



RESOLUTION RATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR FOR 2022 AND
ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES FOR 2023

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

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

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

WHEREAS, On December 7, 2022, the Committee conducted the performance evaluation according to the adopted format and procedures; and

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

WHEREAS, The Committee considered the key accomplishments, contained in Attachment 1, and issues relative to the Executive Director's performance during 2022 and recommended a rating of Outstanding, reflecting its perception of the performance of the Executive Director against Board-established objectives for 2022; and

WHEREAS, The proposed Executive Director objectives for 2023, contained in Attachment 2, are consistent with the annual work program adopted by the Transportation Authority Board on June 28, 2022, through Resolution 22-60 as part of the budget; and

WHEREAS, On December 7, 2022, the Personnel Committee reviewed and unanimously recommended approval of the Executive Director objectives for 2023; now, therefore, be it

RESOLVED, That the Transportation Authority hereby rates the performance of the Executive Director during 2022 as Outstanding; and be it further

RESOLVED, That the Transportation Authority hereby adopts the attached objectives for the Executive Director for 2023.



Attachments:

1. 2022 Record of Accomplishments
2. Executive Director Objectives 2023

Attachment 1
**2022 Record of Accomplishments for
Tilly Chang, Executive Director**

This section presents a narrative of the Executive Director's accomplishments for 2022, in relation to annual program objectives set by the Board in December 2021 through Resolution 22-24.

Performance against Objectives

I. Advance Key Work Program Activities

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

Planning Activities

1. Worked with the Metropolitan Transportation Commission (MTC) and City stakeholders to **implement Plan Bay Area 2050** recommendations including participating in updates of the regional Transit Oriented Communities policy, Transit Transformation Action Plan focus areas (integrated fares, wayfinding, transit priority, and network management) and transit expansion priorities and policies (Major Projects Advancement Policy). Supported San Francisco Association of Bay Area Governments (ABAG) representatives working on the regional housing issues to address Regional Housing Needs Assessment (RHNA) policies, affordability, displacement, and access to jobs.
2. Concluded 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** (support).
3. Continued to actively participate in the BART/Capitol Corridor Transbay Rail Crossing Study (now known as **Link21**) to explore options for a future second rail crossing of the Bay and associated rail network development implications within San Francisco. Support Link21 program staff in development of program concepts and preparation for public outreach (December). Provided technical review and technical comments on behalf of San Francisco, in coordination with SFMTA. Provided coordination of Link21 with the Geary-19th Avenue Subway project.
4. Completed scoping for the Strategic Case phase of project planning for the **Geary-19th Avenue Subway** (one of ConnectSF's long-term transit expansion priorities). Worked with SFMTA and SF Planning Department to develop work plan and management approach. Obtained Prop K appropriation to initiate Strategic Case and procured consultant support. Launched technical work program and prepared for initiation of engagement activities in 2023, including engagement with regional operators and public outreach.

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5. Adoption of the San Francisco Transportation Plan (**SFTP**) **2050** update by year's end (anticipated), 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. Completed state and Federal **environmental documentation for the Treasure Island Mobility Management Program congestion toll** and affordability program; continuing to refine the affordability program with community input and financial modeling; and advancing the ferry service study.
7. Executed Cooperative Agreement with Caltrans for the environmental study phase for the Northbound (Project 1) U.S. 101/I-280 Managed Lanes and Bus project. Initiated preliminary technical studies for Southbound (Project 2). Supported implementation of the U.S. 101 Mobility Access Plan with San Mateo and Santa Clara counties, Caltrans and MTC and participated in and provided policy support to Board and MTC representatives for MTC Express Lanes Executive Steering Committee and regional all-lane tolling study. Presented to and participated in CalSTA statewide pricing working group.
8. Released the 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. Revised SF-CHAMP traffic assignment volume delay functions parameters and updated speed and capacity assumptions, based on empirical data analysis. Continued to lead the ActivitySim project, a national multi-agency pooled-fund model project to develop an open-source activity-based modeling software platform.
9. Initiated the next round of **travel diary data collection** in Spring 2023, in partnership with MTC and VTA.
10. Conducted modeling to support Transportation Authority and external partner studies, including the SFTP 2050 update, the U.S. 101/280 Managed Lanes and Bus project, DTX, Treasure Island ferry ridership, and the San Francisco Planning Department's Housing Element update.
11. Initiated data collection for the biennial county **Congestion Management Program (CMP)** **2023** update and expand performance tracking to include reporting on a broader roadway network across all 24 hours of the day, Equity Priority Community disparities tracking and inclusion of "big data" sources and reporting toward an interactive, on-line SF data warehouse and reporting capability (like MTC "Vital Signs").

