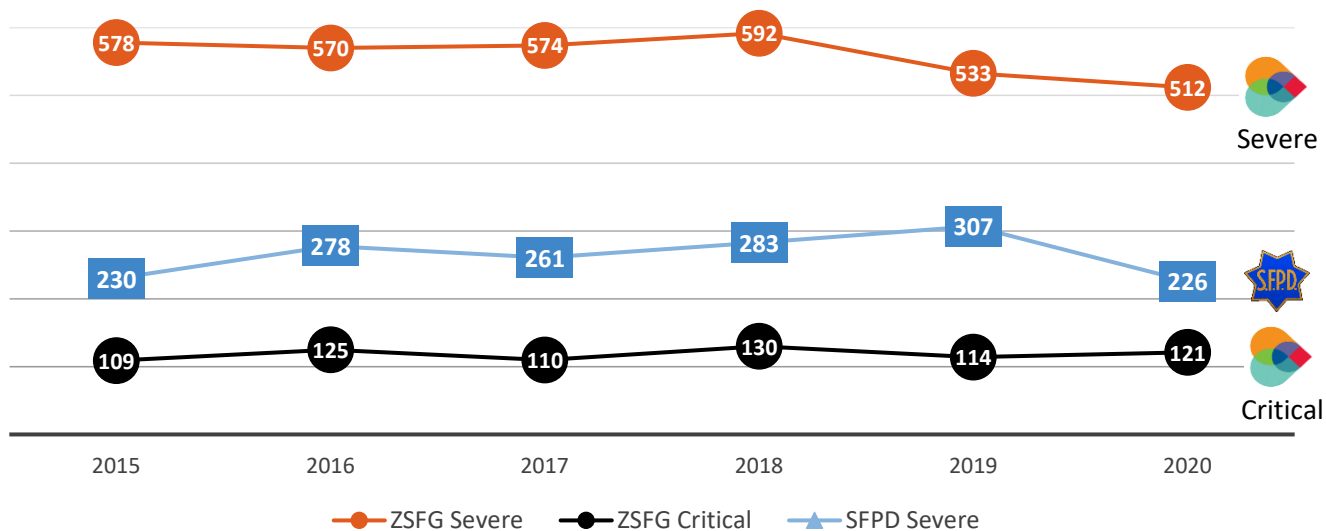


Table A: Count of Severe Injuries and Proportion by Travel Mode - from Police Data

Year	Pedestrian	Cyclist	Motorcyclist	Motor vehicle occupant	Other/Unknown	Total
2011	76 (38%)	36 (18%)	31 (16%)	44 (22%)	11 (6%)	198 (100%)
2012	83 (41%)	31 (15%)	43 (21%)	41 (20%)	6 (3%)	204 (100%)
2013	80 (40%)	47 (23%)	36 (18%)	38 (19%)	0 (0%)	201 (100%)
2014	79 (39%)	49 (24%)	32 (16%)	44 (21%)	1 (0%)	205 (100%)
2015	87 (38%)	51 (22%)	45 (20%)	47 (20%)	0 (0%)	230 (100%)
2016	118 (42%)	40 (14%)	56 (20%)	64 (23%)	0 (0%)	278 (100%)
2017	112 (43%)	46 (18%)	48 (18%)	53 (20%)	2 (1%)	261 (100%)
2018	110 (39%)	55 (19%)	45 (16%)	69 (24%)	4 (1%)	283 (100%)
2019	117 (38%)	53 (17%)	46 (15%)	77 (25%)	14 (5%)	307 (100%)
2020	92 (41%)	34 (15%)	35 (15%)	53 (23%)	12 (5%)	226 (100%)

Among police-designated severe injuries, pedestrian injury perennially ranks as the most prevalent mode of injury – comprising 38% of police recorded severe injuries in 2019. The disproportionate burden of injury to motorcyclists and bicyclists compared to motor vehicles observed in hospital data is also seen in police data, as these road users make up 15% each of severe injury reports in 2019 yet represent relatively smaller proportions of trips in San Francisco.

SFPD data show increased motor vehicle injury collisions in 2018, while hospital data show declines in motor vehicle severe and critical injuries. Contributing factors to these differing trends will be investigated in more detail when the Transportation-related Injury Surveillance System linkage of police and hospital data is completed in 2022.



## PUBLIC DATA

While granular hospital data are not distributable to the public, police crash report data released quarterly and can be explored via [www.transbase.sfgov.org](http://www.transbase.sfgov.org).



## Appendix B: SAN FRANCISCO EMERGENCY MEDICAL SERVICES AGENCY (SF EMSA) RETRIAGE GUIDELINES

San Francisco Emergency Medical Services Agency (SF EMSA) issued retriage guidelines in late 2013 to ensure the most severely injured people were treated at ZSFG, even if they initially reported to another hospital. People with severe injury receive the highest level of medical care when treated in a trauma center. The protocol change in the SF EMSA retriage guidelines facilitates the rapid transfer of severely injured trauma patients from non-trauma hospitals to the trauma center with unconditional acceptance. This change helps increase the inclusion of the most severely injured in the ZSFG hospital data – and also likely contributed to the increased but stable number of severe injuries observed from 2015 forward, relative to earlier years. The data presented below includes hospital data prior to the SF EMSA's retriage guidelines from 2011-2013.

Figure B1: Total Traffic Injury Counts by Year Including Years Prior to 2015

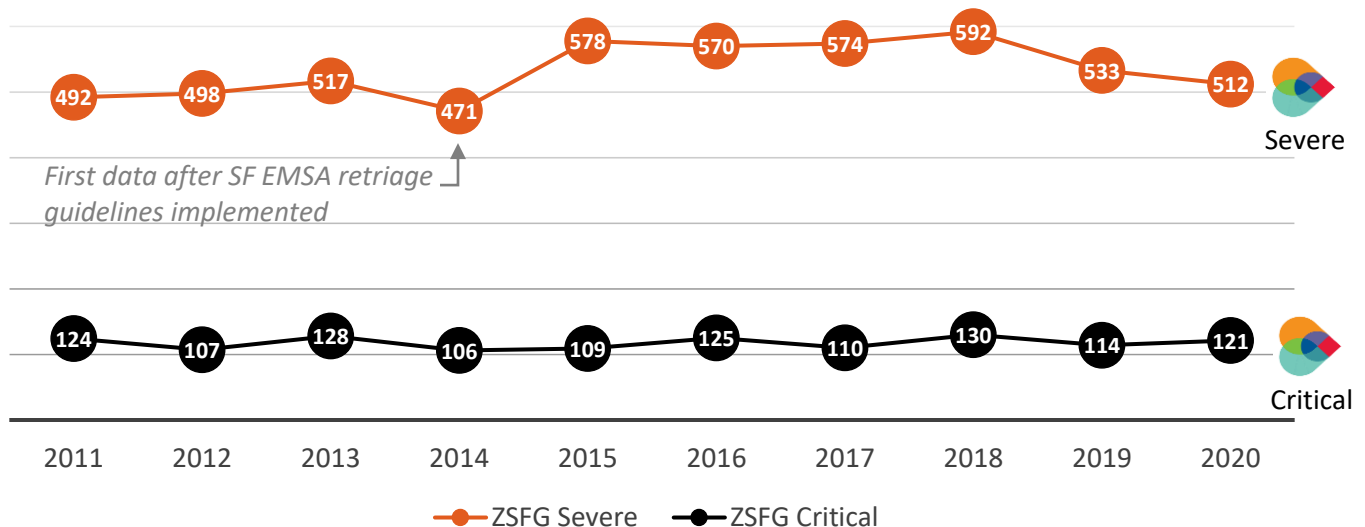




Figure B2: Pedestrian Traffic Injury Counts by Year (2011-2020)

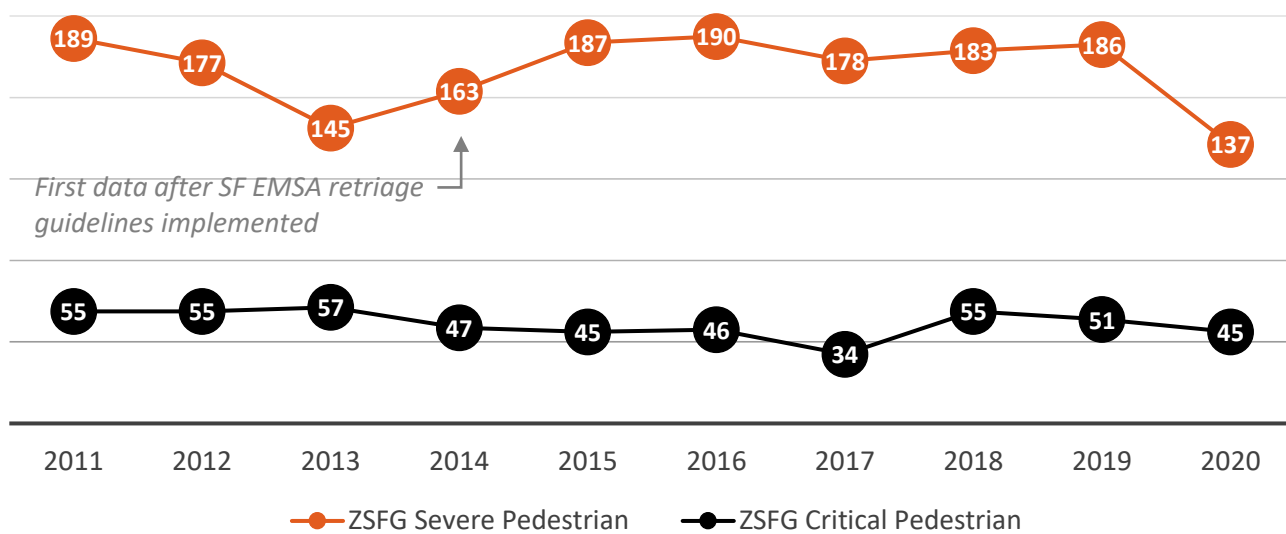


Figure B3: Bicycle Traffic Injury Counts by Year (2011-2020)

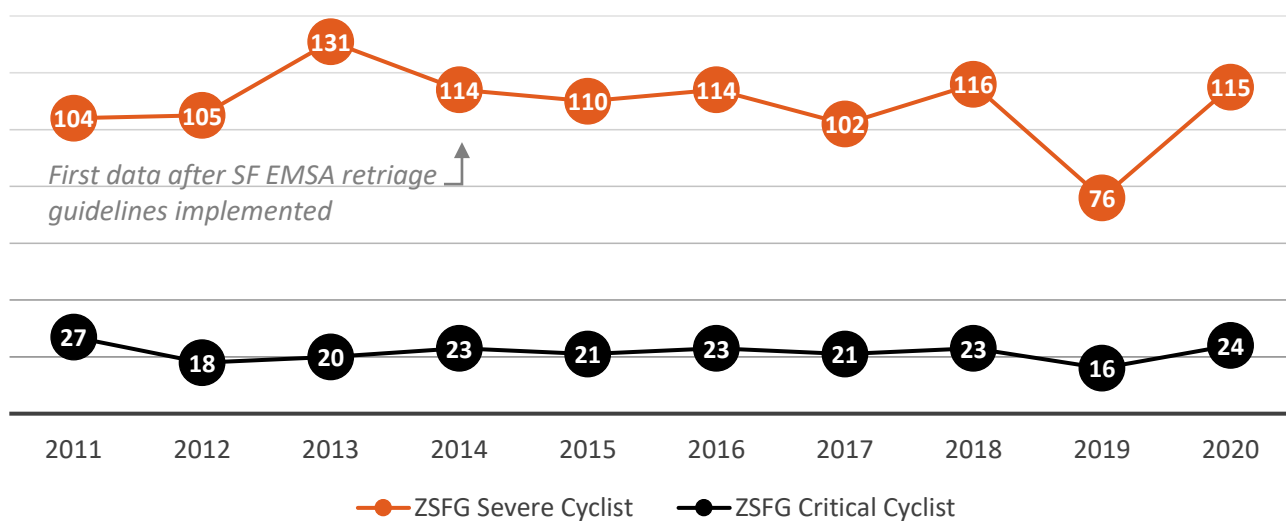




Figure B4: Motor Vehicle Traffic Injury Counts by Year (2011-2020)

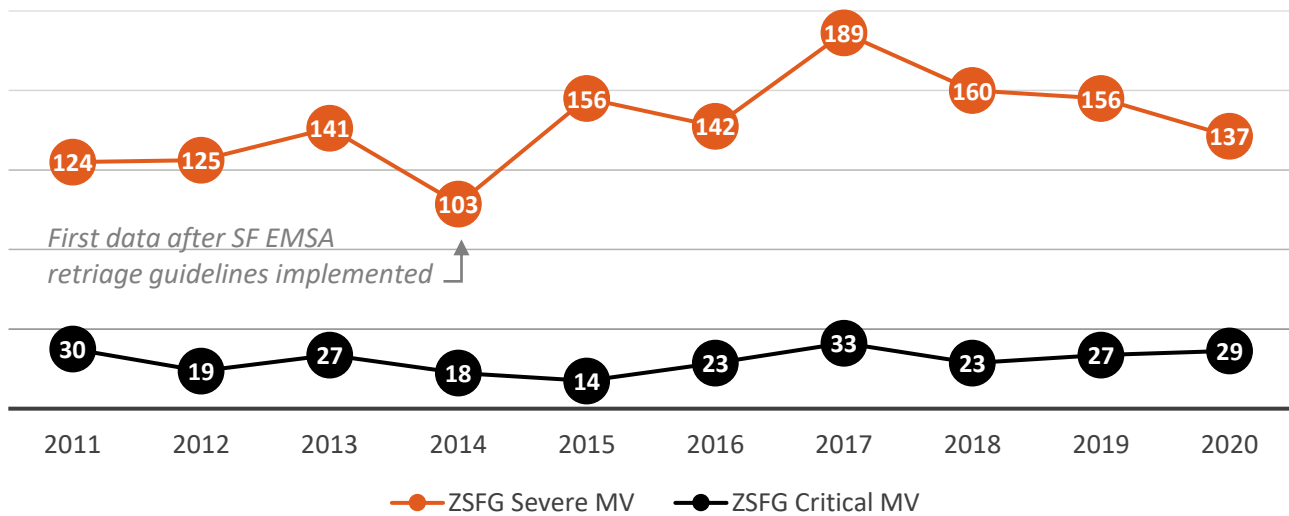


Figure B5: Motorcycle Traffic Injury Counts by Year (2011-2020)

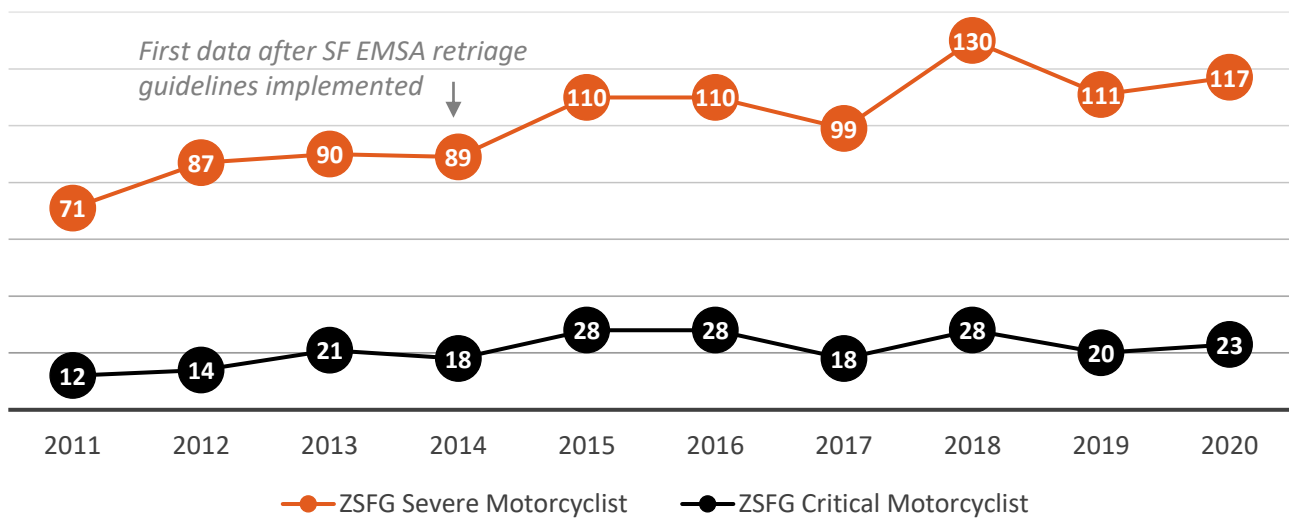




Table B1: Count of Severe Injuries and Proportion by Travel Mode - from Hospital Data (2011-2020)

Year	Pedestrian	Cyclist	Motorcyclist	Motor vehicle occupant	Other/Unknown	Total
2011	189 (38%)	104 (21%)	71 (14%)	124 (25%)	4 (1%)	492 (100%)
2012	177 (36%)	105 (21%)	87 (17%)	125 (25%)	4 (1%)	498 (100%)
2013	145 (28%)	131 (25%)	90 (17%)	141 (27%)	10 (2%)	517 (100%)
2014	163 (35%)	114 (24%)	89 (19%)	103 (22%)	2 (0%)	471 (100%)
2015	187 (32%)	110 (19%)	110 (19%)	156 (27%)	15 (3%)	578 (100%)
2016	190 (33%)	114 (20%)	110 (19%)	142 (25%)	14 (2%)	570 (100%)
2017	178 (31%)	102 (18%)	99 (17%)	189 (33%)	6 (1%)	574 (100%)
2018	183 (31%)	116 (20%)	130 (22%)	160 (27%)	3 (1%)	592 (100%)
2019	186 (35%)	76 (14%)	111 (21%)	156 (29%)	4 (1%)	533 (100%)
2020	137 (27%)	115 (22%)	117 (23%)	137 (27%)	6 (1%)	512 (100%)

Table B2: Count of Critical Injuries and Proportion by Travel Mode - from Hospital Data (2011-2020)

Year	Pedestrian	Cyclist	Motorcyclist	Motor vehicle occupant	Other/Unknown	Total
2011	55 (44%)	27 (22%)	12 (10%)	30 (24%)	0 (0%)	124 (100%)
2012	55 (51%)	18 (17%)	14 (13%)	19 (18%)	1 (1%)	107 (100%)
2013	57 (45%)	20 (16%)	21 (16%)	27 (21%)	3 (2%)	128 (100%)
2014	47 (44%)	23 (22%)	18 (17%)	18 (17%)	0 (0%)	106 (100%)
2015	45 (41%)	21 (19%)	28 (26%)	14 (13%)	1 (1%)	109 (100%)
2016	46 (37%)	23 (18%)	28 (22%)	23 (18%)	5 (4%)	125 (100%)
2017	34 (31%)	21 (19%)	18 (16%)	33 (30%)	4 (4%)	110 (100%)
2018	55 (42%)	23 (18%)	28 (22%)	23 (18%)	1 (1%)	130 (100%)
2019	51 (45%)	16 (14%)	20 (18%)	27 (24%)	0 (0%)	114 (100%)
2020	45 (37%)	24 (20%)	23 (19%)	29 (24%)	0 (0%)	121 (100%)

[ this page intentionally left blank ]



San Francisco  
County Transportation  
Authority





---

Through Vision Zero SF we commit to working together to prioritize street safety and eliminate traffic deaths in San Francisco.

