



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



**San Francisco
County Transportation
Authority**

PC120821

RESOLUTION NO. 22-24

The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this 14th day of December, 2021, by the following votes:

Ayes: Commissioners Chan, Haney, Mandelman, Melgar, Peskin, Preston, Ronen, Safai, and Walton (9)

Nays: (0)

Absent: Commissioner Mar, Stefani (2)

DocuSigned by:
Rafael Mandelman 1/4/2022
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Rafael Mandelman Date
Chair

ATTEST:

DocuSigned by:
Tilly Chang 1/4/2022
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Tilly Chang Date
Executive Director

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

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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

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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.

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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 22nd 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.

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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

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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

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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.

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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

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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.

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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.

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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.

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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.

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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

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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.

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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

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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.

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

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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.

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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.

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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).

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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

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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 TICD 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

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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.

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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.

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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.

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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.

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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.

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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.