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12. Paused the **Downtown Congestion Pricing Study**, including updated alternatives, analysis (including a strong equity and outreach focus), and recommendations.
13. Completed technical work and outreach, and identified draft recommendations, for 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.
14. Completed the **JFK Drive Equity Study**, including visitor intercept and equity priority community surveys and meetings with focus groups in Districts 10, 11 and 3. Supported joint Board of Supervisors hearing and policy decision on the configuration of the roadway.
15. **Pennsylvania Avenue Extension (PAX)** project. See Capital Project Delivery and Oversight.
16. Continued to provide input to the **California High-Speed Rail Authority (CHSRA) Business Plan** and San Francisco-San Jose project segment environmental document. Led development of San Francisco comments on CHSRA's 2022 Business Plan, in coordination with SFMTA and SF Planning Department, and on the Final EIR/EIS prepared by CHSRA for the San Francisco to San Jose project segment of the High-Speed Rail system. Engaged with CHSRA on funding matters, including the DTX funding plan and coordinated approach to new federal funding programs. Advocated for the release of state funds to support completion of the Central Valley segment and "bookend investments" in Northern and Southern California.
17. Advanced the **School Transportation Plan** through the second round of outreach, including identifying a long list of transportation strategies to increase the sustainability of medium and long distance school trips in the City, particularly for vulnerable youth.
18. 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. 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.
19. Completed the 4th of 5th meetings of 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.
20. Coordinated with SF Planning Department to finalize the Planning Department's Southeast Caltrain Station Study. Scoped, funded, and initiated next phase of

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planning and project development for a new Bayview infill station. Supported Caltrain completion of 22nd Street ADA Study and helped scope and identify funding for next steps.

21. Drafted scope and budget to develop a planning concept for improved connection across U.S. 101 corridor between Candlestick Point and Bayview Caltrain Station. Coordinated 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.
22. New: Completed a Supplement to the **Transbay Comprehensive Multimodal Corridor Plan**, which identified and evaluated new modes such as bicycling and micromobility for travel across the Bay and incorporated outreach to the public and stakeholder agencies.
23. New: Procured a consultant and initiated work on the **District 4 Microtransit Business Plan** NTIP study.

Fund Programming and Administrative Activities

1. Convened and supported 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 participated in program and policy development as part of implementation of the Infrastructure Investment and Jobs Act (IIJA) and Inflation Reduction Act (IRA) to advance key priorities and to strategize local match and grant opportunities to leverage historic funding amounts for infrastructure and public transportation. Continued to advocate for projects through State fund programs such as Senate Bill 1 (SB1) programs, Cap and Trade programs, California Air Resources Board (CARB) programs, and advocated for a portion of the State budget surplus to be committed to transportation projects and programs that advance San Francisco priorities.
2. Continued 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, on pause, pending litigation)). Supported SFMTA and regional transit operators in securing funding to support San Francisco benefitting projects emerging from the **Transit Transformation Action Plan**.