---

# VISION ZERO ACTION STRATEGY UPDATE

---

December 14, 2021

Presentation to the San Francisco County Transportation Authority (SFCTA) Board



**Vision Zero SF** is the city's commitment to creating safer, more livable streets with the goal of **eliminating all traffic fatalities and reducing severe injuries**



**Saving  
Lives**



**Equity**



**Slowing  
Speeds**



**Safe  
Streets**

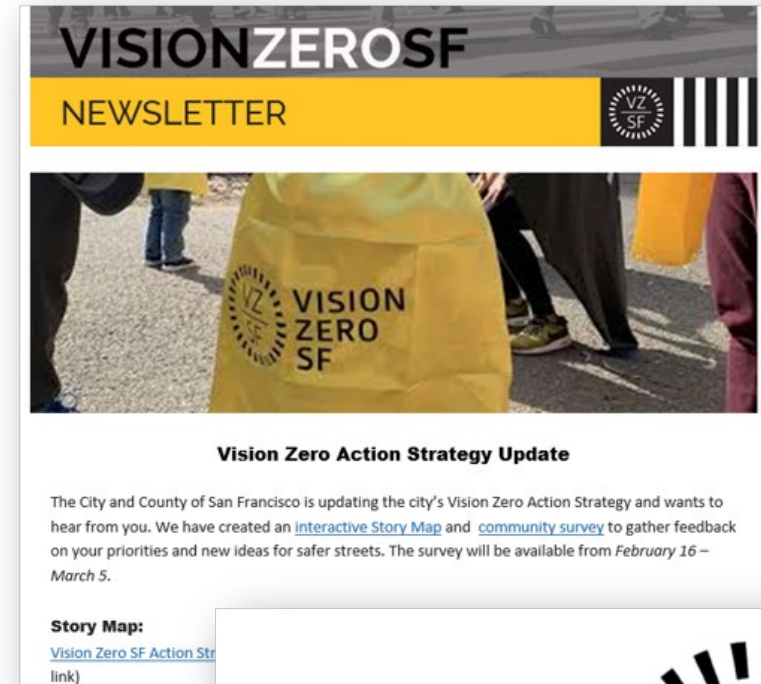


**Culture  
Change**

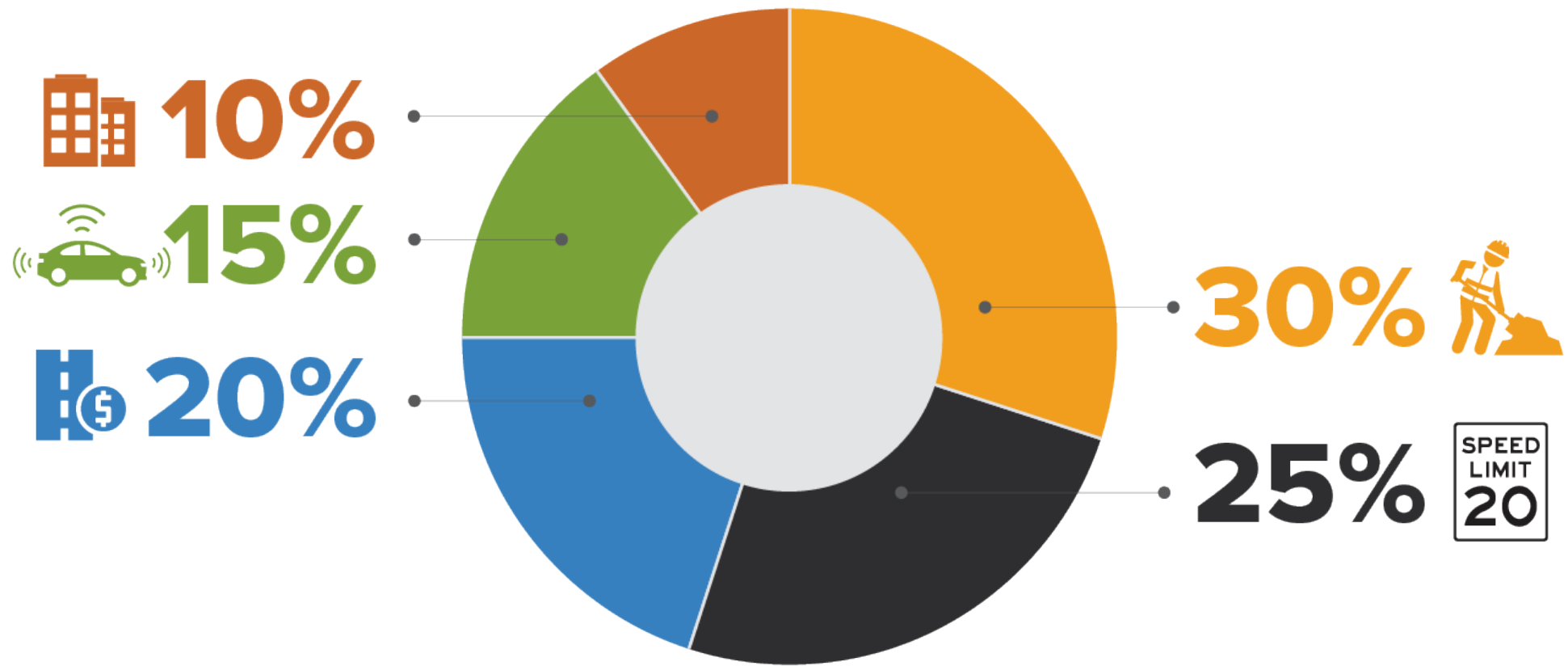
[https://www.visionzerosf.org/wp-content/uploads/2021/11/VZSF\\_AS\\_111021\\_spreads-FINAL.pdf](https://www.visionzerosf.org/wp-content/uploads/2021/11/VZSF_AS_111021_spreads-FINAL.pdf)

# ENGAGEMENT & OUTREACH FOR SAFER STREETS

- Online Story Map/Open House in English, Spanish, Chinese, and Filipino
- 400+ Community Survey Responses, including in English, Spanish, Chinese, and Filipino
- Six Community Virtual Presentations
- Letters from 40+ Organizations



# WHAT WILL IT TAKE TO GET TO ZERO?



Major Street Redesign



Speed Safety Cameras



Mode Shift and Pricing Tools



Advanced Vehicle Technologies

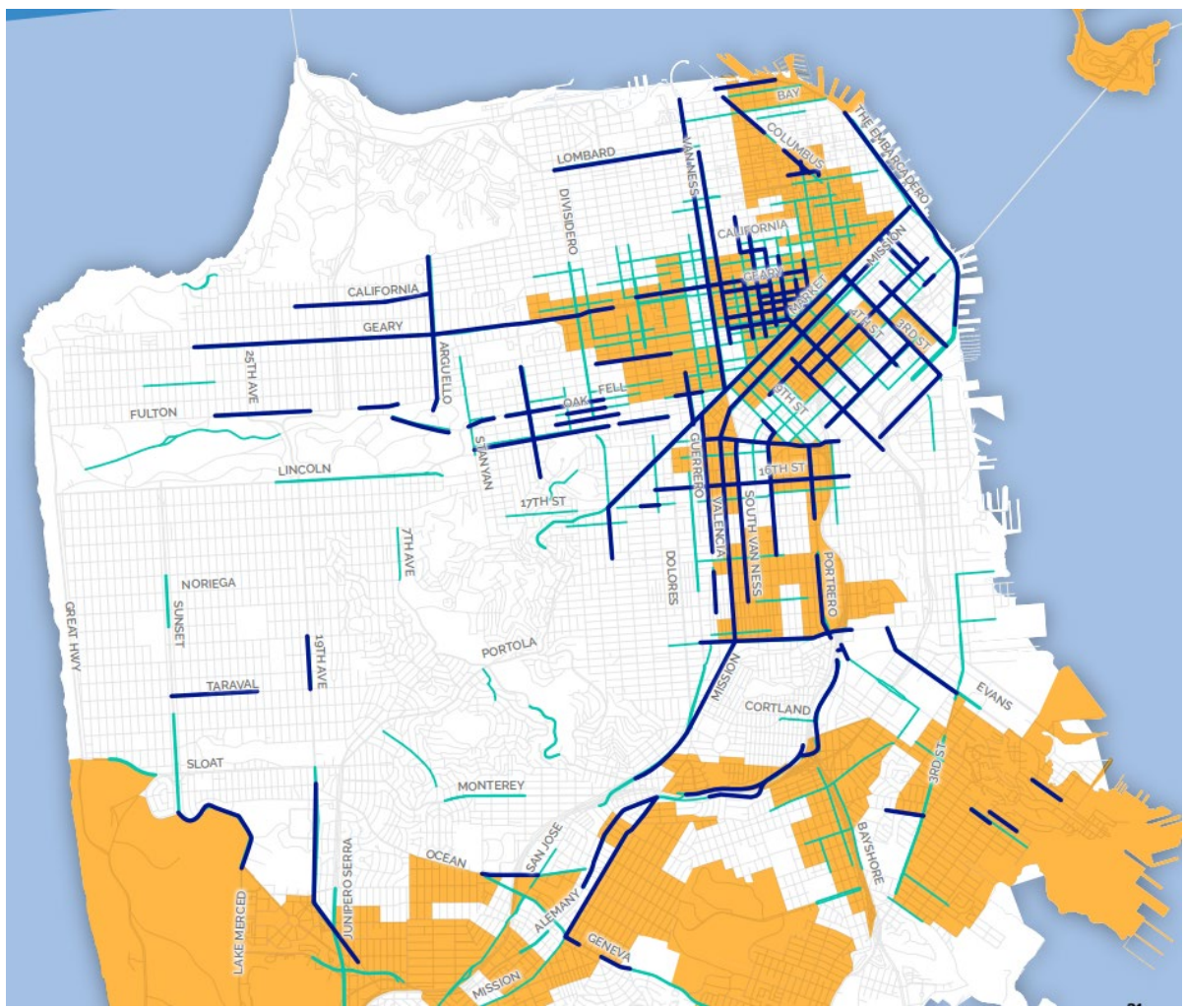


Increased Housing Density



# WHAT IS THE COMMITMENT TO COMPLETE PROJECTS ON THE HIN?

SF WILL APPLY THE QUICK BUILD TOOLKIT ON THE HIN BY 2024



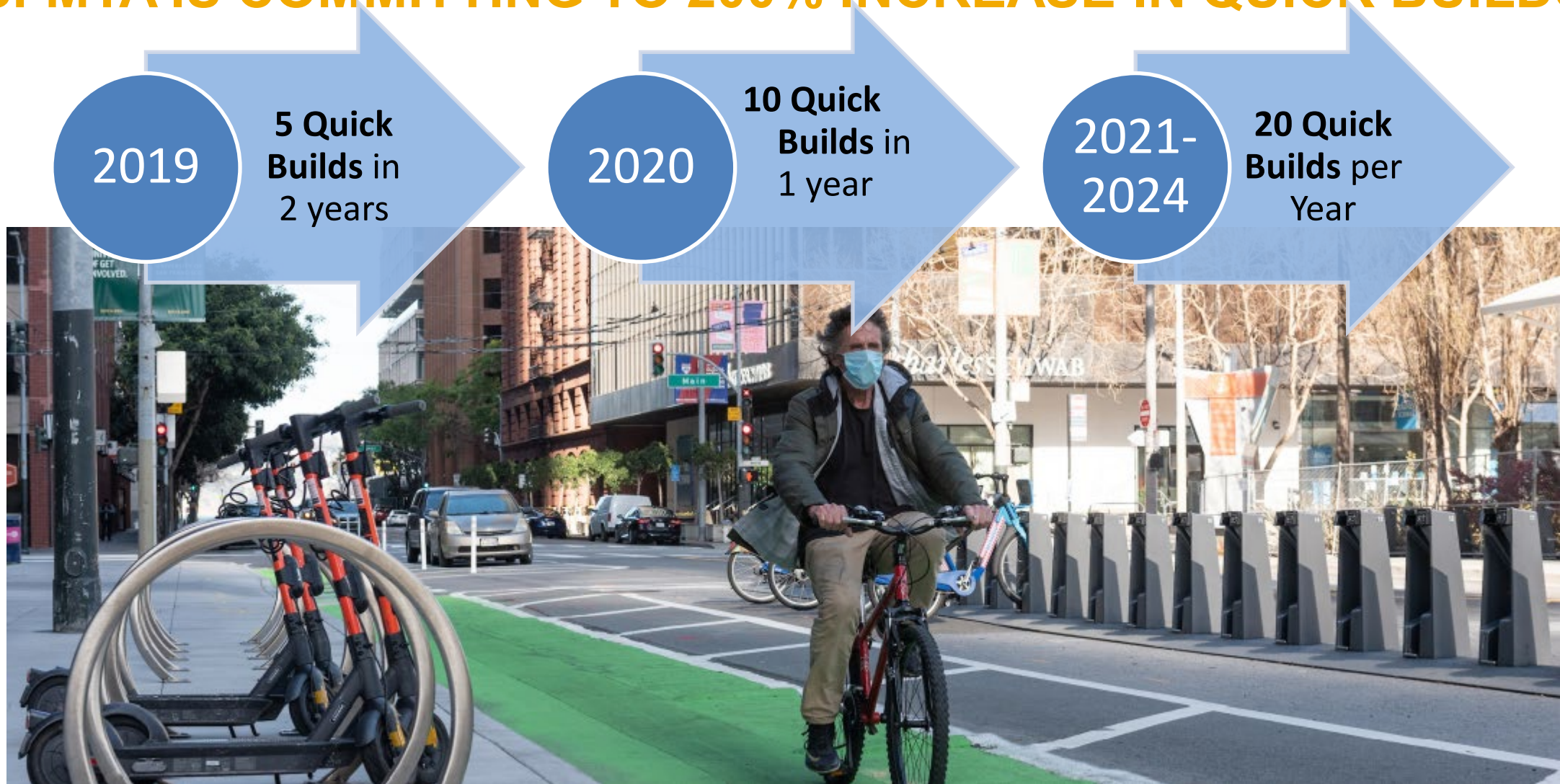
**80+ Miles** Complete, In Construction, or in Planning or Design

**80+ Miles** Remaining to Complete in this Strategy

- Completed, In Planning or Construction
- Remaining Quick Builds
- Communities of Concern

# WHAT IS THE COMMITMENT TO PROJECTS ON THE HIN?

## SFMTA IS COMMITTING TO 200% INCREASE IN QUICK BUILDS

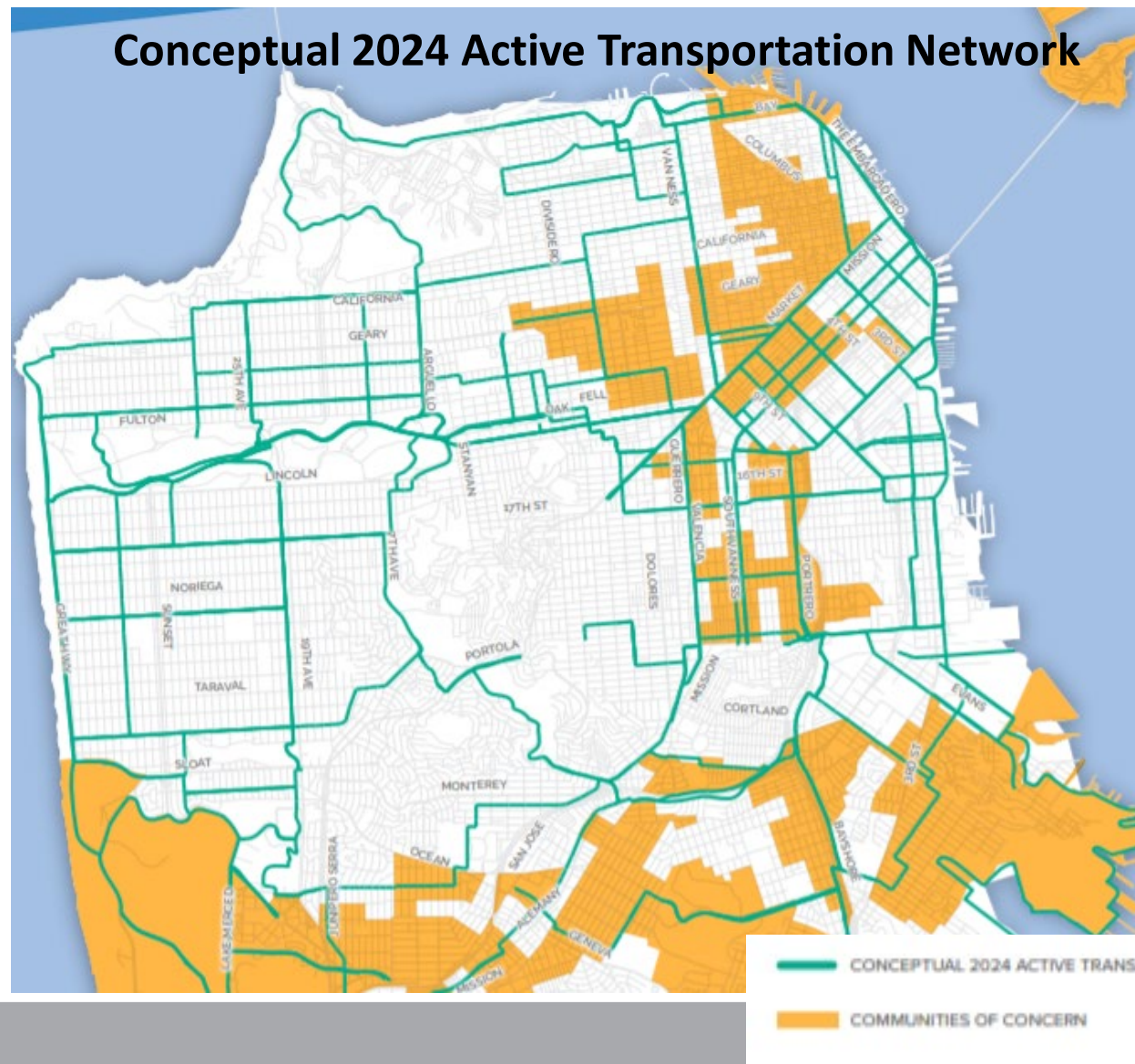




# HOW DOES THE STRATEGY SUPPORT MODE SHIFT ?

## SF WILL COMPLETE AN ACTIVE TRANSPORTATION NETWORK BY 2024

- Active transportation network to support biking and walking
- Includes low-car streets and car-free streets, Slow Streets and protected bike lanes
- SF Bike Plan will develop larger and more specific vision



# WHERE WILL SPEED LIMITS BE REDUCED?

## SF PROPOSES INITIAL SPEED LIMIT REDUCTIONS (AB43)

Initial locations eligible as business activity districts beginning 2022

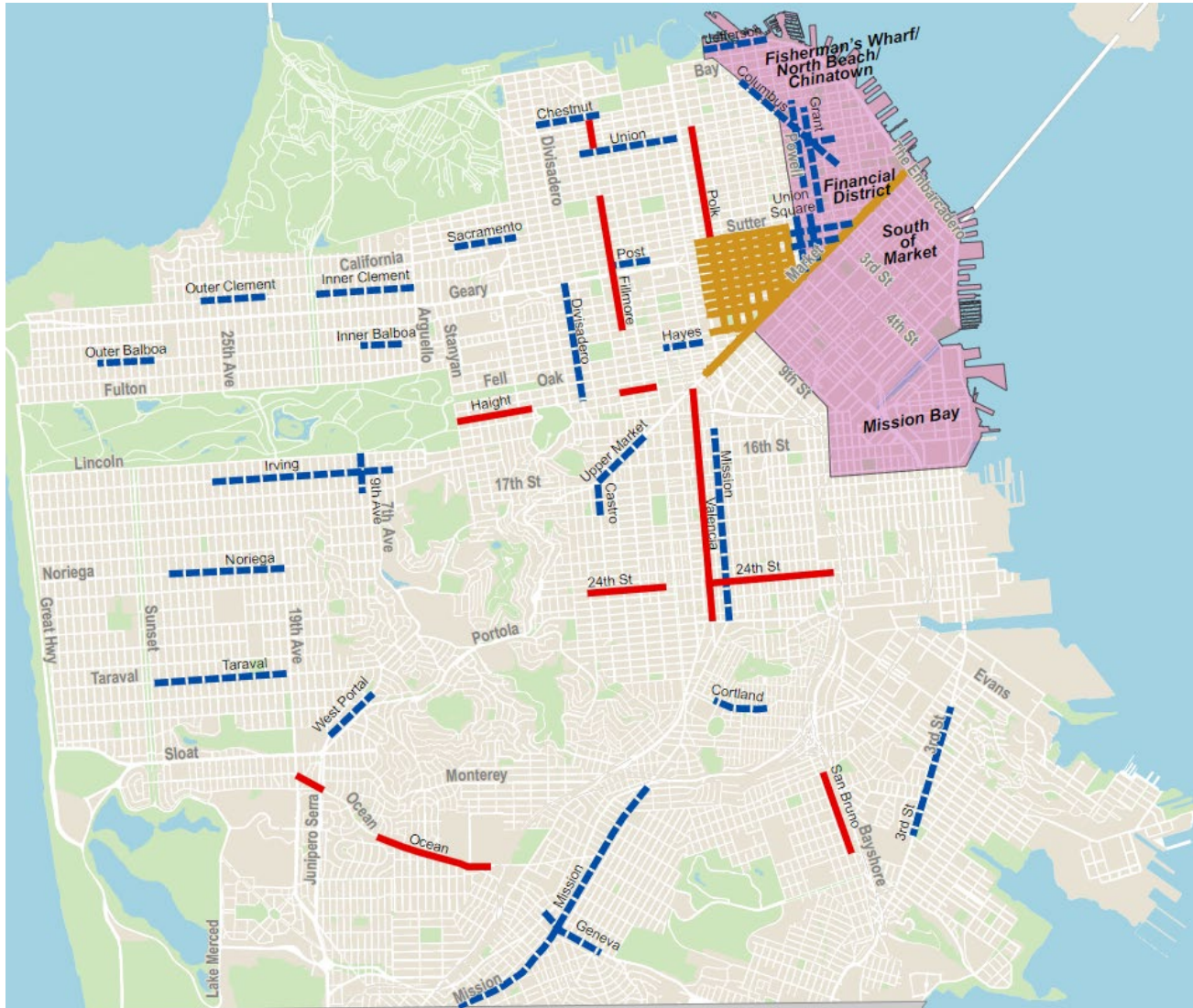
New locations will be proposed on the High Injury Network beginning 2024

 20 MPH Corridors - Batch One

 20 MPH Corridors - Eligible for Future Consideration under AB43

 Area for Future Study

 Existing 20 MPH Corridors





# WHAT WILL BE IN THE SPEED MANAGEMENT PLAN?

## SF PROPOSES A COMPREHENSIVE SPEED MANAGEMENT PLAN, INCLUDING:

- Speed Limit Reductions & Signage
- Speed Education and Outreach Campaign
- Outreach on Alternatives to Traditional Traffic Enforcement
- High Visibility Speed Enforcement Campaign
- Traffic Calming

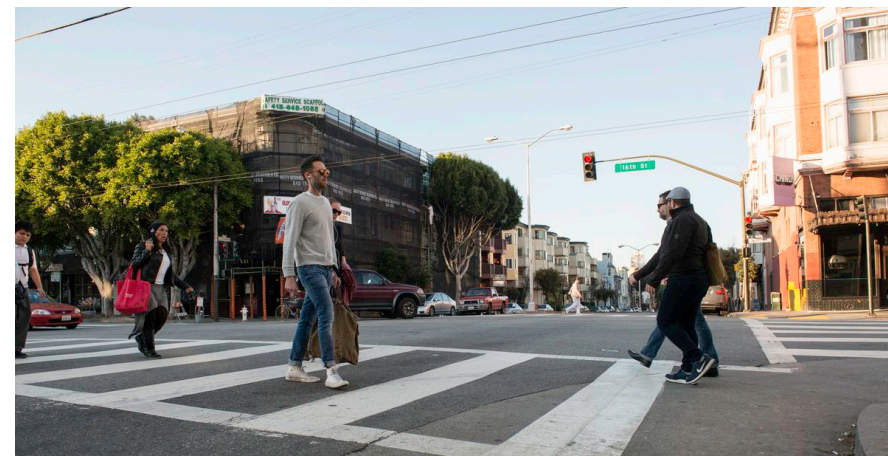


## WHAT IS THE COMMITMENT ON SAFER CROSSINGS?

### ALL HIN INTERSECTIONS WILL HAVE CORE QUICK BUILD SAFETY IMPROVEMENTS BY 2024

All HIN intersections will have core improvements as appropriate:

- Daylighting\*
- Continental Crosswalks
- Slower Walking Speeds (Walk Speed 3.0)
- Leading Pedestrian Intervals



***\*Will accelerate daylighting to be completed 1 year ahead of schedule***

## UPDATED METRICS & REPORTING TO MEASURE PROGRESS

- Quick Builds completed on the High Injury Network
- Reporting on Severe Injury Trends every 2 Years
- Reporting on Safe Streets Project Evaluations annually



## Key Findings



The findings are clear; **protected bike facilities** increase bicycle ridership, decrease blockages of the bike lanes, and nearly eliminate mid-block vehicle-bike conflicts such as near-dooring incidents.