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3. Administered grants with total balances of approximately \$413 million in **Prop K sales tax** (including Neighborhood Program or NTIP), Prop AA vehicle registration fee, Transportation Fund for Clean Air county program, San Francisco's Lifeline Transportation Program, and the Traffic Congestion Mitigation Tax (TNC Tax) funds. Major efforts for these fund programs in 2022 are listed below.
4. Conducted a robust, equity focused engagement effort including Expenditure Plan Advisory Committee meetings, to develop the **2022 Transportation Expenditure Plan** with full EPAC consensus that the Board of Supervisors unanimously placed on the November 2022 ballot along with an extension of the half-cent sales tax to fund the new Expenditure Plan. Conducted outreach and education to voters and secured 72% voter approval of the Prop L measure in November, with broadly distributed support from all districts.
5. Continued to use Prop K and other sources available to the Transportation Authority as part of a bridge strategy to keep projects advancing, Safe Routes to School Program funded, and a project pipeline under development until a new sales tax measure is in place.
6. Prepared 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).
7. Closely monitored **TNC Congestion Mitigation Tax** revenues and initiated development of program guidelines for a programming cycle in early 2023.
8. Issued and completed annual call for projects for FY 2022/23 **Transportation Fund for Clean Air county program manager funds** (about \$935,000).
9. Worked with MTC and BACTA partners to develop **OBAG3** county program guidelines; conducted San Francisco call for projects and submitted project nominations to MTC for San Francisco's \$52.8 million funding target. MTC anticipates approving the project list in January 2023.
10. Programmed \$1,035,626 in San Francisco's **Lifeline Transportation Program** Cycle 2 funds for BART's Elevator Attendant Program.
11. Programmed \$4,055,000 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.
12. Continued to lead **DTX funding strategy** and support advocacy in conjunction with Transbay Joint Powers Authority (TJPA) and MOU partners, including pursuing state and federal funding opportunities through the state budget surplus process and Bipartisan Infrastructure Law (BIL) and joining MTC advocacy trip to Washington, D.C. Led development of DTX funding plan, including strategy to satisfy requirements of FTA New Starts Capital Investment Grant program. Successfully advocated for prioritization of DTX in MTC's BIL and Major Project Advancement Policy (MAP) framework, adopted in October 2022. Supported TJPA DTX grant funding pursuits including TIRCP, MEGA, and State-Local Partnership.
13. Supported **SF Directors in negotiating Caltrain governance agreements, managing Caltrain's** budget and implementation of the new one-eighth cent sales tax, Measure

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- RR. 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.
14. Worked with MTC/BATA, Alameda CTC, and Caltrans to submit SB1 Solutions for Congested Corridors and Local Partnership Program competitive grant applications for construction of the YBI multi-use path, one of the primary elements of the Bay Skyway Phase 1 project. Secured Board nomination of the multi-use path OBAG 3 funds for design.
 15. Collaborated with project sponsors and other stakeholders to develop funding plans, ensure eligibility through **MTC's MAP endorsement process**, and secure funds for other high priority projects such as Muni Forward, Muni's Core Capacity Program (e.g., train control), Building Progress, and Subway Renewal Program.
 16. Sought funding for key work program recommendations from the Streets and Freeways Study, Transit Investment Strategy, SFTP 2050, and community-based and Neighborhood Transportation Plans.
 - a. Applied for federal Safe Streets and Roads for All funding for Vision Zero Ramps Phase 3
 - b. Applied for federal Reconnecting Communities funding for the Geary / Fillmore Underpass Community Plan.
 - c. Won Carbon Neutral Cities Alliance grant funds (\$100k) for the Decarbonizing Downtown Business Deliveries study.
 17. Strengthened **funding plan for the Treasure Island Mobility Management Program** delivery and first five years of operation by initiating discussions with the City for financing opportunities for the TIMMA program; continuing to seek federal, state, and local grant funds; and finalizing a fund exchange agreement with TIDA and Treasure Island Community Development (TICD). Helped WETA to secure a **\$14.9 million TIRCP grant for electric vessels and infrastructure** to serve Treasure Island and Mission Bay.
 18. Submitted **SB 1 Solutions for Congested Corridors Program grant application jointly** with MTC and Caltrans for Bay Skyway Phase 1, which includes a request for funds for charging infrastructure on Treasure Island. Obtained 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.
 19. Proactively **monitored and provided 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.
 20. Continued to closely manage and monitor project cash flows and Prop K sales tax program revenues to inform short- and long-term debt needs as part of the agency's multi-year debt strategy.