Through introducing **corridor-wide pedestrian safety projects**, we are reducing vehicle speeds and improving loading experiences.



**Proactive, neighborhood-wide traffic calming is leading to reduced vehicle speeds** and may help prevent future severe injuries and fatalities, especially on residential streets.

[illegible]





# Thank you

**[VISIONZEROSF@SFMTA.COM](mailto:VISIONZEROSF@SFMTA.COM)**

[https://www.visionzerosf.org/wp-content/uploads/2021/11/VZSF\\_AS\\_111021\\_spreads-FINAL.pdf](https://www.visionzerosf.org/wp-content/uploads/2021/11/VZSF_AS_111021_spreads-FINAL.pdf)



2021 VISION ZERO SF

# ACTION STRATEGY



VISION  
ZERO  
SF



# The Vision Zero Pledge

The Vision Zero Action Strategy outlines the commitments and actions the City will take to eliminate traffic deaths. We will work together and in partnership with stakeholders to implement this strategy to eliminate all traffic deaths.



## Table of Contents

Note from the Mayor . . . . . 1

In Memoriam Dedication . . . . . 2

Overview . . . . . 7

Vision Zero is Possible . . . . . 8

Core Principles . . . . . 10

Commitment to Equity . . . . . 11

National Trends . . . . . 14

Understanding Trends in San Francisco . . . . . 16

Transformative Changes to Reduce Crashes . . . . . 18

High Injury Network Map . . . . . 22

Evolving Approach Timeline . . . . . 24

Tools for Slowing Speeds and Safer Crossings . . . . . 26

Safe Streets Actions . . . . . 32

Safe People Actions . . . . . 36

Safe Vehicles Actions . . . . . 40

Data Systems Actions . . . . . 41

Measuring Progress . . . . . 42





## A Note from the Mayor

In 2014, San Francisco adopted Vision Zero—a bold plan to eliminate traffic deaths and reduce severe injuries. At the core of Vision Zero is a simple and powerful philosophy: all traffic deaths are unacceptable. And they are preventable. Too many people have died on our streets, and too many families struggle with the loss of loved ones or the challenges of lifelong severe injuries.

This ambitious goal is the right goal, and it has given our city the urgency and focus to commit resources to save lives. But we know we need more. This Action Strategy outlines what we need to get us to zero.

Across the United States, cities continue to struggle to reduce traffic deaths. Cities have seen an increasing dependence on cars for travel and more vehicle miles traveled on our streets. With this has come an increase in traffic deaths across major cities, including Vision Zero peer cities like Portland, New York City, and Philadelphia. Nationally, as well as locally, significant cultural shifts around traffic safety will be needed to get to zero.

Our approach has evolved significantly since 2014 and we have learned a lot. This strategy is built on those lessons. We launched a Quick-Build Program in 2019, delivering projects at one-tenth of the cost of our traditional capital projects and a fifth of the time. We're proactively taking a network-level approach to key safety treatments. We're also looking carefully at the role of bias and racial

disparities in enforcement and seeking proven alternatives like speed cameras. We're using targeted marketing and culturally competent outreach to focus on the most dangerous driving behaviors. And we're bringing forward innovative approaches, such as the neighborhood-wide speed limit reduction in the Tenderloin.

We are committed to slowing vehicle speeds and creating safer crossings. But we know we need significant shifts in policies and resources to achieve our goals. We need to urgently work to change speed limits in the city, and we need state authority to use speed cameras. We need to convince more San Franciscans to shift their travel modes by making transit and other modes of travel safe, convenient, and reliable. We also need to create housing options closer to jobs and schools so people don't have to drive to work. We need a major culture change around traffic safety.

Vision Zero is the right goal and we are dedicated to reaching it. We know that there is much more to do. We will continue working urgently towards zero traffic deaths. We understand what it takes and are committed as a city to saving lives on our streets.

Sincerely,



**London Breed**

Mayor of San Francisco



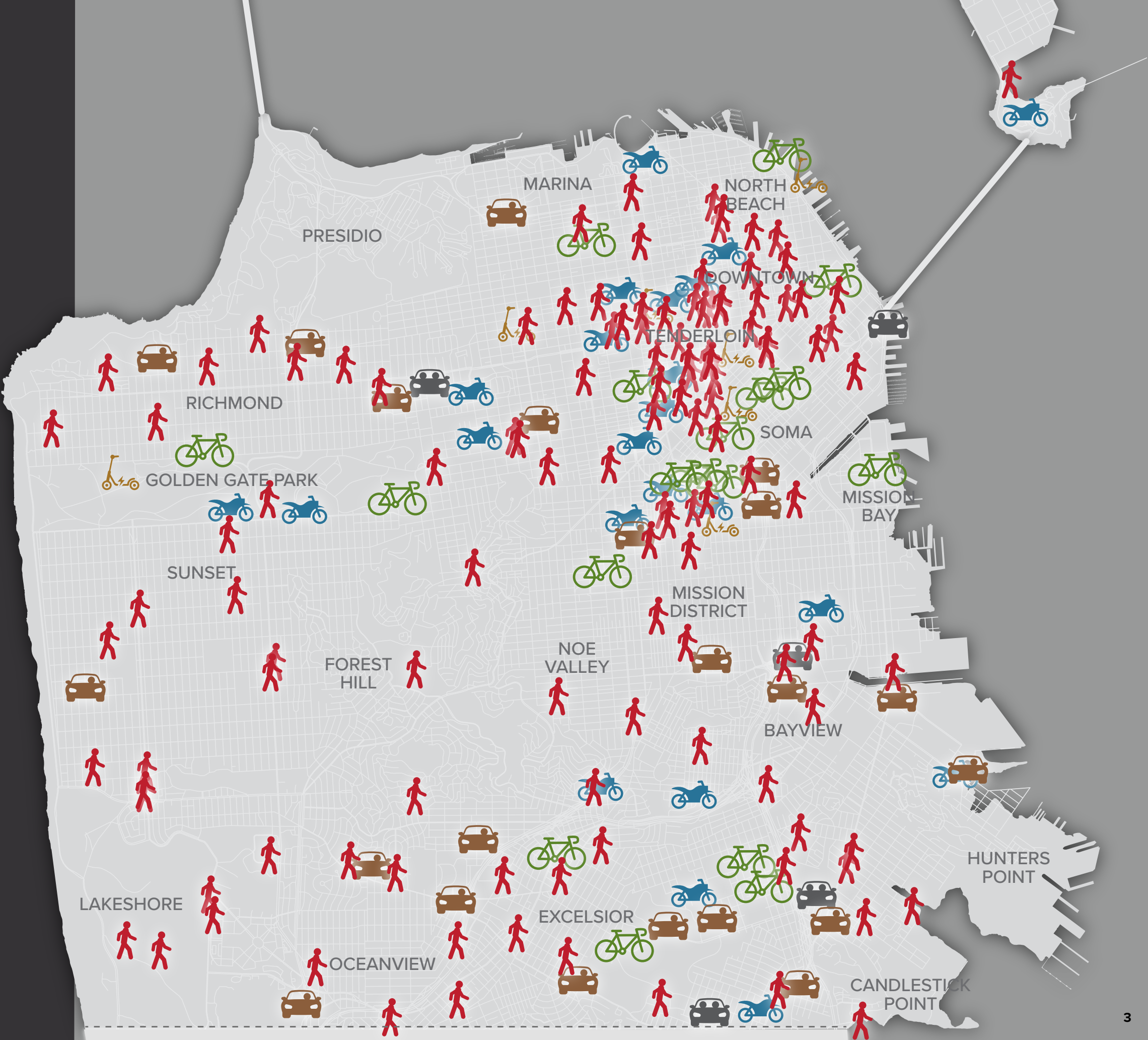


# In Memoriam

## Even one is too many.

Each traffic-related death represents a life cut short, loved ones devastated, and a tragic loss to our community since Vision Zero was adopted in 2014. Many more people survive severe traffic injuries, but their lives are irreparably damaged. This action strategy is dedicated to the people who lost their lives while traveling on San Francisco streets.

-  PEDESTRIAN
-  DRIVER
-  CYCLIST
-  MOTORCYCLIST
-  PASSENGER
-  STAND-UP RIDER







## Every year in San Francisco,

about 30 people lose their lives and over 500 more are severely injured while traveling on city streets. These deaths and injuries are unacceptable and preventable, and San Francisco is committed to stopping further loss of life.

The City and County of San Francisco adopted Vision Zero, a policy that commits us to ending traffic fatalities, in 2014. Vision Zero San Francisco commits city agencies to build better and safer streets, educate the public on traffic safety, enforce traffic laws, and adopt policy changes that save lives. This Safe Systems approach centers human life and coordinates across city departments to implement a suite of actions prioritizing street safety addressing Safe Streets, Safe People, Safe Vehicle, and Data Systems.



## Action Strategy Overview

**This Vision Zero Action Strategy identifies the significant shifts needed to advance Vision Zero and outlines the actions Vision Zero San Francisco will take to end traffic deaths in San Francisco.**

The strategy was developed by the City and County of San Francisco, co-chaired by the San Francisco Municipal Transportation Agency (SFMTA) and the Department of Public Health, with leadership from the Mayor's Office, the Board of Supervisors, and in coordination with local community groups, advocacy organizations, and residents. Vision Zero is a multi-disciplinary approach that requires interagency coordination from the more than 10 agencies that adopted this commitment.

Since 2014, Vision Zero SF has published an Action Strategy that lays out the strategic actions for city departments and agencies to reach the city's Vision Zero goal. This fourth version of the Action Strategy reflects a need for a paradigm shift—outlining the substantial changes needed in policy, politics, and resources to get to zero.

Building on lessons learned and best practices since 2014, this citywide plan lays out the highest impact strategies to get closer to zero traffic deaths. **Through this strategy, we have increased the commitment to Quick-Build projects significantly—by more than 200% since 2019.** Since committing to five Quick-Builds in 2019, the City is now committing to applying the Quick-Build toolkit on the entire High Injury Network by 2024—about 20

projects per year. We have also committed to making safety improvements network-wide, ensuring safer crossings using proven tools like continental crosswalks, longer crossing times, daylighting, and leading pedestrian intervals to give pedestrians the head start. **Through Quick-Build projects and corridor-wide safety improvements, every street on the High Injury Network will be improved with safety measures by 2024.**

Even with significant investment in major street redesign, we know engineering is just one piece of the roadmap to zero. Without additional authority and tools, we will not be able to reach Vision Zero by 2024. We need state authority to use speed cameras and to work urgently to reduce speed limits in the City. We need to achieve complementary city goals such as shifting to more sustainable trips and increasing affordable housing. We need additional funding and political support for transformative projects and programs. This plan outlines the monumental shifts needed to get to zero.

Vision Zero is the right goal and we have much more work to do to achieve it. We will continue working urgently towards zero traffic deaths. We know what it takes and are committed as a city to save lives on our streets.



## Globally, Vision Zero is Possible

Traffic deaths are an international public health crisis: globally over 1.3 million people are killed every year and traffic death is the leading cause of premature mortality for people under 30.<sup>1</sup>

Even in the face of rising traffic fatalities, several cities across the globe have proven that Vision Zero is possible. These cities have shown that Vision Zero can be achieved, but only with significant investment and monumental changes in policies. Lessons from these cities also show that getting to zero requires a long-term investment and commitment.

<sup>1</sup> <https://www.who.int/news-room/fact-sheets/detail/road-traffic-injuries>



### Edmonton, Canada

**POPULATION:** 930,000

**ACHIEVEMENT:** 63% fatality reduction in 2020 from 2015 levels

**STRATEGY HIGHLIGHTS:**

- Increased public participation through crowdsourcing, surveying, and town halls
- Speed limit reductions in residential and areas with high pedestrian volumes
- Mobile and fixed speed detection system\*

### Fortaleza, Brazil

**POPULATION:** 2.5 million

**ACHIEVEMENT:** 48% reduction in fatalities in 2019 from 2014 levels

**STRATEGY HIGHLIGHTS:**

- Lowering speed limits wherever possible
- General purpose travel lanes converted to bike lanes and transit-only lanes
- Car-free pedestrian plazas\*



### Oslo, Norway

**POPULATION:** 700,000

**ACHIEVEMENT:** Zero bicyclist and pedestrian deaths in 2019

**STRATEGY HIGHLIGHTS:**

- Car-free areas in the community business district\*
- Downtown congestion pricing\*
- Shifting traffic safety culture emphasizing that any traffic fatality is unacceptable



\* Represents strategies that SF does not currently have authority to do, or needs additional funding and political support to achieve—more information on these strategies on page 19: "Improvements to get us to Zero"



Core Principles

Vision Zero SF is guided by the core principles that traffic deaths are preventable, and that traffic safety interventions can reduce the likelihood that a collision results in death. The program uses a data-driven approach with a focus on strategies and actions that are proven to reduce instances of vehicle speeding—the most critical factor in predicting a traffic fatality.



Preventing Loss of Life and Reducing Severe Injury

Safety and the preservation of human life is our highest priority. Vision Zero uses a public health framework, which aims to improve the population's health. With this foundation, Vision Zero establishes that traffic deaths can be prevented and are unacceptable.



Centering Equity

Vision Zero SF prioritizes traffic safety investments in the neighborhoods and communities that are most disproportionately impacted by traffic deaths and severe injuries. Safety projects and programs should not exacerbate existing inequities, including through interactions with law enforcement and issues of racial profiling.



Slowing Speeds

Speed is a fundamental predictor of crash survival, and as people age, their vulnerability to severe and fatal injury increases. Vision Zero prioritizes speed management and speed reduction to design for speeds that protect human life.



Designing Safe Streets

Human error is inevitable and unpredictable. Vision Zero prioritizes the design of the transportation system to anticipate error so its consequence is not severe injury or death.



Promoting Traffic Safety Culture

Vision Zero aims to engage people to first acknowledge that traffic deaths are a preventable problem, and then empower people to promote traffic safety through individual actions and behaviors. Vision Zero is committed to providing information and outreach in the most widely spoken non-English languages to be inclusive and empowering to communities often left behind.



Equity Focus

Equity is a core principle of Vision Zero. The transportation system should be safe for all road users, for all modes of transportation, in all communities and for people of all incomes, races and ethnicities, languages, ages, abilities, and housing status. Years of structural and institutional racism have resulted in disproportionate health impacts on Black, Indigenous, and people of color (BIPOC). When looking at severe and fatal traffic injuries, we also know that there are several layers of intersecting inequities to address, as described on the next pages.

## Defining Inequities

Inequities in severe and fatal injuries are avoidable disparities in injury outcomes that result from unjust and unfair differences in social, economic, environmental, and political conditions.

**Vulnerable populations:** Communities experiencing or at-risk for severe or fatal traffic injuries include older adults, youth, homeless or marginally housed residents, low-income people, people of color, non-English speaking people, immigrants, and people with disabilities. There is also intersectionality between many of these communities.

**Seniors** account for approximately 25% of pedestrian deaths but only 15% of the city's population. (2020)

**People with mobility, hearing, and visual disabilities** represent 6% of trauma center admissions involving transportation injury.

**People experiencing homelessness and marginally housed residents** represent less than 1% of the city's population, but were killed in 20% of fatal crashes in 2020.

**People of color** are overrepresented in traffic fatalities when compared to the citywide population.

**Vulnerable road users:** Pedestrians, cyclists, and motorcyclists are more likely to experience severe or fatal injuries when they are involved in a traffic collision due in part to current transportation system design and historic prioritization of motor vehicle speed and mobility over safety.

**Geographic inequities:** San Francisco's Vision Zero High Injury Network is disproportionately concentrated in low-income communities and communities of color.

"Communities of Concern," areas with high concentrations of **low income residents, immigrants, and non-English speaking residents and seniors**, are where half of all severe and fatal crashes occur.

### Bias and unintended consequences:

Vision Zero projects and programs should not exacerbate existing inequities in implementation or result in any unintended consequences, including interactions with law enforcement and issues of racial profiling, bias, and deportation.

**People of color are disproportionately stopped for traffic stops in SF.** Vision Zero SF is working to identify alternatives to and reduce harm from enforcement. This includes focusing on high visibility enforcement, which is proven in SF to reduce disparities, and using automated tools like speed cameras to reduce interactions with law enforcement.

**People walking, biking, and motorcycling** are disproportionately impacted. In 2020, people walking represent 40% of all traffic fatalities; people riding a motorcycle represent 23% of all fatalities.

## Advancing Equity

Vision Zero initiatives must be developed and implemented with an equity lens to achieve just outcomes and save lives. This means advancing actions that prioritize our most vulnerable populations and are sensitive to community context. To advance equity for vulnerable populations and road users, the City will prioritize safety improvements where vulnerable users travel and in Communities of Concern, and will strengthen community engagement to build trust and foster traffic safety champions. This strategy commits to:

- **Deepening community engagement** with community leaders and local stakeholders to ensure that strategic actions reduce injury inequities and do not exacerbate existing inequities.
- **Prioritizing and monitoring improvements** on the High Injury Network, in Communities of Concern, and where there are concentrations of severe/fatal injuries to seniors and people with disabilities and other vulnerable populations to address historic differences in resource allocation.
- **Ensuring Vision Zero strategic actions consider and address equity impacts** on vulnerable populations, including the impact of fines and fees on low-income residents.
- **Implementing data-driven, culturally competent, multilingual education, engagement, and enforcement campaigns** targeted in impacted areas.
- **Developing and institutionalizing an injury surveillance system** to ensure that injury crash data is accurate, publicly available, and includes an analysis of vulnerable populations.

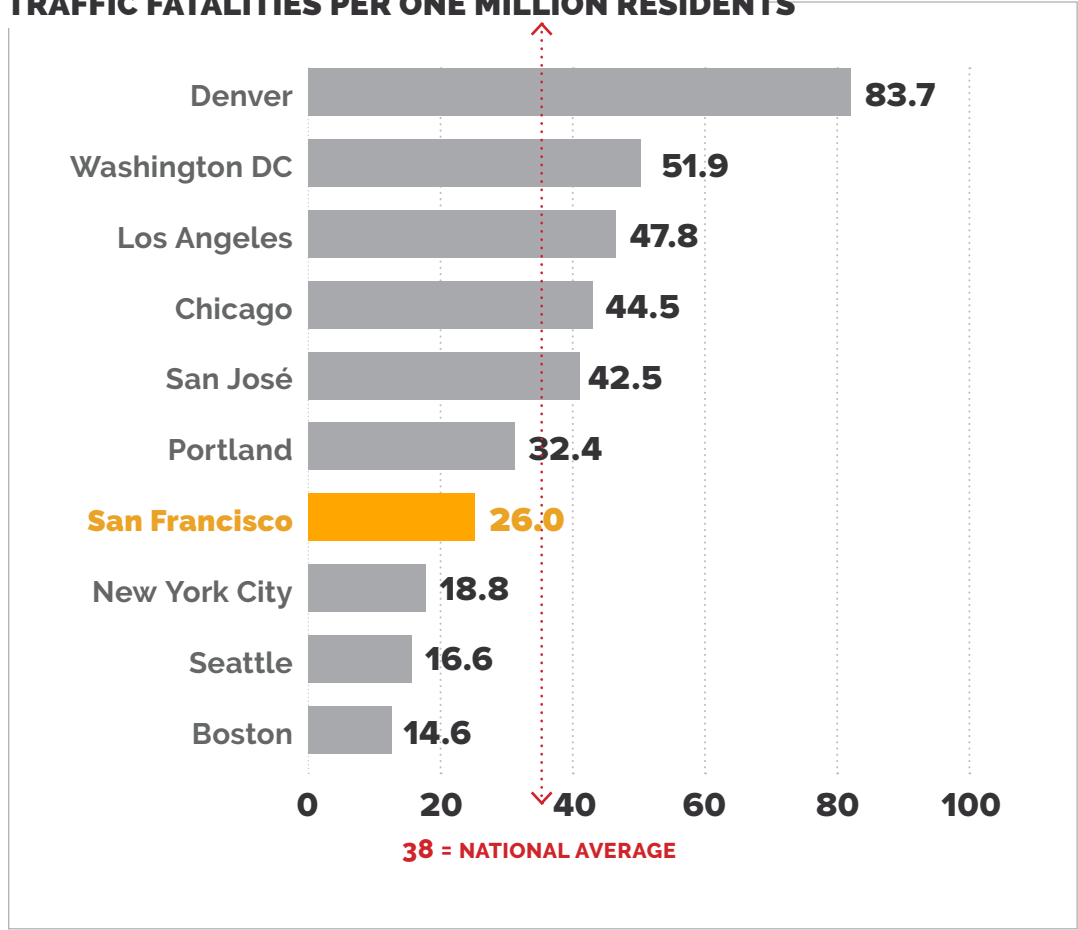


# National Trends: Fatalities are Increasing

Across the United States, cities are seeing continued challenges in getting to zero traffic deaths—especially with an increasing dependence on cars for travel and an increase in vehicle miles travelled by cars on our streets.<sup>2</sup> With that has come an increase in traffic fatalities across major cities, including Vision Zero peers like Portland, New York, and Philadelphia. Nationally, as well as locally, significant cultural shifts around traffic safety will be needed to get to zero.