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21. Secured **clean audits** over the agency's financial statements and obtained the agency's fifth Certificate of Achievement for Excellence in Financial Reporting award from the Government Finance Officers Association. Completed single audit (compliance audit) for the Southgate Road Realignment improvements and the Surface Transportation Program resulted in no findings or recommendations for improvement. One program specific audit (TFCA) in progress.
22. NEW: Fitch affirmed AAA rating over our sales tax revenue bonds and indicated a stable financial outlook. The affirmation reflects the agency's very strong resilience despite the sharp drop in sales taxes due to the pandemic.

Capital Project Delivery and Oversight Activities

1. Developed full funding plan for construction of **YBI West Side Bridges Seismic Retrofit** project to complement Federal RAISE grant, with anticipated final Board and California Transportation Commission (CTC) actions in December 2022 and partner agency actions in early 2023 to enable contract award in March 2023. Completed value engineering efforts to finalize design. Received Senate appropriations recommendation for \$2M grant for YBI West Side Bridges
2. Substantially completed construction activities for the **Southgate Road Realignment** improvements and YBI I-80 Eastbound off-ramps. Coordinated final operating arrangements for the new facility. Initiated design efforts for retrofit of the Torpedo Building to complete final project requirements by 2024.
3. Advanced environmental phase for **YBI multi-use (bicycle/pedestrian) path** along the west side of the Islands including the segment adjacent to Hillcrest Road; refined project designs.
4. Procured a vendor for the **Treasure Island Autonomous Shuttle Pilot** program and secured CA DMV and CPUC approvals to initiate a pilot. Advanced pilot operational and research plans in coordination with SFMTA and technical and community partners (OEWD, One Treasure Island, TIDA).
5. Continued to work with the TJPA and other partner agencies to advance the **DTX** through the Federal Transit Administration (FTA) Project Development process. Served as lead or co-lead agency for several key tasks within the six-party DTX Memorandum of Understanding. Led development of DTX governance review and brought forward initial recommendations for TJPA Board approval. Completed initial DTX ridership forecasts and benefits analysis required for 2023 FTA submittals. Developed funding plan and co-managed development of 20-year financial plan. Provided technical oversight to the DTX preliminary design, capital cost estimate, and risk assessment. ED continued to serve as Vice Chair of the DTX Executive Steering Committee, with monthly meetings to provide direction to DTX project team and policy support to the TJPA Board.

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6. Completed the Project Initiation Study for the **Pennsylvania Avenue Extension (PAX)** project. Developed scope of work for follow-up pre-environmental study; engaged with Caltrain and other partner agencies to review and refine the pre-environmental work plan. Continued technical and planning coordination with the 4th and King Railyards Working Group, including Caltrain, the SF Planning Department, OEWD, California High-Speed Rail Authority, and the property owner (Prologis). Provided technical review and planning assistance to the Caltrain-led Railyards Preliminary Business Case process.
7. Continued to provide robust oversight to Caltrain's **Peninsula Corridor Electrification Project (PCEP)**, with emphasis on managing scope, schedule, and budget and mitigating cost and schedule risks. Continued chairing the PCEP Configuration Management Board, working in partnership with other funding partners. Provided monthly progress briefings to the San Francisco representatives to the Caltrain Board.
8. Supported the SFMTA in delivering near-term **Geary Corridor improvements** and oversaw design and environmental compliance of BRT project. Supported SFMTA outreach and environmental review updates for Geary BRT Phase 2 segment.
9. Provided oversight and support to the **Muni Metro capital program**. Monitored progress of LRV 4 program, including performance of new Siemens rail cars. Provided technical and planning support to SFMTA to develop the Muni Subway Renewal program to provide a framework state-of-good repair investment in the subway. Worked with SFMTA to scope the Muni Metro Core Capacity Planning Study, which will define a federal grant-eligible program of Core Capacity investments; supported SFMTA in successfully securing state grant funding for the planning phase. Provided technical and funding oversight for the Muni Metro Train Control Upgrade Project.
10. Provided oversight of the **Better Market Street** program by providing regular updates on project design, and construction status. Emphasized the need for strong business support and mitigation measures to reduce Phase 1 construction impacts to the community. Provided support to the project team by providing input on long term objectives of future phases.
11. Supported completion of the **Van Ness Bus Rapid Transit Improvement Project** and concluded environmental oversight with the start of revenue service. Provided environmental monitoring weekly observations to the SFMTA project team and monthly monitoring reports to the FTA to keep the project in compliance. Worked closely with SF Public Works and SFMTA to support construction of the **19th Avenue Combined City Project**.
12. Advanced **I-280 Southbound Ocean Ave Off Ramp** Project at Balboa Park, including initiation of final design and securing Local Partnership Program funds. Completed traffic circulation and lane configuration study for northbound **Geneva Avenue off-ramp** in cooperation with Caltrans and SFMTA.