<sup>2</sup> <https://www.nhtsa.gov/press-releases/usdot-releases-new-data-showing-road-fatalities-spiked-first-half-2021>

## TRAFFIC FATALITIES PER ONE MILLION RESIDENTS

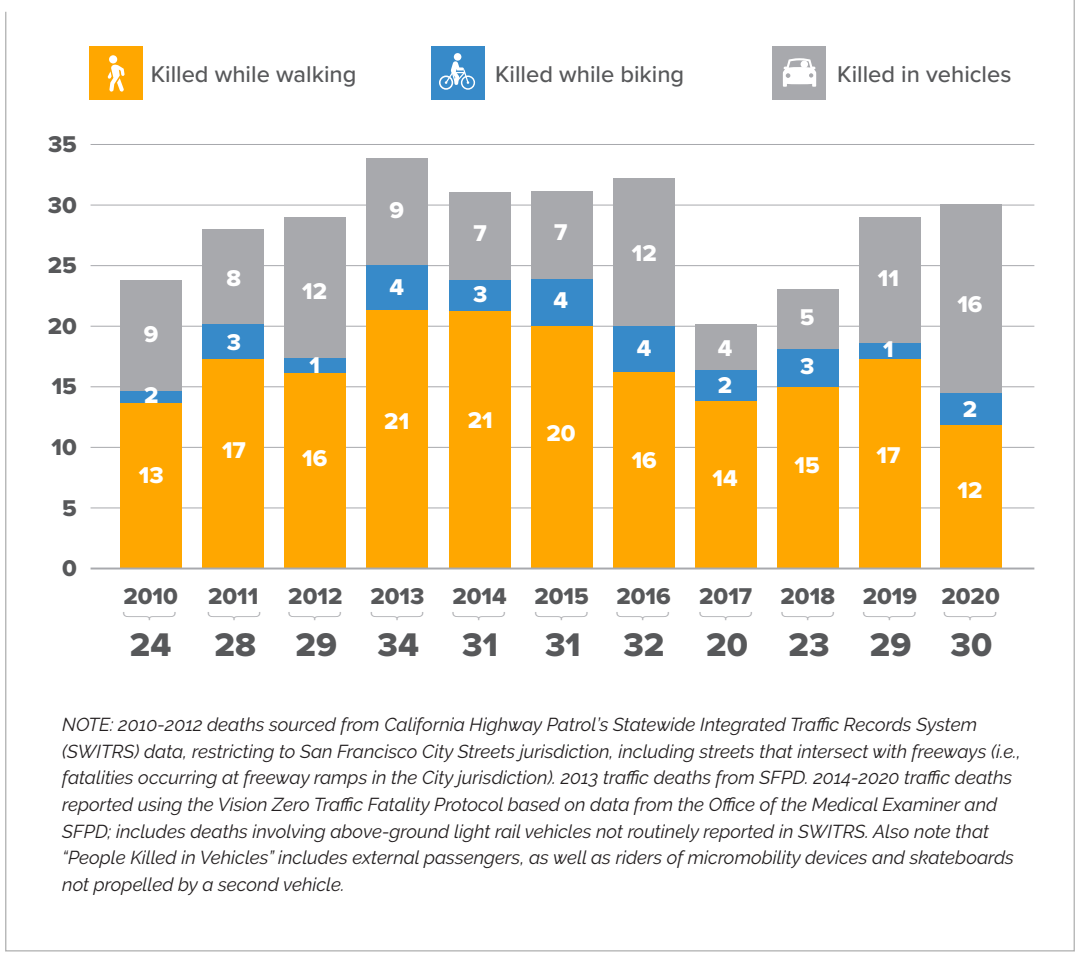


<https://sfgov.org/scorecards/transportation-benchmarkin,, 2012-2018>

# Trends in San Francisco

In 2020, 30 people lost their lives to traffic crashes in San Francisco. Even one death on our streets is too many; these deaths are preventable and unacceptable.

## SAN FRANCISCO TRAFFIC DEATHS, 2010-2020



## Understanding the Trends in San Francisco

The City regularly monitors and analyzes crash data to inform targeted strategies to reduce crashes and save lives.

### CRASH TRENDS ARE CHANGING

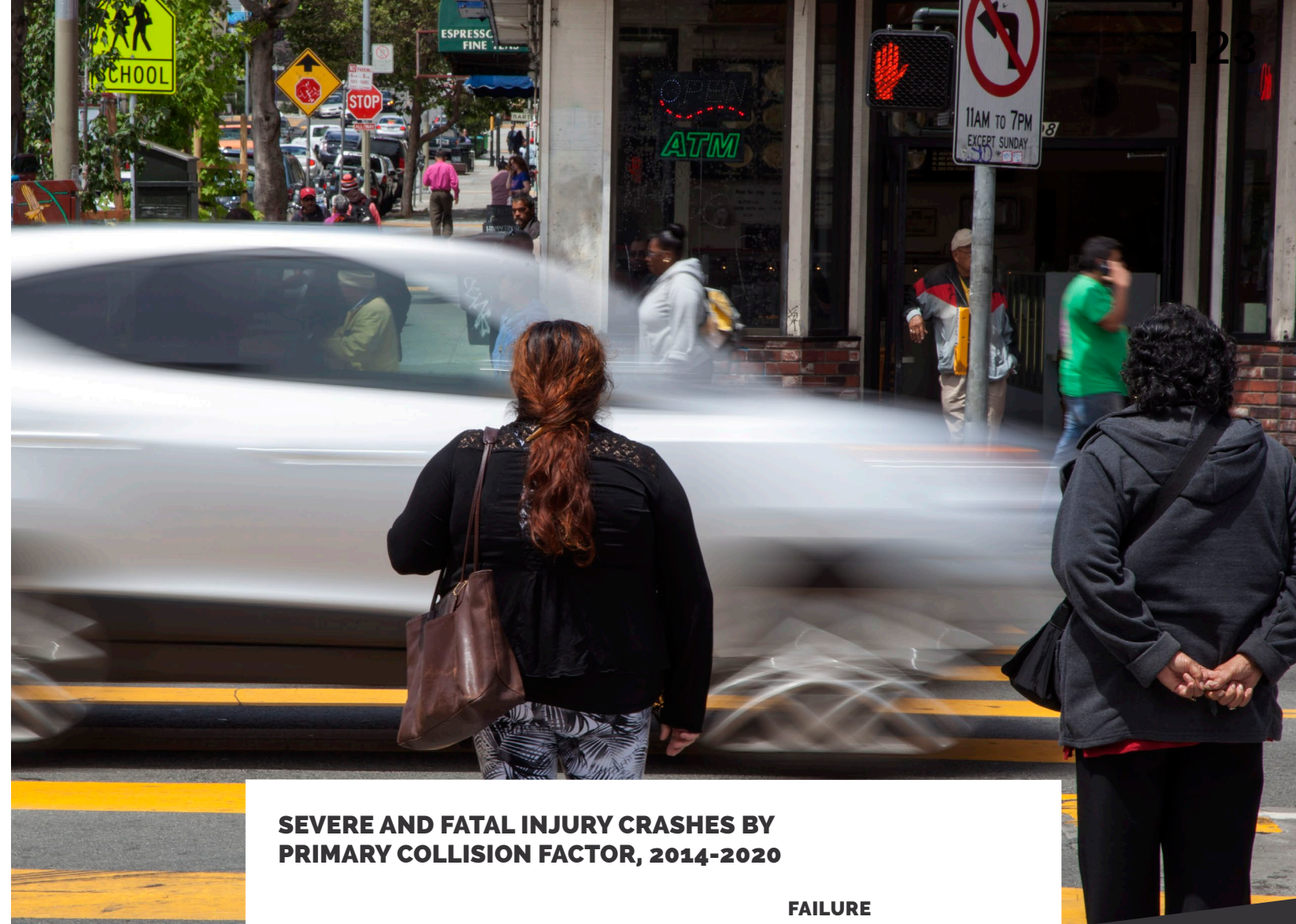
Understanding the data trends helps the City to identify the most effective strategies. 2020 fatality and injury data suggest that trends are changing in the types of road users most impacted. Given the changes in travel patterns associated with the global pandemic, 2020 crash data may be anomalous.

- **Single vehicle crashes are increasing:** from 2 in 2019 to 7 in 2020
- **People experiencing homelessness are especially vulnerable:** fatal crashes involving people experiencing homelessness are increasing—from 1 in 2019 to 6 in 2020
- **Hit and run crashes are increasing:** from 4 in 2019 to 7 in 2020
- **Severe injuries have declined:** overall severe injuries have declined in 2019 and 2020
- **Pedestrian fatalities are decreasing:** from 17 in 2019 to 12 in 2020
- **Motorcycle fatalities are increasing:** from 1 in 2019 to 7 in 2020

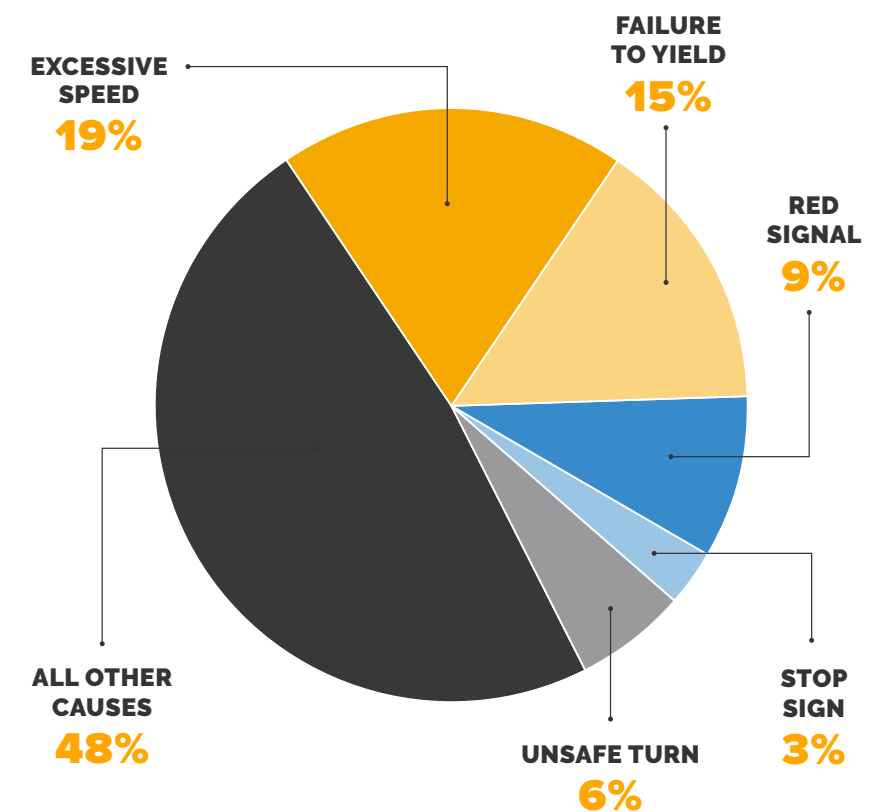
## Speed Matters

Speed is a leading factor in fatal and severe crashes.

When a person is hit by a vehicle traveling **20 mph** there is a **90%** chance of survival. If a person is hit by a vehicle traveling at **40 mph**, the survival rate drops to **40%**.

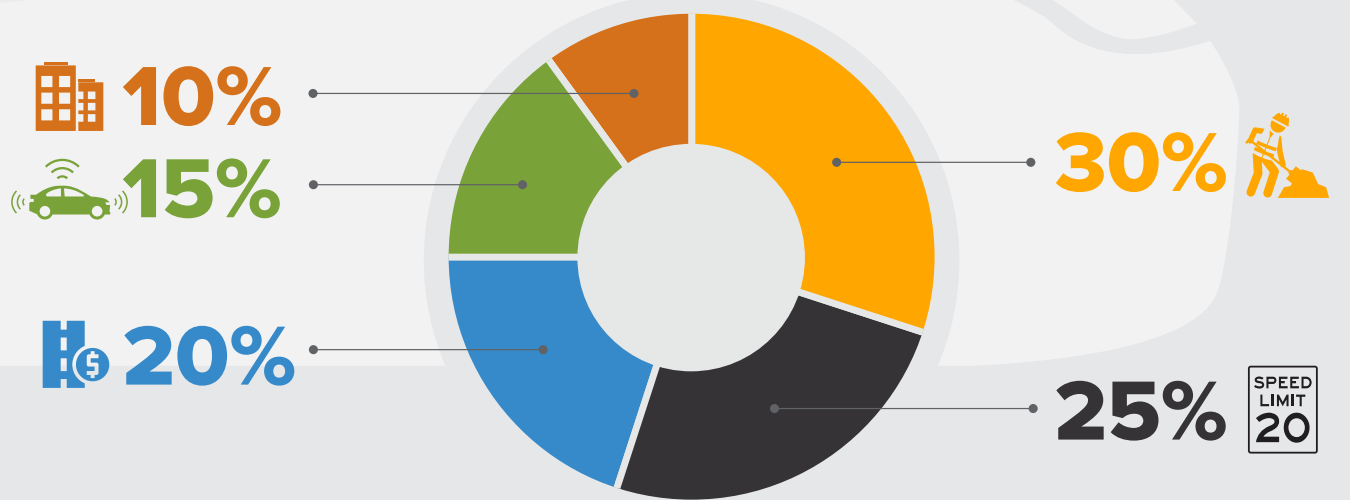


SEVERE AND FATAL INJURY CRASHES BY PRIMARY COLLISION FACTOR, 2014-2020



# Getting to Zero— Transformative Changes to Reduce Crashes

Achieving zero traffic fatalities will require political will and public support for ambitious and transformative policies. These major policy changes can significantly reduce crashes in San Francisco.



Based on national data and adopted for SF trends



**Major Street Redesign:** Car free zones, Quick-Build projects, protected bike lane network, and transit only lanes



**Speed Safety Cameras:** Using speed cameras to enforce speed limits



**Mode Shift and Pricing Tools:** Moving to active transportation modes, using tools like pricing



**Advanced Vehicle Technologies:** Advance driver-assisted systems and smaller vehicles



**Increased Housing Density:** Housing near jobs/services, especially affordable housing and services for unhoused populations

## IMPROVEMENTS TO GET US TO ZERO

Globally, we've seen that Vision Zero is possible, but only with a significant shift in policies, politics, and resources. We need state laws to allow the City to use proven tools that can reduce crashes, prioritize additional funding, and garner political support for transformative projects and programs. And we need to achieve the transportation and housing goals that can help create a safer environment.

**We need state law changed to allow SF to use proven tools for reducing crashes**



### Speed safety cameras

Using speed safety cameras to enforce speed limits is proven to reduce fatalities in cities such as Portland and Washington D.C. SF needs state authority for this tool.



### Congestion pricing

Tools such as congestion pricing would support moving more trips to active transportation, especially in the downtown core. Pricing has proven benefits to reduce crashes, as seen in London. SF needs state authority for this tool.

**We need to advance changes to federal law and regulations around the safety of vehicles and advanced vehicle technologies**



### Advanced vehicle technologies and vehicle design changes

Emerging technologies, such as Advanced Driver Assist Systems (ADAS), are available in many vehicles to support safer driving. Autonomous Vehicles are also being tested on our streets today. However, tools used more extensively in other countries, such as speed governors and alcohol detection systems are proven tools to reduce crashes. Additionally, in the U.S., vehicle sizes are increasing, which increases the risk for a severe or fatal crash. Changing federal design requirements or adopting federal standards requiring new systems such as alcohol detection or speed governors would require significant political will.



**We need additional local and regional funding and political support for transformative projects and programs**



**Major street redesign, including car-free zones, expansive Quick-Build projects, extensive protected bike lane networks and transit only lane networks**

Major street redesign requires political will for addressing tradeoffs, such as extensive parking removal and vehicle travel lane repurposing. Significant funding is also needed beyond current availability to achieve the level of investment needed to get closer to zero fatalities.



**Major culture change around traffic safety**

Significant change is needed around changing norms around dangerous driving behaviors. This could be achieved through major investment in high-visibility community engagement and campaigns, as seen from anti-smoking or seatbelt wearing campaigns. More resources would be needed, including coordination across the region on messaging. Additional changes to traffic safety could be achieved through changes to driver education at the State level.

**We need to achieve Complementary City Goals that are critical to safety**



**Mode shift to sustainable trips, including tools such as congestion pricing and Slow Streets**

Moving more trips to active transportation, such as biking, walking, and transit, is critical to achieving our safety goals. Tools such as congestion pricing require state legislation. Better management and regulation of Transportation Network Companies could improve street safety, contribute to mode shift goals, and support our Transit First Policy and climate change goals.



**More local housing density, especially affordable housing**

Building more housing closer to jobs, schools, and services will increase the number of biking, walking, and transit trips. Making this housing affordable is critical to safety; approximately 20% of people killed in crashes in 2020 in SF were homeless or marginally housed. Providing housing for people who are experiencing homelessness will support the most vulnerable to traffic crashes.





# San Francisco's High Injury Network

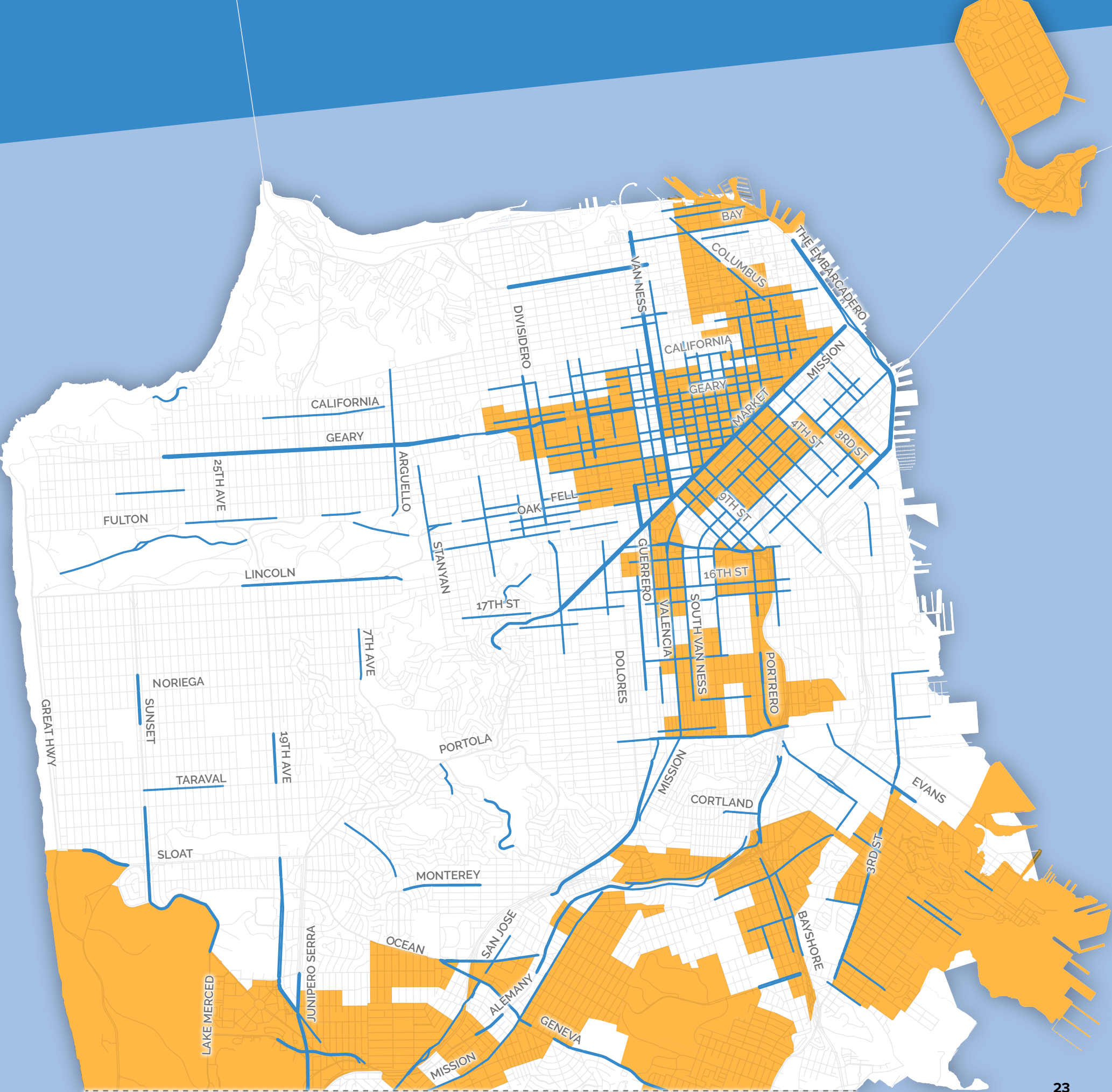
The Vision Zero High Injury Network (HIN) guides the city's investments in infrastructure and programs, and ensures that Vision Zero projects support those most in need.

**75%**  
of San Francisco's severe and fatal traffic injuries occur on just  
**13%**  
of our streets.

**31%**  
of city streets are in Communities of Concern, and  
**50%**  
of the High Injury Network is in those same communities.

**High Injury Network**  
The 13% of streets where 75% of severe and fatal collisions occur.

**Metropolitan Transportation Commission Communities of Concern**  
Low-income communities, communities of color, seniors, and people who rely on walking and transit as their primary means of transportation.





# Vision Zero SF Reflects an Evolving Approach and Lessons Learned

San Francisco was the second city in the United States to adopt Vision Zero and is a leader nationally in our commitment to prioritize street safety and eliminate traffic deaths. Since adopting Vision Zero in 2014, San Francisco has pushed the limits in what can be done to create safer streets. Through data, evaluation, and critical assessments, the City continues to evolve its approach to making streets safer for everyone.



**Mayor's Executive Directive on Pedestrian Safety**—Mayor Gavin Newsom directs City departments to implement solutions to reduce severe and fatal injuries



**Adopted Vision Zero** to eliminate all traffic fatalities



**Began commitment to Focus on the Five** to better enforce the five traffic violations that most often result in severe injury or death



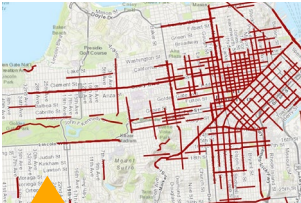
**Designed a Motorcycle Safety Program** which evolved in later years to provide hands-on safety skills training in partnership with SFPD Traffic Company motorcycle officers



**Launched the Safe Speeds High Visibility Enforcement (HVE)** campaign to leverage public communications campaigns with targeted speed enforcement



**Began funding the Safe Streets for Seniors and People with Disabilities** grant program to fund community-based organizations to conduct outreach on traffic safety



**Released the first High Injury Network map** showing priority areas based on hospital and police crash data



**Sponsored AB 342** (Chiu), a speed camera bill to begin to pursue alternatives to traditional enforcement

PROVIDER	SERVICES
SF Medical Examiner's Office (415) 6 Non-F	Conducts medical exam
SF Police Collision (415) 5 Non-F	Working together to prioritize street safety and eliminate traffic deaths in San Francisco.
SF District Victim (628) 1 Non-F	Information and Resources for Victims and Family Members
SF Victim Service (415) 5 Non-F	Assistance navigating the Criminal Justice System
SF Vietnamese, American Sign Language and other language needed.	

**Launched a Crisis Response Team** to streamline support offered to victims' families



**Adopted slower walking speeds policy**, committing to increase walking times at crosswalks at all signalized intersections citywide



**Launched a Rapid Response Team** to quickly and effectively make engineering changes after fatal crashes



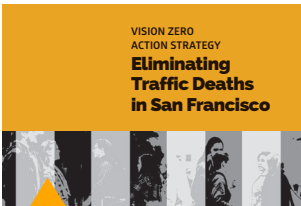
**Introduced Seniors and People with Disabilities Traffic Calming Program** to focus safety improvements



**Launched Quick-Build Program** to deliver efficient and expedited corridor safety improvements



**Began Post-Fatality Outreach**, installing memorial posters and holding one-on-one conversations with members of the public at crash sites



**Developed Transformative Policy Agenda**—released Action Strategy connecting the response to traffic deaths to the city's goals around equity, climate change and housing affordability



**Implemented Car-Free Market Street Quick-Build**, becoming the city's first street to remove private vehicles to improve safety for people walking, biking, taking transit and taxis on one of our city's busiest streets



**Introduced the Safer Intersections project** to encourage safer left turns, which includes the Safety—It's Your Turn campaign, community grants, and the Left Turn Traffic Calming pilot



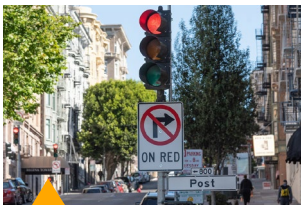
**Began the Slow Streets program** to limit through traffic on certain residential streets to allow them to be used as shared spaces for people walking and biking



**Implemented the City's first neighborhood wide 20 mph zone**—reducing speed limits in the Tenderloin, where every street is on the High Injury Network

**Sponsored AB 43** (Friedman), new legislation signed into law that provides flexibility to reduce speed limits

**Sponsored AB 550** (Chiu) Speed Safety Cameras, seeking out alternatives to traditional enforcement



**Introduced the city's first neighborhood-wide Turn on Red Restriction in the Tenderloin**—a neighborhood with the highest concentration of turn-related crashes

2010

2014

2016

2017

2018

2019

2020

2021



Using Proven Tools to Address Crash Factors

SF targets its tools to address the primary factors that cause crashes on our streets. To save lives, we focus on slowing speeds and improving crossings. Our work focuses on the most effective tools that will have the largest impact on safety on our streets.

TOOLS FOR SLOWING SPEED

TOOL	COST	EFFECTIVENESS
Signal Progression Speeds	\$	++
Speed Limit Reductions	\$\$	++
Speed Humps	\$\$	++
Speed Radar Signs	\$\$\$	+
Speed Cameras	\$\$\$	+++
Quick-Build Road Diets	\$\$\$\$	+++

TOOLS FOR SAFER CROSSING

TOOL	COST	EFFECTIVENESS
Daylighting	\$	++
Continental Crosswalks	\$	++
Painted Safety Zones	\$\$	+++
Walk Speed 3.0	\$\$	+++
Leading Pedestrian Intervals	\$\$	+++
Rapid Flashing Beacons	\$\$\$	++
Bicycle Traffic Signals	\$\$\$	++
New Signal Mast Arms & Signal Heads	\$\$\$	+++
Red Light Cameras	\$\$\$\$	++
New Traffic Signals	\$\$\$\$	+++
Quick-Build Program	\$\$\$\$	+++

Cost: \$: Less than 10K \$\$: \$10K-\$50K \$\$\$: \$50K-\$250K \$\$\$\$: \$250k+

Effectiveness (Crash Reduction): + Minimal ++ Moderate +++Significant

Based on national data and adapted for SF trends



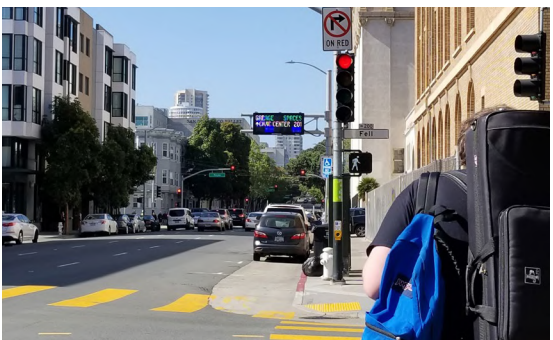
**Speed Limit Reductions:** Cities like Seattle and Portland have shown a reduction in crashes from lowering speed limits on city streets. In Seattle, speed limit signs reduced crashes by 20%. SF recently introduced its first neighborhood-wide 20 MPH speed limit in the Tenderloin. The new speed limit reductions were paired with additional education and outreach to increase awareness about the change in speed limits.



**Quick-Build Road Diets:** Quick-Build projects are reversible, adjustable traffic safety improvements that can be installed within months. Quick-Builds that remove a travel lane have been proven effective in slowing speeds in SF. For example, the 6th Street Pedestrian Safety Quick-Build resulted in a 21% decrease in 85th percentile speeds.



**Daylighting:** Pedestrian red zones improve sight lines between drivers and people crossing the streets. Neighborhood wide daylighting in the Tenderloin resulted in a 14% reduction of collisions.



**Leading Pedestrian Intervals (LPIs):** LPIs give pedestrians the head start at a crosswalk. The National Association of County Transportation Officials (NACTO) has reported LPIs to reduce pedestrian-vehicle collisions by as much as 60%.



## Actions Overview

The actions outlined in the following pages are critical elements to reducing traffic deaths—categorized by Safe Streets, Safe People, Safe Vehicles, and Data Systems.

They were developed by San Francisco's city agencies with significant input and ideas from community groups, advocates, and the public in 2020 and 2021. Over 400 people provided input on a citywide survey, with additional community members participating in citywide events to share ideas. Vision Zero SF commits to continued and broadened engagement as reflected in many of the identified actions, and thanks San Franciscans for their continued advocacy and partnership in ending traffic deaths.





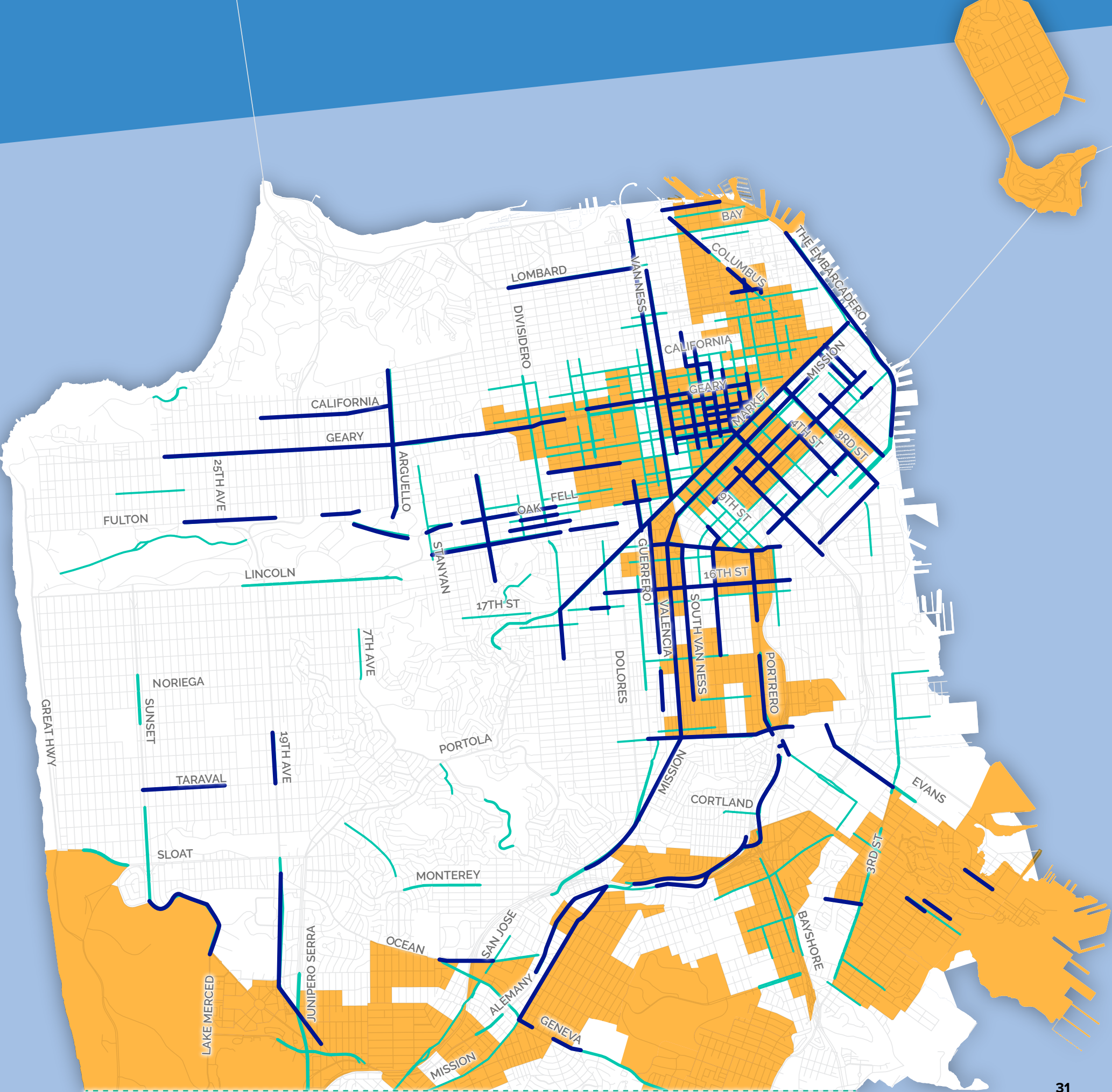
# Applying the Quick-Build Toolkit to the High Injury Network

Since 2014, approximately 80 miles of corridor-level improvements have been completed or are in planning or construction. The City has approximately 80 miles remaining on the High Injury Network that need to be updated with safety improvements. This strategy commits the City to making these core safety improvements using the Quick-Build toolkit—which can include tools such as continental crosswalks, painted safety zones, daylighting, traffic signal retiming, and protected bike lanes.



## SF is committed to applying the Quick-Build toolkit to the High Injury Network

- 80 MILES OF CORRIDOR-LEVEL IMPROVEMENTS COMPLETED OR ARE IN PLANNING OR CONSTRUCTION
- 80 MILES OF HIGH INJURY NETWORK REMAINING TO BE UPDATED WITH SAFETY IMPROVEMENTS
- COMMUNITIES OF CONCERN





# SAFE STREETS

**Excessive vehicle speed, inadequate visibility between travelers, and intersection conflicts all increase the likelihood of a crash that results in a severe or fatal injury.** Safe Streets actions identify design and data-driven engineering tools to improve safety.

Safe Streets actions advance corridor and network-wide improvements, such as ensuring Quick-Build projects are located on the High Injury Network (HIN) or in Communities of Concern. Traffic calming measures focus on vulnerable populations, including near schools and senior centers. Safe Streets actions also increase intersection safety, especially for seniors and people with disabilities through a variety of proven measures such as daylighting, continental crosswalk upgrades, and accessible pedestrian signals. Vision Zero SF also supports expanding a network of low-car and car-free streets—such as Slow Streets and full street closures—equitably across the city and with community support.



ACTION	LEAD AGENCY	TIME FRAME
SLOWING VEHICLE SPEEDS		
Apply the Quick-Build toolkit on the entire HIN by 2024* (see map on pages 30-31 for more details).	SFMTA / SF Public Works	2024
Develop a comprehensive speed management plan with the goal of slowing vehicle speeds on the HIN using tools such as speed limit reductions (as authorized by AB 43), traffic signal re-timing, installing traffic calming devices, and re-purposing travel lanes (road diets). The Plan will include complementary tools like education and outreach and high visibility enforcement to slow speeds (see pages 34-35 for more details).	SFMTA	2022
Complete 100 traffic calming devices annually, including locations focused on areas that have been prioritized for seniors, people with disabilities, and schools.	SFMTA	Annual
Expand active transportation network for biking and walking, including low-car and car-free streets, Slow Streets, and protected bike lanes, with community support (see map on pages 38-39 for more details).	SFMTA /SF Recreation and Parks	2024

ACTION	LEAD AGENCY	TIME FRAME
IMPROVING VISIBILITY & REDUCING CONFLICTS FOR VULNERABLE ROAD USERS		
Ensure all intersections on the HIN have high visibility crosswalks by 2024 and daylighting by 2023.	SFMTA	2023/2024
Modify all eligible signals on the HIN for slower walking speeds and leading pedestrian intervals.	SFMTA	2024
Upgrade 40% of signals on the HIN with Accessible Pedestrian Signals (APS) and 95% of signals on the HIN with Pedestrian Countdown Signals (PCS).	SFMTA	2024
Evaluate Tenderloin No Turn on Red (NTOR) policy and develop expansion plan based on results.	SFMTA	2022
Develop expansion for installation of left-turn traffic calming at 35 new high priority locations on the HIN.	SFMTA	2024
Expand red light camera program with eight new locations.	SFMTA	2022

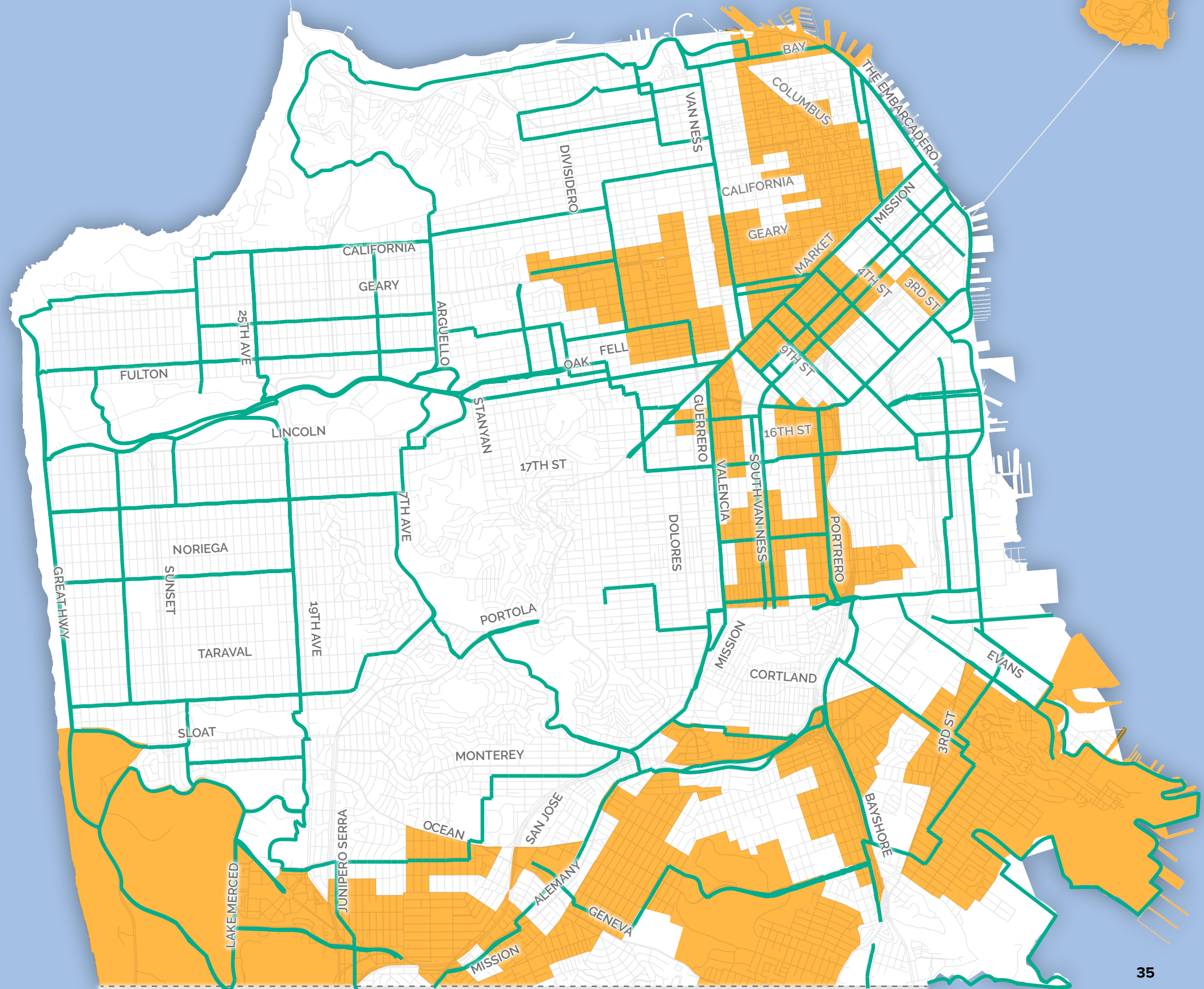
\* This includes approximately \$5M annually in unfunded needs to complete all eligible Quick-Build projects; SFMTA will look to identify this funding source in the update to the Capital Improvement Program (CIP) in 2022.



Supporting mode shift is critical to achieving zero traffic fatalities. More people walking and biking on safe streets helps make it safer for everyone traveling. The City will update the Active Transportation Network to expand low-stress streets for biking and walking by 2024. This network includes low-car and car-free streets, Slow Streets, and protected bike lanes. The SF Bicycle Plan will develop a more comprehensive and long-term vision for biking in the city.



 COMMUNITIES OF CONCERN





# SAFE PEOPLE

**Everyone makes mistakes. No one should die from them.** Driving over the speed limit, not yielding to people in the crosswalk, or not stopping at red lights are all dangerous driving behaviors that can be positively influenced through education, high visibility enforcement, and policy. Paired with street redesign and other traffic safety tools, Safe People actions create a culture that prioritizes traffic safety by raising awareness of the need for safer streets, reducing barriers to adopting safer driving behaviors, and creating traffic safety champions.

Safe People actions address the human aspects of traffic safety. Education campaigns informed by data and behavioral science efficiently target messages to a broad swath of residents through physical and digital marketing. Community grants and in-language materials ensure we reach vulnerable populations who are disproportionately impacted through traffic crashes. High visibility enforcement works to transparently curb dangerous driving behaviors and reduce bias. Policy decisions prioritizing traffic safety and the impact on human life, especially at the state level, can expand the city's legal authority to achieve Vision Zero.



ACTION	LEAD AGENCY	TIME FRAME
<b>ENSURE COMPLIANCE WITH TRAFFIC LAWS</b>		
Issue 50% of traffic citations for top five causes of collisions (Focus on the Five).	SFPD	Annual
Continue to extend safe speeds enforcement program with monthly on-going speed enforcement activities rotating through HIN corridors.	SFPD	Annual
Conduct High Visibility Traffic Safety Event (HVTSE) actions along the HIN each month to target unsafe driver behaviors related to crashes. HVTSE are coordinated efforts combining prevention, education, and enforcement with a coordinated communication strategy designed to educate the public and promote compliance with the law.	SFPD	Annual
Pursue next steps from Budget & Legislative Analyst's (BLA) report analyzing data on racial disparities in traffic stops and policy recommendations to reduce racial disparities and harm during traffic stops.	Office of the Mayor	Ongoing

ACTION	LEAD AGENCY	TIME FRAME
<b>CHANGE TRAFFIC SAFETY CULTURE</b>		
Continue to regularly run culturally competent and accessible education campaigns and outreach to create traffic safety champions and shift culture through communication tools (bus ads/shelter ads, radio, social media) in San Francisco about the top crash factors in severe and fatal injuries and other dangerous driving behaviors.*	SFMTA	Ongoing
Facilitate training opportunities for San Francisco motorcycle riders and similar road users to encourage safe and informed riding. **	SFMTA/SFPD	Annual
Provide annual grants to community-based organizations to build support for safer streets by engaging seniors and people with disabilities.	SFDPH	Annual

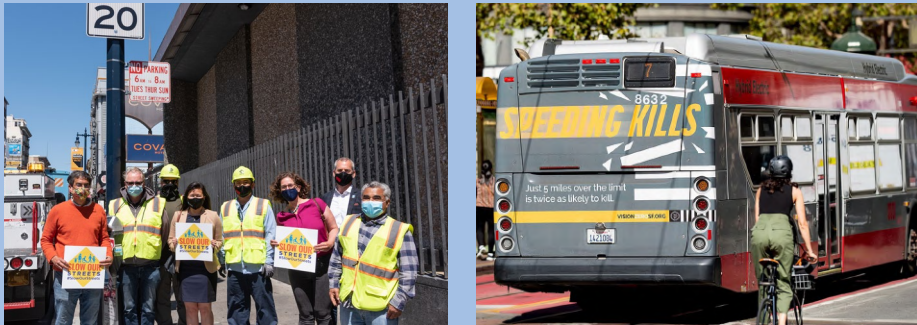
\* This includes approximately \$2M in unfunded needs to extend the programs after existing funding ends in 2021/2022.

\*\* These commitments are dependent upon annual grant awards.