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13. Worked with WETA and Treasure Island developer to advance environmental clearance design of **Treasure Island Ferry Terminal charging infrastructure** in order to prepare for electric ferry service in 2024.
14. Supported **Quint Street Connector Road** project development efforts, including right of way acquisition and legislation, and continued to seek remaining funding needed for the project.
15. Substantially advanced the **Presidio Parkway P3 Delivery Study** with the University of Maryland.

II. Provide Board Support

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Checked in regularly with Chair and Board members to seek guidance and input.
2. Helped staff regional roles (MTC, Association of Bay Area Governments (ABAG), BAAQMD, BART, TJPA, Caltrain, and other bodies as needed).
3. Staffed ongoing Vision Zero Task Force meetings and arranged three hearings on key topics and activities to the Transportation Authority Board.
4. Staffed Treasure Island Mobility Management Agency (TIMMA) Board and Committee meetings, as needed. Gained TIMMA Board approval to establish a Community Advisory Committee for TIMMA.
5. Substantially advanced Transportation Authority's Capital Project Delivery Study in consultation with implementing agencies, Mayor's Office and other advisors, as requested by Chair and Vice Chair.
6. Continued 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).
7. Scoped a District 1 NTIP study for potential funding, as requested by Commissioner Chan,
8. New: Scoped a study for District 2, as requested by Commissioner Stefani, a study for District 4, as requested by Commissioner Mar, and two studies for District 8, as requested by Chair Mandelman.
9. New: Supported Chinatown community's review of the use of State budget earmark funds for Portsmouth Square area transportation improvements recommended from D3 NTIP study and coordinated with SF Rec/Park and SF Public Works on implementation and funding plans. Coordinated and advised community discussions with SFMTA on Broadway traffic calming options near Powell and Stockton Streets.
10. New: Supported Supervisor Peskin resolution on establishing local policy on AV deployment via comments to NHTSA on its review of AV requests for exemptions from federal safety standards.

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11. Conducted substantial work on the Treasure Island Supplemental Transportation Study, the District 6 NTIP Planning Project, as requested by Commissioner Haney.
12. Conducted substantial work on the Ocean Avenue Task Force Action Plan, the District 7 NTIP Planning Project, as requested by Commissioner Melgar.
13. New: Supported Comm Safai and BART discussions on the repaving of DeLong Street and transfer of the street from BART to CCSF.
14. Conducted 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.
15. Supported remote and hybrid Board and committee meetings, and provided support as needed support the City's economic and transportation recovery plans.
16. Supported the 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

THIS OBJECTIVE HAS BEEN MET.