# Advancing a Comprehensive Speed Management Plan

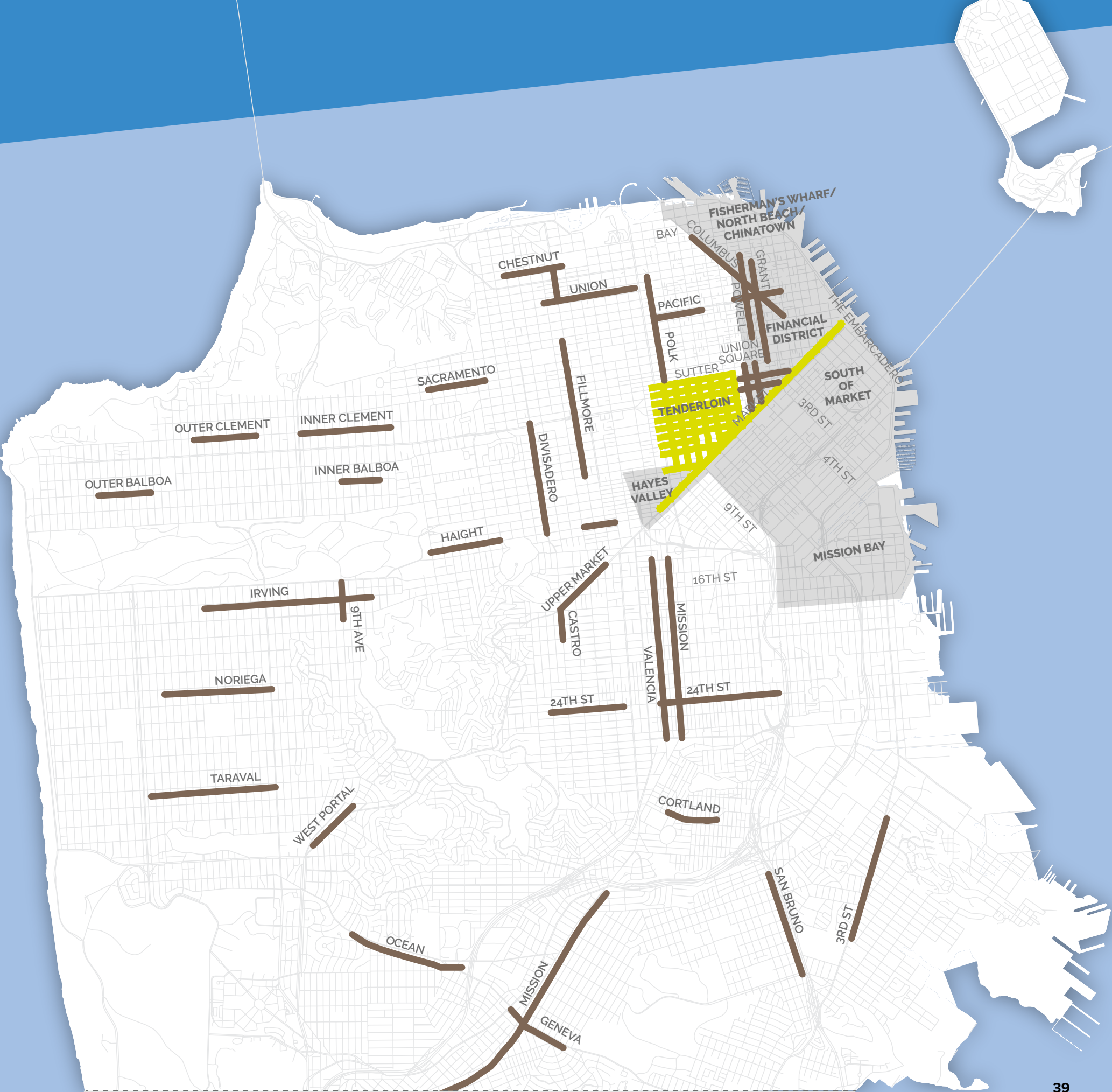
Speed is the leading cause of severe and fatal crashes in San Francisco. This strategy commits the City to developing a Speed Management Plan that will not only reduce speed limits, but include complementary tools like education and outreach, high visibility enforcement, and traffic calming. The plan will also work with communities to explore alternatives to traditional traffic enforcement to ensure compliance with new speed limits. Assembly Bill 43 (Friedman) authorizes cities to set lower speed limits in business activity districts, on safety corridors, and in areas with high concentrations of pedestrians and bicyclists. This speed management plan will propose initial locations that are eligible for speed limit reductions through AB 43.



## SF proposes initial eligible speed limit reductions under AB 43

Initial locations eligible as business activity districts beginning 2022; new locations will be proposed on the High Injury Network beginning 2024 as determined by the legislation.

- PROPOSED INITIAL LOCATIONS ELIGIBLE FOR SPEED LIMIT REDUCTIONS THROUGH AB 43
- EXISTING 20 MPH
- AREAS OF FUTURE STUDY THROUGH AB 43



## SAFE VEHICLES

**Safe Vehicles actions ensure that San Francisco's city fleet has the latest technology to prevent collisions and that future autonomous vehicle deployment is implemented with the safety of all road users as the primary focus.**

ACTION	LEAD AGENCY	TIME FRAME
<b>AUTONOMOUS VEHICLE SAFETY</b>		
Ensure federal, state, and local public policy related to autonomous vehicles is informed by SF initiatives to support the safety of all road users. Actively engage in legislative process and participate in regulatory proceedings initiated by the US DOT, CA DMV, and CA PUC to communicate these policies and goals.	SFMTA/ SFCTA	Ongoing

ACTION	LEAD AGENCY	TIME FRAME
<b>CITY FLEET ACCOUNTABILITY AND SAFETY</b>		
Issue annual public-facing report on driving behavior trends.	City Admin Office	Annual
Develop and report on correction plans against unsafe driving behavior.	All City Depts.	Annual
Explore additional collision avoidance technologies for MTA city fleet once next vehicle procurement cycle begins.	SFMTA	2024

## DATA

**Data Systems actions improve data that informs and monitors targeted Vision Zero efforts to save lives, delivered in partnership with the Vision Zero Injury Prevention Research Collaborative.** The Collaborative includes epidemiologists, trauma surgeons, emergency physicians, and key staff from the SF Department of Public Health and Zuckerberg SF General Hospital and Trauma Center. Because San Francisco's only trauma center is run by the SF Department of Public Health, the city is able to combine hospital data with crash data from the SF Police Department for a fuller picture of severe and fatal traffic injuries in the city.

ACTION	LEAD AGENCY	TIME FRAME
<b>DATA REPORTING</b>		
Increase transparency and accountability by adding Transportation-related Injury Surveillance System (TISS) data—linked police, hospital, and EMS data—to TransBaseSF public dashboard.	SFDPH	Ongoing
Integrate SFPD Collision Data into new tracking system (Crime Data Warehouse) for timely, efficient reporting and sharing of SFPD-reported injury collisions, including geolocated data.*	SFPD	TBD
Issue an annual report on Severe Injuries utilizing hospital (ZSFG) and police data, allowing monitoring of injury trends over time and mode.	SFDPH	Annual

<b>TRENDS AND ANALYSIS</b>		
Update the HIN map with 2016-2019 linked police, hospital, and EMS data.	SFDPH	2022
Issue an annual research brief to address traffic injury inequities related to homelessness, race/ethnicity, language, income, and immigration status (one topic each year) to inform policies, projects, programs, and needed data quality improvements.*	SFDPH	Annual

\* Currently unfunded.



# MEASURING PROGRESS

**Vision Zero SF regularly reports the progress of the Strategic Actions.** In addition, several metrics are included in the strategy, each of which are meant to quantify the impact and effectiveness of Vision Zero SF projects and programs.

METRIC	2022/2024 TARGET
Quick-Build projects completed on the High Injury Network	Apply the Quick-Build toolkit to the entire High Injury Network by 2024
Focus on the Five enforcement	At least 50% of traffic citations
Vision Zero outreach	15,000 people annually at community events and 250 million digital media impressions
Outreach grants to community organizations	Eight grants annually
Vision Zero community awareness	20% awareness of Vision Zero
Vision Zero community events	Hold at least 45 events annually with all materials translated

In addition to these metrics, Vision Zero SF will report annually on:

- The number of fatal and severe injuries by travel mode, age, sex, and race/ethnicity.
- The proportion of fatal and severe injuries in Communities of Concern.
- The outcomes of safety projects (including reductions in speed, close-calls, etc.) in an Annual Safe Streets Evaluation Report.

For detailed reporting on Vision Zero SF severe and fatal injuries, please visit:  
<http://visionzerosf.org/maps-data/>





[visionzerosf.org](http://visionzerosf.org)

[ this page intentionally left blank ]



San Francisco  
County Transportation  
Authority



RESOLUTION RECOMMENDING AMENDMENT OF RESOLUTION 90-14 TO ADD  
JUNETEENTH AS AN ANNUAL OBSERVED PAID HOLIDAY

WHEREAS, Through Resolution 90-14, the Transportation Authority Board approved 11 paid holidays for its employees; and

WHEREAS, The Transportation Authority Board recommends observing Juneteenth as a paid holiday as a sign of support for the Black Community; and

WHEREAS, Juneteenth, also known as "Juneteenth Independence Day," "Emancipation Day," "Emancipation Celebration," and "Freedom Day," is the oldest African American holiday observance in the United States. Juneteenth commemorates the history of suffering and resilience experienced by African Americans who were first brought to this country stacked in the bottom of slave ships in a month-long journey across the Atlantic Ocean known as the "Middle Passage"; and

WHEREAS, Adding Juneteenth as an observed paid holiday is an effort to foster a greater recognition of the horrors of slavery in the United States and the long history of inequality that follows emancipation and continues to this day. It also serves to help build the agency's values of racial equity, diversity and inclusion and to foster a culture of belonging for all; and

WHEREAS, Total budgeted personnel expenditures will not increase; however, \$23,564 in salaries and corresponding fringe benefit expenditures may shift between other funds to Sales Tax Program; and

WHEREAS, at its December 8, 2021 meeting, the Personnel Committee met and unanimously recommended amendment of Resolution 90-14 to add Juneteenth as an annual observed paid holiday; now, therefore, be it

RESOLVED, The Transportation Authority hereby amends Resolution 90-14 to add observes Juneteenth as an annual observed paid holiday.



## Memorandum

### AGENDA ITEM 11

**DATE:** December 3, 2021

**TO:** Personnel Committee: Commissioners Mandelman (Chair), Peskin (Vice Chair) and Ronen

**FROM:** Cynthia Fong - Deputy Director for Finance & Administration

**SUBJECT:** 12/8/21 Personnel Committee Meeting: Recommend Amendment of Resolution 90-14 to Add Juneteenth as an Annual Observed Paid Holiday

<p><b>RECOMMENDATION</b>   <input type="checkbox"/> Information   <input checked="" type="checkbox"/> Action</p> <p>Recommend amendment of Resolution 90-14 to add Juneteenth as an Annual Observed Paid Holiday</p> <p><b>SUMMARY</b></p> <p>Through Resolution 90-14, the Transportation Authority Board approved 11 paid holidays for its employees. We recommend observing Juneteenth as a paid holiday as a sign of support for the Black Community. On June 17, 2021, President Joe Biden signed a bill into law to make June 19<sup>th</sup>, known as Juneteenth, a national holiday commemorating the end of slavery in the United States. On the same day, Mayor London Breed signed a proclamation recognizing Juneteenth as a holiday in San Francisco.</p>	<p><input type="checkbox"/> Fund Allocation</p> <p><input type="checkbox"/> Fund Programming</p> <p><input type="checkbox"/> Policy/Legislation</p> <p><input type="checkbox"/> Plan/Study</p> <p><input type="checkbox"/> Capital Project Oversight/Delivery</p> <p><input type="checkbox"/> Budget/Finance</p> <p><input type="checkbox"/> Contract/Agreement</p> <p><input checked="" type="checkbox"/> Other: <u>Employee Benefits</u></p>
---	--

### BACKGROUND

Juneteenth, also known as "Juneteenth Independence Day," "Emancipation Day," "Emancipation Celebration," and "Freedom Day," is the oldest African American holiday observance in the United States. Juneteenth commemorates history of suffering and resilience experienced by African Americans who were first brought to this country stacked in the bottom of slave ships in a month-long journey across the Atlantic Ocean known as the "Middle Passage". In September 1862, President Lincoln issued the Emancipation Proclamation, warning the rebellious Confederate states that he would declare their slaves "forever free" if those states did not return to the Union by January 1, 1863. On January 31, 1865, Congress passed the Thirteenth Amendment to the United States Constitution, abolishing slavery throughout the United States and its territories. Juneteenth, or June 19, 1865, is considered the date when the last slaves in America were freed when General





Gordon Granger rode into Galveston, Texas, and issued General Order No. 3, almost two and one-half years after President Lincoln issued the Emancipation Proclamation.

## **DISCUSSION**

Our agency currently observes the following 11 holidays: New Year's Day, Martin Luther King's Birthday, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Indigenous People's Day, Veteran's Day, Thanksgiving, day after Thanksgiving, and Christmas Day. Adding Juneteenth as an observed paid holiday is an effort to foster a greater recognition of the horrors of slavery in the United States and the long history of inequality that follows emancipation and continues to this day. It also serves to help build the agency's values of racial equity, diversity and inclusion and to foster a culture of belonging for all.

## **FINANCIAL IMPACT**

Total budgeted personnel expenditures will not increase; however, \$23,564 in salaries and corresponding fringe benefit expenditures may shift between other funds to Sales Tax Program.

## **CAC POSITION**

None. The CAC does not advise on personnel matters.

## **SUPPLEMENTAL MATERIALS**

None

[ this page intentionally left blank ]



San Francisco  
County Transportation  
Authority



RESOLUTION RATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR FOR 2021 AND  
ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES FOR 2022

WHEREAS, The Transportation Authority's Administrative Code establishes that the Personnel 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 Personnel Committee shall evaluate the Executive Director's performance annually based on mutually agreed upon objectives; and

WHEREAS, On December 8, 2021, the Personnel 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 Personnel Committee considered the key accomplishments, contained in Attachment 1, and issues relative to the Executive Director's performance during 2021 and recommended a rating of outstanding, reflecting its perception of the performance of the Executive Director against Board-established objectives for 2021; and

WHEREAS, The proposed Executive Director objectives for 2022, contained in Attachment 2, are consistent with the annual work program adopted by the



Transportation Authority Board on June 22, 2021 through Resolution 21-56 as part of the budget; and

WHEREAS, On December 8, 2021, the Personnel Committee reviewed and unanimously recommended approval of the Executive Director performance objectives for 2022; now, therefore, be it

RESOLVED, That the Transportation Authority hereby rates the performance of the Executive Director during 2021 as outstanding; and be it further

RESOLVED, That the Transportation Authority hereby adopts the attached performance objectives for the Executive Director for 2022.

Attachments (2):

1. 2021 Record of Accomplishments
2. Executive Director Objectives for 2022

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

This section presents a narrative of the Executive Director's accomplishments for 2021, in relation to annual program objectives set by the Board in December 2020 through Resolution 21-26.

**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 shape the final Plan Bay Area (PBA) 2050, including advocating for the Equity Alternative to be evaluated in the Plan's EIR. Obtained inclusion of all of San Francisco's priorities in PBA 2050, including securing placement of the Downtown Extension (DTX) in period 1 (2020-2035) of the plan. Supported the work of San Francisco's representatives to the Blue Ribbon Transit Recovery Task Force. Supported San Francisco ABAG representatives working on the regional housing issues to address Regional Housing Needs Assessment policies, affordability, displacement, and access to jobs. Actively participated and coordinated San Francisco input to Plan Bay Area (PBA) 2050 Implementation Plan.
2. Substantial completion of Phase 2 of the long-range ConnectSF planning program, including the development and analysis of project concepts as part of the Streets and Freeway Study (SFCTA lead) and Transit Investment Study (SFMTA lead). Conducted an outreach round on proposed strategies. Initiated Phase 3 update to the San Francisco Transportation Plan (SFCTA lead)(see below) and Transportation Element of the General Plan (Planning Dept. lead), including presentation to the Board of Supervisors Land Use Committee.
3. Launched the San Francisco Transportation Plan (SFTP) Update in coordination with Plan Bay Area 2050, including development of revenue estimates and assumptions, land use development projections, and initiated development of financially constrained Investment Plan and Vision Plan.
4. Supported BART/Capitol Corridor's Transbay Rail Crossing Studies ("Link21"), including providing travel demand modeling and technical review for the mega-regional market analysis task. Participated in outreach webinars and coordination of this work with the TJPA's DTX and associated Peninsula Rail Program of Projects and ConnectSF Transit Corridors Study.
5. Updated biennial Congestion Management Program for 2021, which, in addition to the traditional reporting of private vehicle and bus transit speeds and reliability, included new



**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

metrics such as roadway travel time reliability and transit coverage (before the Board for approval in December).

6. In our capacity as TIMMA, completed TIMMA Transit Pass and Affordability Study, leading to development of first-ever Clipper-based multi-operator transit pass program. Advanced Ferry Service planning between the San Francisco Ferry Building and the new Treasure Island Ferry Terminal with interim service commencing in early 2022 to be provided by the private developer. Adopted a ferry planning and funding MOU with Water Emergency Transit Authority (WETA) and collaborated with WETA to apply for two electric ferry vessels for Mission Bay and Treasure Island route.
7. Began a high-level feasibility assessment of water shuttle service for the Eastern waterfront for scoping purposes, as a potential congestion relief strategy, in coordination with the Port of San Francisco and Treasure Island Development Authority (TIDA) and provided input on this to WETA's Strategic Planning effort, in collaboration with the Mayor's Office. Initiated coordination of a potential study in 2022 with waterfront land use developers and community stakeholders.
8. Participated in an interagency working group to support development of San Francisco Environment department's update to the Climate Action Plan, including detailed technical analysis of transportation emission- reductions of the proposed strategies and actions.
9. Adopted Treasure Island toll affordability policies for businesses and workers; developed implementation policies for providing the current resident toll exemption; and conducted outreach on both. Revised travel demand and financial projections based on COVID-19 pandemic and recessionary scenarios. Presented proposed Base Toll and Discount Policy to be considered for approval in January 2022.
10. Developed Treasure Island near-term autonomous shuttle pilot plans and long-term on-Island shuttle service options and east bay / on-Island shuttle service to identify cost-efficiency and operator coordination strategies.
11. Resumed environmental planning phase of U.S. 101/I-280 (101/280) Managed Lanes and Bus project with preliminary traffic analysis and completed initial Equity Study task to compile demographic profile of 101/280 corridor users and communities. Continued 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 Action Plan with the same partner agencies. Coordinated San Francisco's input to MTC's Express Lane Strategic Plan and draft proposed Executive Steering Committee MOU.
12. Analyzed 2019 SFCTA-MTC San Francisco and regional resident TNC travel diary survey data and provided updated data and analysis on TNC and other mode split trends including through Transportation Research Board peer-reviewed research papers and presentations at TRB and SPUR. Re-estimated coefficients in the San Francisco

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

Chained Activity Modeling Process (known as SF-CHAMP) based on information from the regional resident TNC travel diary survey.

13. 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.
14. 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. Significant effort spent to adapt engagement to ensure it remained robust with a strong equity focus during shelter-in-place. Paused the Study and extended the Study schedule due to the fluid and changing conditions around COVID recovery.
15. Approved the District 4 Mobility Plan [NTIP Planning], including understanding existing travel patterns, engaging with the community, and recommending multimodal strategies and investments that improve opportunities for sustainable trips.
16. Advanced the District 5 Octavia Improvements Study [NTIP Planning] to its final round of outreach to prioritize strategies and actions. Identified a set of improvements that address both local safety and circulation issues near Octavia Boulevard, as well as concepts to address longer distance trips that use Octavia Boulevard and the Central Freeway and the regional traffic congestion on approach routes such as Oak Street.
17. Completed the Final Report for the Golden Gate Park Working Group and Action Framework [NTIP Planning], which formed a Stakeholder Working Group that met across five meetings to review the current operations of John F Kennedy (JFK) Drive in Golden Gate Park, and to solicit feedback for the City to take into account when recommending next steps for JFK Drive.
18. Substantially completed the initial technical planning phase of work: pre-environmental scoping and design for the Pennsylvania Avenue Extension (PAX) project through coordination with the Railyards Working Group inclusive of the property owner (Prologis), Caltrain, and San Francisco Planning. Supported continuing transportation and land use planning for the 4th and King Railyards, including the launch of the Caltrain-led Preliminary Business Case process.
19. Conducted technical review of California High-Speed Rail Authority (CHSRA) Revised 2020 Business Plan (released February 2021), to support the DTX project and High-Speed Rail. Provided support to the CHSRA in seeking State funding.
20. Initiated the School Transportation Study with partners at San Francisco Unified School District, SFMTA and Department of Children, Youth, and their Families. Held student art competition to engage families and school community in study.

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

21. Continued to participate in regional Bay Bridge Forward efforts and discussions about a potential bus lane and other congestion management initiatives on the Bay Bridge.
22. Continued review and coordination with other City agencies (SFMTA, San Francisco Planning Dept, San Francisco City Attorney) of New Mobility-related policy efforts including CPUC TNC rulemaking, Autonomous Vehicle rulemaking, implementation of the Clean Miles Standard legislation, and implementation of the Access for All legislation.
23. Conducted modeling for the Transportation Authority and external partners, including preparing updated forecasts for the ConnectSF Investment Study and the Streets and Freeways Study, for the SFMTA state Transit and Intercity Rail Capital Program (TIRCP) application, and for the San Francisco Planning Department's Housing Element update. Completed COVID scenario planning including the development of hundreds of alternative scenarios, and which were used to support other Transportation Authority efforts such as Treasure Island Mobility Management Program and the Downtown San Francisco Congestion Pricing Study. Initiated updated ridership forecasts for DTX.
24. Advanced District 9 Freeway Vision plan, including conceptual plan of potential active mobility infrastructure modifications to US101/I-280 interchange [the Maze] and Alemany Boulevard to promote safety, livability, and public engagement in Districts 9 and 10.
25. NEW: Completed Upper Great Highway Concepts Evaluation Final Report, based on coordination with the 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.
26. NEW: Supported San Francisco Planning Department's Southeast Station Study addressing near- and long-term improvements at 22<sup>nd</sup> Street Station and proposed infill station in the Bayview. Participated in community outreach events and provided technical support for the study.
27. NEW: Applied for two Caltrans Planning Grants: 1) to conduct the Third Street Safety and Truck Relief Study and 2) to develop a Brotherhood Active Transportation and Open Space Plan.
28. NEW: Coordinated and jointly submitted comments with SFMTA on California Public Utilities Commission (CPUC) rulemakings governing disability access and Autonomous Vehicles Commercial Passenger Services policies. Held hearing at the Transportation Authority Board on the first permitted Autonomous Vehicle deployment in San Francisco. Executive Director co-chaired Intelligent Transportation Society of America's (ITSA) Smart Infrastructure Task Force.

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

**Fund Programming and Administrative Activities**

1. Convened and supported ongoing coordination with city agencies, including SFMTA, to advocate for discretionary federal and state transportation funding for capital and operating needs. Tracked and provided input to support Congressional actions related to federal bills (Infrastructure Investment and Jobs Act and Build Back Better Act), State funding programs (SB1 gas tax, Cap and Trade programs, CARB programs), and regional initiatives (One Bay Area Grant cycle 3 program).
2. Administered grants with total balances of approximately \$452.7 million in Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP)), Prop AA vehicle registration fee, Transportation Fund for Clean Air (TFCA), and Traffic Congestion Mitigation Tax (also known as TNC tax) funds.
3. Tracked and developed sales tax revenue projections evaluating the impacts of different trajectories for recovery from the pandemic-induced recession; used these forecasts to work with project sponsors to inform the mid-cycle 2021 Prop K Strategic Plan update to reflect a lower revenue forecast and provide input to agency debt strategy.
4. Approved 2021 Prop K Strategic Plan. Prudent cash management and conservative Strategic Plan assumptions from 2018 allowed us to minimize impacts of reduced programming on sponsors and enabled strategic advancement of funds for paratransit, DTX, and new traffic signals and programming adjustments for multiple projects to support current priorities and serve as part of a bridge strategy until reauthorization of the sales tax.
5. Developed and obtained Board approval of a schedule and process for development of a New Expenditure Plan for the half-cent sales tax, including structure for Expenditure Plan Advisory Committee (EPAC). Engaged in a robust, equity focused engagement effort employing a multi-lingual and multi-platform public outreach approach including Town Halls, focus groups, an online survey and establishment of the 27-member EPAC. Significantly advanced development of a New Expenditure Plan while coordinating with and supporting the SFTP 2050 update. Developed a revised schedule to target a potential November 2022 ballot rather than June 2022 (pending Board approval).
6. 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 (LPP). Helped to secure state competitive LPP funds for San Francisco Public Works Mission-Geneva project. In light of COVID and reduced revenues overall, shifted funding strategy for SB 1 LPP formula funds to a multi-year approach as part of a bridge strategy until sales tax reauthorization.
7. Provided 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.
8. Supported San Francisco Directors in managing Caltrain's budget and implementation of Measure RR, the new 1/8-cent sales tax, including addressing governance. Coordinated on San Francisco priorities such as DTX and 4th/King Railyards for inclusion in Caltrain Business Plan implementation, working closely with SFMTA, the Mayor's Office, and

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

San Francisco's Caltrain Directors. Re-programmed Prop K grants at Railyards to other Caltrain system maintenance projects.

9. Worked with project sponsors and other stakeholders to develop funding plans and secure funds for major capital projects such as YBI West Side Bridges Project, Geary Bus Rapid Transit (BRT), Better Market Street, and the DTX. This included Prop K Strategic Plan update work, federal earmark and funding advocacy, and support to Capital Projects Division on successful \$18M RAISE Grant for YBI West Side Bridges as well as to TJPA for DTX Federal Railroad Administration CRISI grant.
10. Revised the funding plan for the Treasure Island Mobility Management Program delivery and first five years of operation, including obtaining conditional approval from the Federal Highway Administration for an extended schedule for Advanced Transportation Congestion Management Technologies Deployment (ATCMTD) grant funds for Treasure Island tolling infrastructure to allow sufficient time for coordination of project delivery with YBI West Side Bridges project.
11. Continued to closely manage and monitor project cash flows to inform long term debt needs. Coordinated and ensured all bond proceeds and interest earned from the 2017 Sales Tax Revenue Bonds funds were properly and fully spent within federal tax law requirements. NEW: Secured new \$125 million, 3-year revolving loan credit agreement with lower rates to provide a flexible source of financing for the voter-approved Prop K Expenditure Plan.
12. Secured clean audits over the agency's financial statements and obtained the agency's fourth Certificate of Achievement for Excellence in Financial Reporting award from the Government Finance Officers Association. Completed two program specific audits (TFCA program audited by the Bay Area Air Quality Management District and Yerba Buena Island Ramps Project audited by Caltrans) resulted in no findings or recommendations for improvements.
13. NEW: Continued to provide some immediate relief during the pandemic, worked with Board members, funding agencies, and SFMTA and San Francisco Department of the Environment (SF Environment) to fund the Essential Worker Ride Home Program using TFCA and Prop K funds. Supported the SFMTA's Essential Trip Card through its paratransit program and the Slow Streets program with Prop K funds.
14. NEW: Approved the 2022 Prop AA Vehicle Registration Fee Strategic Plan Policies and Screening and Prioritization Criteria and released the call for projects to program an estimated \$23 million in funds available for the 5-year period of 2022/23 through 2026/27.
15. NEW: Programmed \$2.05 million in Transportation Authority SB1 LPP funds to the Yerba Buena Island Multi-use Pathway Project and the I-280 Southbound Ocean Avenue Off-Ramp Realignment Project, and developed draft funding recommendations for \$4 million in LPP funds for the Yerba Buena Island Westside Bridges Seismic Retrofit (three years of programming) in Transportation Authority funds. Approved support for the City's project nominations for \$6.36 million in LPP funds resulting from approval of the TNC Tax.
16. NEW: Allocated \$3.5 million in TNC Tax and Prop K funds to the SFMTA's FY21 Quick Build program which supported SFMTA's Transportation Recovery Plan, a framework for



**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

considering how transportation will operate throughout the city during and following the COVID-19 emergency. Another \$5.8 million in TNC Tax and Prop K funds is currently pending Board action for allocation to the SFMTA's FY22 Quick Build program.

17. NEW: Reprogrammed \$1.3 million from previous Prop K/LPP fund exchange for 101/280 Managed Lanes and Express Bus project to the I-280 Northbound Geneva Avenue Off-Ramp Modification Feasibility Study and I-280 Southbound Ocean Avenue Off-Ramp Realignment Project to advance agency priorities included in adopted work program.
18. NEW: Programmed up to \$3,794,000 in State Transit Assistance Block Grant funds to the SFMTA's paratransit program.
19. NEW: Approved San Francisco's Program of Projects for the 2021 Mid-Cycle of the 2022 Regional Transportation Improvement Program, directing \$3.04 million to SFMTA's Folsom Streetscape project and \$10.6 million to SFMTA's Communications-Based Train Control - Phase 3 N Judah project, respectively.
20. NEW: Fitch Ratings affirmed AAA rating over our implied sales tax revenue bonds and indicated a stable financial outlook. The affirmation reflects the agency's very strong resilience despite the roughly 25% decline in sales tax revenue that we experienced due to the COVID-19 pandemic.

**Capital Project Delivery and Oversight Activities**

1. Secured funding for environmental clearance of YBI Multi Use Path between the east Span of the Bay Bridge and the new Ferry Terminal on Treasure Island along the west side of the island including the segment adjacent to Hillcrest Road.
2. Continued work on Southgate Road interchange project with 70% complete and planned closeout in Summer 2022. Project is on time and on budget.
3. Developed funding plan for Treasure Island toll system and transit delivery as well as updated financial models to reflect refined operation and revenue projections.
4. 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. Secured CA DMV and CPUC approvals to initiate an AV shuttle pilot on Treasure Island. Advanced pilot operational and research plans in coordination with SFMTA and technical advisory committee partners including UC Berkeley.
5. Served as Chair (January through August) and Vice Chair (September through December) of the San Francisco Peninsula Rail Program Executive Steering Committee, consisting of executive leadership from all 6 partner agencies for the DTX project. Provided oversight to key DTX technical tasks, including Phasing Study and operational analysis. Led launch of key DTX policy tasks, including Funding Plan, Project Delivery Strategy, Governance Review, and Demand Forecast. Led successful multi-agency effort to confirm design phase funding to support TJPA application to the Federal Transit Administration (FTA) New Starts Project Development process.

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

6. Chaired Caltrain Electrification Configuration Management Board and provided oversight on PCEP project delivery, participated in risk workshops and reviewed project cost and schedule revisions.
7. Supported the SFMTA in delivering near-term Geary Rapid Transit (Geary BRT Phase I) project and advancing Phase 2 project's status within the SFMTA capital program and Transit Corridors Study. Oversaw design and environmental compliance of BRT project.
8. Continued oversight of Muni LRV-4 delivery and commissioning, provided planning support to the SFMTA Subway Renewal Strategic Plan, and supported Van Ness BRT environmental monitoring compliance efforts.
9. Oversaw Presidio Parkway, Better Market Street, Central Subway, Van Ness BRT, 19th Avenue Combined City project, and other project delivery efforts. Oversaw and supported Potrero Yard P3 procurement.
10. Supported Quint Street Connector Road project development efforts, including advancing right of way acquisition and associated legislation. Secured nomination of the project for federal earmark community priority project funds.
11. Advanced the Presidio Parkway P3 Delivery Study with the University of Maryland for release in early 2022.
12. NEW: Worked with partners to scope the Geary-19th Avenue West Side Subway strategy phase of planning work, to commence in 2022.
13. NEW: 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).
14. NEW: Completed Final Design and refined funding plan for YBI West-Side Bridges Seismic Retrofit Project. Secured \$18 million Rebuilding American Infrastructure with Sustainability and Equity, or RAISE Discretionary Grant, for the YBI West-Side Bridges Retrofit Project. Coordinated with funding partners including MTC and Caltrans to secure full funding for construction utilizing Construction Management/General Contractor delivery approach. Contract Award is expected for Spring of 2022, pending filling the remaining funding gap.

**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 consistently with all offices.
2. Helped staff regional roles (MTC, Association of Bay Area Governments (ABAG), BAAQMD, BART, TJPA, Caltrain, and other bodies as needed). NEW: Provided staffing

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

support for San Francisco representatives on MTC's Blue Ribbon Transit Recovery Task Force.

3. Staffed ongoing Vision Zero Task Force meetings and supported regular updates of key topics and activities to the Transportation Authority Board.
4. Staffed ongoing Treasure Island Mobility Management Agency (TIMMA) operations and policy board meetings.
5. Paused revisions to protocols and development of more user-friendly formats for major capital project delivery reporting to Board and related documentation to focus on other efforts such as capital project delivery best practice and transit recovery, given staffing constraints.
6. Continued to support development of Cycle 2 NTIP Planning and Capital priorities across districts, including leading planning efforts in Districts 5, 6, and 7; received Board adoption of NTIP Planning project final reports (Districts 1 and 4).
7. Continued to support Lombard Crooked Street solutions, including reservation system to manage congestion and improve livability, by conferring with D2 office and the state delegation on the opportunities for advancing a no-fee reservation system authorization legislation.
8. Launched the School Access Plan, 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.
9. Continued to support remote Board and committee meetings consistent with health directives and guidance, and as needed to support the City's economic and transportation recovery plans.
10. Supported 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.
11. Executive Director continued to serve as alternate to SFBOS representatives (Supervisor Mandelman and Alicia Jean-Baptiste) on the TJPA.
12. NEW: Staffed CAC including special topic presentations on the racial equity action plan, ethics training, Free Muni, and regular Van Ness BRT updates to the CAC.
13. NEW: Held oversight hearings on 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. Held approximately quarterly hearings on SFMTA's Transportation Recovery Plan efforts and three Vision Zero hearings.
14. NEW: Participated in BOS hearings on ConnectSF/Plan Bay Area long-range transportation planning.
15. NEW: Brought forward Project Delivery Study request and initiated this effort per Chair and Vice Chair request.
16. NEW: Initiated scoping West Side Subway Strategy per Commissioner Melgar's request and D1 NTIP per Commissioner Chan's request.

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

17. NEW: Launched the follow-on Golden Gate Park Equity Study at the request of Commissioner Walton to collect data on the demographics of visitors to the eastern end of GGP and understand barriers to accessing GGP among Equity Priority Communities in D10, 11, and 3.
18. NEW: Initiated the Ocean Avenue Task Force at request of Commissioner Melgar.
19. NEW: Provided update on Prop K, including allocations by district, to Board and updates on Prop K, Prop AA, and TFCA to CAC.

**III. Promote Customer Service and Efficiency**

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

1. Continued to maintain the MyStreetSF.com tool to support user-friendly features and efficiency of staff maintenance activities.
2. 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 continued to expand the agency’s Data Warehouse Vision.
3. Enhanced our grant administration Portal to increase functionality to identify opportunities to promote project delivery at milestones that include the start and completion of construction.
4. Continued to work with sponsors to ensure effective use of taxpayer funds and further streamline grant administration through processing of amendments and de-obligations.
5. Continually updated the COVID Congestion Tracker online interactive tool to monitor traffic speeds during the shelter-in-place orders of the pandemic.
6. Continued to implement the contacts database to support public outreach, and began the next phase of the full-featured customer relationship management (CRM) tool.
7. NEW: Expanded and updated the Transit Ridership Map of regional transit demand by operator to support work of the Blue Ribbon Transit Recovery Task Force.
8. NEW: Implemented an electronic agreement management system to reduce processing time and need to physically be in the office to approve and sign documents. Allowed staff and external parties to conveniently approve and/or sign documents electronically on different devices. This has reduced the amount of time to execute and file documents such as interagency agreements, contracts, task orders, board resolutions, standard grant agreements, and grant billings.

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

**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 funding in the state budget and the federal Infrastructure Investment and Jobs Act. Provided advocacy overall and support to SFMTA for MTC's distribution of federal COVID relief funding to help transit operators address ongoing revenue losses due to the pandemic.
2. Continued to pursue legislative priorities (e.g., authorization for local speed limit setting and speed safety cameras), and policy advocacy (track and comment on state Climate Action Plan for Transportation Infrastructure).
3. Advocated for efficient and performance-based state fund program guidelines (SB1, CARB, Cap and Trade).
4. Supported and helped shape San Francisco's participation in regional Blue Ribbon Transit Recovery Task Force (e.g., seamless transit) and associated legislative proposals.
5. Executive Director chaired SF Peninsula Rail Program Executive steering committee and in that capacity helped lead Federal, state and regional advocacy and guide delivery of the overall work program. Received State Transportation Chairs Assemblymember Friedman and Senator Gonzalez on Bay Area transportation tour and conducted project briefings with TJPA staff and MTC Vice Chair to Federal delegation staff and MTC Commissioners. Phasing study confirmed \$650M in deferred or reduced cost items resulting from deferred/value engineered items and shorter 3-track configuration. Operational study confirmed 8 Caltrains per hour and 4 HSR trains per hour is feasible with phased DTX and through high-level operations analysis of future Link21 connection. Maintained project schedule and achieved goals to secure MOU Partners funding commitments toward design phase and to submit and gain entry into FTA New Starts.
6. Participated in an interagency working group to advance the development of the Mayor's update to the Climate Action Plan, including detailed technical analysis of the proposed strategies and actions, and collaborated with city and regional agencies on ConnectSF, including substantially completing the Transit Corridor Study and the Streets and Freeways Study, and significantly advancing development of the SFTP 2050.
7. Participated in Link21 (New Transbay Rail Crossing) program development activities and technical studies, as led by BART and Capitol Corridor.
8. 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.



**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

9. 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; coordinated with City of Brisbane and other Bi-County Transportation Study partners on Geneva-Harney BRT, Geneva Road extension, and U.S. 101 interchange/underpass plans; Visitacion Valley Community Based Transportation Plan; SFMTA's Transportation Recovery Plans; oversaw and advised on 22nd Street Station Location Study and ADA studies led by SF Planning and Caltrain, respectively.
10. Helped SFMTA implement Muni Reliability Working Group recommendations, including applying for and programming train control grant funds; supported Subway Renewal and Potrero Yard developer procurement process.
11. Continued to collaborate with SFMTA on a wide range of Autonomous Vehicle policy initiatives at the federal and state levels, including monitoring and providing input on the DRIVE Act, ITSA FAST Act Reauthorization platform, and State PUC and CARB rulemakings.
12. Partnered with TIMMA transit service providers to design an inter-operator transit pass, including an MOA with WETA.
13. Continued technical and policy coordination with the California High-Speed Rail Authority (CHSRA), including review of the CHSRA's Revised Business Plan and providing support for allocation of state bond funds for the CHSRA program.
14. ED served as Vice Chair of Self Help Counties Coalition and advised 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 (CAPTI) plan, and Caltrans' long-range plan.

**V. Promote Inclusive Public Engagement**

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

1. Continued Disadvantaged Business Enterprise outreach efforts and workforce supportive programs. Held first virtual Disadvantaged Business Enterprise (DBE)/Local Business Enterprise event outreach efforts to encourage participation and collaboration of small and large firms for upcoming procurements. Attendance more than doubled as compared to our last in-person event held.
2. Scoped 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. Will advance work next year when vacant positions are backfilled.
3. Continued to explore ways to provide workforce development and training opportunities, including construction administration pathways in partnership with TIDA and opportunities through the Treasure Island Autonomous Vehicle pilot program.

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

4. Continued to participate in the citywide promotion and advancement of racial equity and further incorporate racial equity into agency policies and practices. Completed five educational racial equity trainings to normalize the conversations about race, racism, racial justice, and gender within our agency, and began the first year of implementation of the agency-wide racial equity action plan. As part of this effort, made several changes to the hiring process and updated the Administrative Code which codified Community Advisory Committee as the new name for the Citizens Advisory Committee, and to our governing policy documents and operational procedures with references and guidelines for the use of gender-neutral pronouns.
5. Conducted industry-leading equity analysis and outreach/engagement for Downtown Congestion Pricing Study and Sales Tax Reauthorization efforts, including appointment of inclusive advisory committees with strong representation of Equity Priority Communities (EPCs), technical analysis of EPC needs and strategies, direct outreach to Community Based Organizations and multi-format surveys and multilingual outreach events, including an in-language town hall in Chinatown.
6. Continued to support SFTP Equity analysis priority programs, including Vision Zero and NTIP.
7. Explored new methods of analyzing system performance for the Congestion Management Program that engages the public.
8. Explored providing workforce development and training opportunities for YBI's Southgate Road Realignment Construction Project, including construction administration pathways in partnership with TIDA.
9. NEW: Executive Director and staff actively participated on 22 panels and webinars with a profile of Executive Director, featuring equity topic, published on the Intelligent Transportation Society of America (ITSA) website.
10. NEW: Collaborated with regional Business Outreach Committee to conduct several well-attended DBE outreach and partnering events.

**VI. Provide Regional and State Leadership**

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

1. Continued to lead coordination of San Francisco input to Plan Bay Area 2050 update and served as a regional leader on technical (model assumptions, project performance evaluation) and policy issues (e.g. BRTF), culminating with its adoption by MTC/ABAG in September. Actively participated in regional policy discussions at MTC and ABAG to shape the Plan Bay Area 2050 implementation plan, working effectively on cross-county initiatives, strengthening alliances between Big 3 cities, and collaborating on transit recovery planning, transit investment, Vision Zero, affordable housing, and anti-displacement issues.
2. Developed COVID baseline forecasts and multiple alternative COVID future scenario forecasts. Continually updated the COVID Congestion Tracker online interactive tool to

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

monitor traffic speeds during the shelter-in-place orders of the pandemic. Also expanded and updated the Transit Ridership Map of regional transit demand by operator to support work of the Blue Ribbon Transit Recovery Task Force. Provided technical support to partner agencies for data analysis visualization. Supported initialization of multi-year travel survey partnership and participated in initial phase of survey vendor procurement.

3. 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.
4. Coordinated legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies.
5. Advocated for passage of legislative priorities as approved by the Board.
6. Tracked and helped shape implementation of statewide and regional managed lanes policies.
7. 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.
8. Advocated for San Francisco and local interests to manage TNCs and AVs 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.
9. Executive Director served as Board member and Education Committee co-chair of California Transportation Foundation. Organized and hosted two events: the Foundation's Mobility Symposium, a half-day virtual conference for over 50 aspiring California college and university student leaders (and their mentors) interested in careers in transportation, and a 2-day in-person event in Sacramento.
10. Executive Director served as Vice-Chair of California Self-Help Counties Coalition, as a member of the University of California Advisory Board, and on the SPUR Board.
11. Transportation Authority staff invited by CalSTA to participate in state working groups on equity and road pricing.
12. NEW: As Chair of ITS America Smart Infrastructure Task Force, helped shape Federal infrastructure bill (INVEST) provisions on mobility on demand, congestion charging, autonomous vehicles and mobility wallet/affordability programs.
13. NEW: Worked with BACTAs and MTC to begin crafting a framework for the third cycle of the OBAG program, including the county program and the regional programs that comprise OBAG.
14. NEW: Advocated for the inclusion of innovative, equitable GHG reduction strategies in the state's Climate Action Plan for Transportation Infrastructure.

**Attachment 1**  
**2021 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 Principal Transportation Planner position. Paused on hiring other planned positions due to lowered budget estimates.
2. Continued to support staff professional development through training, coaching, promotions, and mentoring. Trainings included harassment prevention and computer security.
3. Continued to refine and implement policies, procedures, and recommendations from the in progress Project Management handbook.
4. Analyzed prior year's staff survey results and conducted an additional staff survey to identify areas of improvements to inform development of a flexible work arrangement (e.g. telecommute policy) to accompany the gradual office reopening.
5. Continued to function fully as a virtual office as the COVID-19 pandemic continued and welcomed staff back to the office on a voluntary basis. Maintained productivity while staff worked from home.
6. Continued to develop office re-opening plans, policies, and protocols to reduce the likelihood of transmission within the workplace, maintain agency operations, and continued to promote a healthy and safe work environment.
7. Continued to support and empower agency-wide Racial Equity Working Group in developing and producing staff training programs and implementation of the first year of racial equity action plan.
8. 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.
9. Obtained Fitch AAA credit rating reaffirmation (highest credit quality available) and received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting award for the fourth year in a row.
10. 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 and retaining our focus to help staff work remotely.

**VIII. Improve Internal and External Communications**

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

1. Continued pursuing opportunities to promote agency work through our agency newsletter, The Messenger, website and blog, press releases (7), and media outreach

**Attachment 1**  
**2021 Record of Accomplishments for**  
**Tilly Chang, Executive Director**

and expanded social media engagement. Increased followers on Twitter (5%), Facebook (1%), Instagram (65%), and LinkedIn (10%). Website unique pageviews increased 12%.

2. Continued to regularly meet with and strengthen relationships with the transportation community, civic groups, media, community-based organizations, and neighborhood groups. This effort involved developing a series of Business and Labor Roundtables to exchange information and views on a variety of topics from economic recovery to congestion pricing to sales tax reauthorization.
3. Developed draft internal public engagement protocol, outlined best practices for project-specific outreach/communications.
4. Held 2 Business and Labor Roundtables with multiple leaders in respective organizations.
5. Published or agency was quoted in 8 SFCTA or partner agency/Board member press releases throughout the year.
6. Implemented first stage of the next-generation Customer Relationship Management system to improve tracking of interactions with specific organizations and the public.
7. Continued to hold monthly all-staff meetings rather than quarterly while maintaining a virtual office to facilitate internal communications and cohesion.
8. NEW: 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.
9. NEW: Transportation Authority staff attended groundbreakings for Second Street, Alemany Bike Lanes, Tenderloin Safety project, Jefferson Plaza, and Geary Rapid Transit (BRT phase 1).
10. NEW: Completed agency staff survey to inform office re-opening policies and to further advance workplace of excellence initiative.



**Attachment 2**  
**Proposed Objectives for 2022**  
**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 2022.

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

1. Work with the Metropolitan Transportation Commission (MTC) and City stakeholders to implement Plan Bay Area 2050 recommendations including participating in updates of the regional Transit Oriented Development policy, Blue Ribbon Task Force focus areas (integrated fares, wayfinding, transit priority, and network management) and transit expansion priorities and policies (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.
2. Conclude Phase 2 of the long-range ConnectSF planning program by preparing draft recommendations and finalizing project concepts for the Streets and Freeway Study (lead) and Transit Corridor Study and Streets (support).
3. Continue to coordinate Transit Corridor Study with BART/Capitol Corridor Transbay Rail Crossing Study (now known as Link21) to explore options for a future west-side rail alignment. Continue to participate in Link21 studies to help coordinate this work with the Caltrain Downtown Rail Extension (DTX) Program of Projects and West Side Subway Strategy.
4. Obtain appropriation for the West Side Subway Strategy and lead this study in coordination with SFMTA, SF Planning, and regional operators and transportation agencies.
5. Develop and adopt the San Francisco Transportation Plan (SFTP) 2050 update by year's end, including integrating work from the Transit Corridor Study and Streets and Freeway Study and other relevant planning studies, analyzing options for future investments in transportation over the next 30 years, including associated policy recommendations and at least two financially constrained scenarios (Investment Plan and Vision Plan).
6. 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 policy and develop Memoranda of Agreement addressing operating plans with partner agencies (Bay Area Toll Authority, ferry transit service provider, East Bay bus transit service provider, and SFMTA).
7. Pursue partnerships and funding to complete a high-level feasibility assessment of water shuttle service for the Northeast waterfront, as a potential congestion relief strategy, in coordination with the Port of SF, private partners and Treasure Island Development Authority (TIDA).

**Attachment 2**  
**Proposed Objectives for 2022**  
**for**  
**Tilly Chang, Executive Director**

8. Complete environmental study phase for the Northbound (part 1) U.S. 101/I-280 Managed Lanes and Bus project, including traffic analysis and community outreach, in coordination with Caltrans, SFMTA, and San Mateo and Santa Clara counties. Initiate express bus planning, preliminary technical studies and community engagement efforts for Southbound (part 2). Support implementation of the U.S. 101 Mobility Access Plan) with San Mateo and Santa Clara counties, Caltrans and MTC and participate in and provide policy support to Board and MTC representatives for MTC Express Lanes Executive Steering Committee and regional all-lane tolling study.
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, including updates to all choice models that reflect travel behavior choices captured in the regional resident TNC travel diary survey. Continue to lead the ActivitySim project, a national multi-agency pooled-fund model project to develop an open-source activity-based modeling software platform.
11. Initiate next round of travel diary data collection in Fall 2022, in partnership with MTC.
12. Conduct modeling to support Transportation Authority and external partner studies, including the U.S. 101/280 Managed Lanes and Bus project, DTX, and Transportation Element update.
13. Initiate data collection for the biennial county Congestion Management Program (CMP) 2023 update and expand performance tracking with a focus on reporting to include greater roadway network detail for private vehicle and transit trips, Equity Priority Community disparities tracking and inclusion of "big data" sources and reporting toward a SF data warehouse and reporting capability (like MTC "Vital Signs").
14. Pending stabilization of commute patterns and transit provision, resume the Downtown Congestion Pricing Study, including updated alternatives, analysis (including a strong equity and outreach focus), and recommendations.
15. Complete the District 5 Octavia Improvements Study [NTIP Planning], including engaging with the community to prioritize a set of improvements that address both local travel near Octavia Boulevard and opportunities to address longer distance trips that use Octavia Boulevard and the Central Freeway.
16. Complete the JFK Drive Equity Study, including visitor intercept and equity priority community surveys and meetings with focus groups in Districts 3, 10, and 11.

**Attachment 2**  
**Proposed Objectives for 2022**  
**for**  
**Tilly Chang, Executive Director**

17. Complete pre-environmental scoping and design for the Pennsylvania Avenue Extension project and scope, seek funding and initiate next phase of project development. Continue coordination with the Railyards Working Group inclusive of the property owner (Prologis), Caltrain and SF Planning Department.
18. Continue providing input to High-Speed Rail Business Plan and funding plan, including advocacy to support DTX funding plan.
19. Advance the School Transportation Plan, a study of transportation strategies to increase the sustainability of medium and long distance school trips in the City, particularly for vulnerable youth, through stakeholder outreach and identification of potential school access strategies.
20. 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.
21. Complete the District 7 Ocean Avenue Task Force [NTIP Planning], including review and prioritization of the existing multimodal safety and reliability concepts proposed for Ocean Avenue near City College, and the identification of additional ideas for the City to take into account when implementing near term Quick Build and Muni Forward improvements in the area.
22. Coordinate with SF Planning Department to finalize the Planning Department's Southeast Caltrain Station Study. Scope next phase work with Caltrain to address next steps for 22nd Street ADA improvements. Scope, fund, and initiate next phase of planning and project development for a new Bayview infill station.
23. Prepare funding request and initiate the Geary-19th Avenue West Side Subway project. Serve as lead agency for the strategy phase of project planning in close coordination with SFMTA, SF Planning Department, and other regional transit operators and transportation agencies.
24. Developing planning concept for improved connection across U.S. 101 corridor between Candlestick Point and Bayview Caltrain Station. Coordinate with City of Brisbane, San Mateo C/CAG and city departments SFMTA and SF Planning Department on Bi-County Transportation improvements on both sides of the county line, including Geneva-Harney BRT underpass at U.S. 101, traffic calming in the area as being studied by SFMTA in the Visitacion Valley Community-based Transportation Plan and Brisbane's Geneva Roadway Extension and related transportation facilities from its Baylands development project EIR.

**Attachment 2**  
**Proposed Objectives for 2022**  
**for**  
**Tilly Chang, Executive Director**

**Fund Programming and Administration**

1. Convene and support ongoing coordination with city agencies, regional transit operators serving San Francisco, MTC, Bay Area County Transportation Agencies (BACTA), and Caltrans to maximize effectiveness of advocacy for state and federal discretionary funding for capital needs and transit operations support to maximize funding for San Francisco and the Bay Area. Actively participate in program and policy development as part of implementation of the Infrastructure Investment and Jobs Act (IIJA) to advance key priorities and strategize local match and grant opportunities to leverage historic funding amounts for infrastructure and public transportation. Track Congressional actions related to the Build Back Better Act and seek to position San Francisco projects for funds. Continue to advocate for projects through State fund programs such as Senate Bill 1 (SB1) programs, Cap and Trade programs, California Air Resources Board (CARB) programs, including seeking opportunities through ongoing discussions related to the State budget surplus.
2. Continue to convene and coordinate with San Francisco stakeholders on input to program design/guidelines and identification of San Francisco priorities for regional programs such those proposed for MTC's One Bay Area Grant (OBAG) program Cycle 3 (e.g. Climate, Conservation & Resilience; Multimodal System Operations & Performance; and Complete Streets & Community Choice) and RM3 (bridge toll program) which are anticipated to move forward this year. Support SFMTA and regional transit operators in securing funding to support San Francisco benefitting projects emerging from the Blue Ribbon Transit Recovery Task Force.
3. Administer and oversee the Prop K sales tax (including Neighborhood Transportation Improvement Program or NTIP), Prop AA vehicle registration fee, Transportation Fund for Clean Air county program, and the Traffic Congestion Mitigation Tax (TNC Tax). Major efforts for these fund programs in 2022 are listed below.
4. Continue to support a robust, equity focused engagement effort including Expenditure Plan Advisory Committee meetings, to develop a New Expenditure Plan that could be part of a potential November 2022 ballot measure to extend the half-cent sales tax to fund the New Expenditure Plan. Continue to use Prop K and other sources available to the Transportation Authority as part of a 'bridge strategy' to keep projects advancing and a project pipeline under development until a new sales tax measure is in place.
5. Prepare an update of the Prop AA Strategic Plan and 5-Year Prioritization Programs (5YPP), including conducting a call for projects to program about \$23 million over the next 5-years (FYs 2022/23 to 2026/27).

**Attachment 2**  
**Proposed Objectives for 2022**  
**for**  
**Tilly Chang, Executive Director**

6. Closely monitor TNC Tax revenues, further develop program guidelines, and prepare recommendations for programming for FY 2022/23 or longer depending on the robustness of revenue trends.
7. Issue and complete annual call for projects for FY 2022/23 TFCA county program manager funds (about \$750,000 plus any cost savings or de-obligated funds from cancelled projects).
8. Keep working with MTC and BACTA partners to develop OBAG3 county program guidelines and conduct San Francisco call for projects. MTC anticipates issuing call for project nominations by May 1, 2022.
9. Develop framework for San Francisco State Transit Assistance Block Grant program, which we expect will recommend a certain amount of funds for SFMTA's paratransit program as first priority and potentially making any remaining funds available for a San Francisco Lifeline Transportation Program call for projects in FY 2022/23.
10. Program \$4 million in SB 1 Local Partnership Program formula funds to the Yerba Buena Island West Side Bridges Project to leverage federal, state, and regional funds for construction.
11. Continue to lead DTX funding strategy and support advocacy in conjunction with Transbay Joint Powers Authority (TJPA) and MOU partners, including pursuing state funding opportunities through the TIRCP and budget surplus processes, preparing for FTA New Start funding plan requirements, and pursuing joint efforts with California High Speed Rail Authority (CHSRA) and CalSTA to leverage other federal funds through the IIJA.
12. 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, 4th/King Railyards, Bayview infill station and 22nd Street ADA improvements in Caltrain business plan implementation, working closely with SFMTA and the Mayor's Office.
13. Work with MTC/BATA, TIDA, Alameda CTC and Caltrans to pursue SB1 Congested Corridors grant for YBI bike/ped path and collaborate with project sponsors and other stakeholders to develop funding plans and secure funds for other high priority projects such as Geary Bus Rapid Transit (BRT) Phase 2 (as it undergoes design and outreach), Better Market Street, Muni Forward lines, Muni's Core Capacity Program (e.g. train control) and Subway Renewal Program.
14. Seek funding for key work program recommendations from the Streets and Freeways Study, Transit Investment Strategy, SFTP 2050, and community-based and Neighborhood Transportation Plans.
15. 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



**Attachment 2**  
**Proposed Objectives for 2022**  
**for**  
**Tilly Chang, Executive Director**

infrastructure and clean vehicles/vessels, in cooperation with TIDA, WETA and other partner agencies. Obtain final 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. Execute multi-year funding agreement with TIDA and TIDC for TIMMA transit and tolling implementation plan and supporting activities.

16. 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 OBAG program, Regional Transportation Improvement Program, Lifeline Transportation Programs, and SB 1 programs such as the Local Partnership Program.
17. 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 as part of the agency's multi-year debt strategy.
18. Secure continued clean audit(s).

**Capital Project Delivery and Oversight Activities**

1. Finalize funding actions to complement Federal RAISE grant and confirm project budget and commence construction of YBI West-Side Bridges Retrofit Project. Complete construction activities for the Southgate Road Realignment improvements and YBI I-80 Eastbound off-ramp.
2. Advance environmental phase for YBI bike path along the west side of the island including the segment adjacent to Hillcrest Road; refine project designs and funding strategy; and seek funding for design if RM3 is not available and for construction phase.
3. 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 and community partners (OEWD, One Treasure Island, TIDA).
4. Pending gathering needed funds, work with BATA and regional partners to confirm desired tolling infrastructure on YBI. Procure vendor for Treasure Island Toll Integration System and Network Communications and develop system integration plans and specifications.
5. Continue to work with the TJPA and other partner agencies to advance the DTX through the Federal Transit Administration (FTA) Project Development process. Serve as lead or co-lead agency for project procurement/delivery strategy, funding plan, governance review, and

**Attachment 2**  
**Proposed Objectives for 2022**  
**for**  
**Tilly Chang, Executive Director**

demand forecast. Provide technical oversight to the TJPA-led design, cost, and risk efforts. Executive Director will continue to serve as Executive Steering Committee Vice Chair through Summer 2022.

6. Complete initial technical planning study for the Pennsylvania Avenue Extension (PAX) project and prepare funding request to launch the next phase of project development. Continue to coordinate with the SF Peninsula Rail Program MOU partners on this and Railyard planning in support of DTX, PAX and other city transportation and development objectives.
7. Continue to participate in robust oversight of the Caltrain Electrification Project, with emphasis on managing scope, schedule, and budget and mitigating cost and schedule risks. Continue chairing Configuration Management Board proceedings.
8. Support the SFMTA in delivering near-term Geary Corridor improvements and oversee design and environmental compliance of BRT project. Confirm plans to advance Geary BRT Phase 2 for regional (Blue Ribbon Task Force), state or federal funds.
9. Support and oversee project delivery of Muni Subway Renewal program, LRV 4 (Siemens rail cars), Central Subway, Better Market Street, and Van Ness BRT including environmental compliance monitoring) and continue coordinating and collaborating with major transportation infrastructure departments (SFMTA, SF Public Works, SF PUC) to improve project delivery.
10. Advance I-280 Interchange modifications at Balboa Park, including initiating final design of southbound Ocean Avenue off-ramp and refining funding plan; and completing traffic studies and lane configuration designs for northbound Geneva Avenue off-ramp.
11. Work with WETA and Treasure Island developer to complete design of Treasure Island Ferry Terminal charging infrastructure in order to prepare for electric ferry service in 2024.
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.
13. Complete the Presidio Parkway P3 Delivery Study with the University of Maryland.

**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, TJPA, Caltrain, and other bodies as needed).
3. Staff ongoing Vision Zero Task Force meetings, and arrange regular updates of key topics and activities to the Transportation Authority Board.

**Attachment 2**  
**Proposed Objectives for 2022**  
**for**  
**Tilly Chang, Executive Director**

4. Staff ongoing Treasure Island Mobility Management Agency (TIMMA) operations and policy board meetings.
5. Complete Transportation Authority's Project Delivery Study in consultation with implementing agencies, Controller's Office and other advisors, as requested by Chair and Vice Chair.
6. Continue to support development of Cycle 2 NTIP Planning and Capital priorities across districts (Districts 1, 2, 3, 4, 6, 7, 8, 9, and 10 have remaining funds available); seek Board adoption of NTIP Planning project final reports (anticipated in Districts 1 and 5).
7. Scope a District 1 NTIP study for potential funding, as requested by Commissioner Chan.
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.
9. Continue to support remote Board and committee meetings, plan for potential hybrid meetings and as needed 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 underway and 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 (Congestion Tracker) and existing and future travel patterns and continue to expand the agency's Data Warehouse Vision.
4. Enhance our grant administration Portal to increase functionality for cash management (e.g. enable amendments of reimbursement schedules).
5. In anticipation of reauthorization of the sales tax, identify and design improvements to Portal interface and outputs to improve efficiency and customer ease of use that can be implemented to support the new measure.

**Attachment 2**  
**Proposed Objectives for 2022**  
**for**  
**Tilly Chang, Executive Director**

6. Continue to work with sponsors to further streamline grant allocation and administration, both for the existing sales tax program and in anticipation of reauthorization of the sales tax.

**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 (listening sessions begin in December 2021 for potential 2024 regional measure).
2. Continue to pursue legislative priorities (e.g., Automated Speed Enforcement authority), and policy advocacy (track and comment on state piloting of Road User Charge via the California Transportation Commission's Road Charge Technical Advisory Committee, and participate in the CalSTA State Roadway Pricing Workgroup).
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 implementing the Climate Action Plan and on completing ConnectSF, including completing the Transit Corridor Study and Streets and Freeways Study, significantly advancing/development of the SFTP 2050, and supporting development of the Transportation Element update.
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.
8. Continue to provide technical assistance on Better Market Street, Caltrain Railyards, and grade separation studies, Caltrain and High Speed Rail Business Plan, Ocean Beach Master Plan, Caltrain Southeast Stations Study, Geneva/Harney BRT, and SFMTA's Transportation Recovery Plan.
9. Continue to help SFMTA implement Muni Reliability Working Group recommendations and support development and implementation of 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.

**Attachment 2**  
**Proposed Objectives for 2022**  
**for**  
**Tilly Chang, Executive Director**

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.
12. Participate in Phase 4 of the City's Climate SF Initiative to identify specific resilience / climate change adaptation investments and coordinate with Caltrans, BCDC and MTC.

**V. Promote Inclusive Public Engagement**

1. Continue Disadvantaged Business Enterprise outreach efforts and workforce supportive programs. Explore partnerships with industry associations such as COMTO (Conference on Minority Transportation Officials), and BuildOut CA and Golden Gate Business Association (world's first LGBTQ Chamber of Commerce), Chinese, African American and Latino Chambers of Commerce.
2. Explore ways to develop 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. Continue implementation of the agency's multi-year racial equity action plan and focus on staff retention, promotion, discipline and separation, mobility and professional development, and diverse and equitable leadership and management in the second year.
5. Ensure outreach efforts - especially, for ConnectSF, the SFTP, sales tax reauthorization, the U.S. 101/I280 Managed Lanes and Express Bus Project, and when it resumes, the Downtown Congestion Pricing Study efforts - reach a diverse and inclusive cross-section of San Francisco stakeholders.
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.

**Attachment 2**  
**Proposed Objectives for 2022**  
**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.
2. Serve as a regional leader on big data sources and applications technical data, analysis and (model assumptions, project performance evaluation) and technology policy issues. Update COVID-era baseline travel demand projections. 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/BACTA. Chair (Executive Director) the California Self-Help Counties Coalition.
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. Conduct salary surveys and update job descriptions.
3. Continue to coach and mentor staff. Provide leadership opportunities through the agency's planned Community Relationships Initiative and staff-based Racial Equity Working Group.



**Attachment 2**  
**Proposed Objectives for 2022**  
**for**  
**Tilly Chang, Executive Director**

4. Refine and implement policies, procedures, and recommendations from the in progress Project Management handbook, while working to publish a living version for agency-wide use.
5. Continue to analyze prior year's staff survey results and engage with management and staff to identify and work on areas of improvements to promote Workplace Excellence initiatives. This includes implementing and, as needed, refining agency flexible work arrangement (e.g. telecommute) policy to support office re-opening and employee retention.
6. Continue to develop and, as needed, refine 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. Implement hybrid working model and re-open office to the public. As needed, train staff on protocols for hybrid Board and Committee meetings (e.g. public may be in person and/or calling in to participate).

**VIII. Improve Internal and External Communications**

1. Grow Messenger newsletter and social media audiences. Increase social media followings and engagements on agency website, 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. Continue developing internal contacts and customer relationship management system to improve tracking of interactions with specific organizations and the general public.
5. Anticipate holding ground-breaking for YBI West Side Bridges in Spring 2022 and supporting ribbon cuttings for Van Ness BRT, Central Subway and Presidio Trust Tunnel Tops project in early to mid-2022.



RESOLUTION SETTING THE ANNUAL COMPENSATION FOR THE EXECUTIVE DIRECTOR  
FOR 2022

WHEREAS, On September 24, 2013, through Resolution 14-24, the Board appointed Tilly Chang as Executive Director of the San Francisco County Transportation Authority, effective October 1, 2013; and

WHEREAS, On December 17, 2019, through Resolution 20-28, the Board amended the employment agreement with Tilly Chang to extend the term of the agreement to December 31, 2022; and

WHEREAS, Through Resolution 20-28, the Board also adopted a revised salary structure which changed the salary range for the Executive Director position to \$217,893 - \$304,712, without any pre-set steps; and

WHEREAS, The Transportation Authority's Administrative Code establishes that the Board fixes the compensation level for the Executive Director; and

WHEREAS, Per the Personnel Manual, salary adjustments are not automatic based on cost of living or other indexes but are focused instead on rewarding performance; and

WHEREAS, On December 8, 2021 the Personnel Committee met, and after extensive consideration of the Executive Director's performance and other factors, recommended setting compensation to increase by 4.5% to a total of \$289,232 for 2022; now, therefore, be it further

RESOLVED, That the Transportation Authority hereby increases the Executive Director's compensation by 4.5% for 2022, effective January 10, 2022.