1. Offered annual sponsor refresher training opportunities for Prop K/AA resources, policies, and procedures.
2. Continued to maintain and as needed, refine the MyStreetSF.com tool to support user-friendly features showcasing underway and completed projects.
3. Updated and expanded online "Prospector" data visualization platform to provide easy access to key San Francisco transportation statistics and information on roadway congestion and transit performance (Congestion Tracker) and existing and future travel patterns and continue to expand the agency's Data Warehouse Vision.
4. Enhanced the Transportation Authority's 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, identified and designed improvements to the Portal interface and outputs to improve efficiency and customer ease of use that can be implemented to support the new measure.
6. Continued 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.

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IV. Work Collaboratively with Partner Agencies

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Advocated for additional federal and state recovery/stimulus funds for transit operations. Supported the identification and joint advocacy of City priorities for regional, state, and federal funds through the Metropolitan Transportation Commission's Bipartisan Infrastructure Law and Major Project Advancement Policy discussions.
2. Continued 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 participated in the CalSTA State Roadway Pricing Workgroup).
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 Transit Transformation Action Plan (e.g., seamless transit) and associated legislative proposals.
5. Collaborated with city and regional agencies on implementing the Climate Action Plan and on significantly advancing ConnectSF, including completing the Transit Corridor Study and Streets and Freeways Study, completing the SFTP 2050, and supporting development of the Transportation Element update.
6. Continued to work with BART and Capitol Corridor to develop options for a future second rail crossing of the Bay (Link21). Provided technical review and comment of Link21 studies on behalf of San Francisco, working in coordination with City agencies. Provided coordination of Link21 with the Geary-19th Avenue Subway project.
7. Participated in the Express Lanes Executive Steering Committee for 101/280 Carpool and Express Lanes development.
8. Continued to provide technical assistance on Better Market Street, Caltrain Railyards, Caltrain Grade Separation Strategy, High Speed Rail Business Plan, Ocean Beach Master Plan, Southeast Rail Stations Study, Geneva/Harney BRT, and SFMTA's Transportation Recovery Plan.
9. Continued to help SFMTA implement Muni Reliability Working Group recommendations and supported development and implementation of subway renewal program.
10. Continued to collaborate with SFMTA on CPUC rulemakings and development of State and Federal autonomous regulations/laws and overall new mobility policy and advocacy. Provided responses and reply comments on CPUC proposed decisions on TNC data, including the 2014-2019 Annual Report data and the 2021 Annual Report data, as well as comments on AV data confidentiality. Provided responses on proposals for the Access for

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All program addressing pre-scheduled wheelchair access vehicle trips. Met with CPUC staff to discuss these issues.

11. Partnered with TIMMA transit service providers and MTC/Clipper to draft business rules for an inter-operator Treasure Island transit pass.

V. Promote Inclusive Public Engagement

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Held two rounds of Business and Labor roundtables and explored 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.
2. Continued to explore ways to provide education, business promotion and training opportunities in partnership with City College, SFUSD, OEWD, labor groups, and Treasure Island businesses through the Autonomous Vehicle pilot program.
3. Continued to participate in the citywide promotion and advancement of racial equity and further incorporate racial equity in agency policies and practices. Continued implementation of the agency's multi-year racial equity action plan. Created new position description to allow candidates to apply for the entry level transportation planner positions without a requirement of a graduate degree. This benefits the agency by helping to diversify our workforce. Utilized an equity lens, focused recruiter to provide a diverse and qualified candidate pool for the Deputy Director for Capital Projects position and successfully completed this recruitment in September 2022.
4. Ensured outreach efforts - especially, for ConnectSF, the SFTP, and sales tax reauthorization - reached a diverse and inclusive cross-section of San Francisco stakeholders.
5. Continued to support SFTP Equity analysis priority programs, including Vision Zero and NTIP.
6. Explored new methods of analyzing system performance for the Congestion Management Program that engages the public, e.g., through crowdsourcing or other interactive tools.
7. Increased Disadvantaged Business Enterprise (DBE) subconsultant pool through new contracts for on-call transportation planning and on-call project management and engineering consultant benches with 70 DBE firms, a 57% increase over the 51 DBE firms on the previous on-call benches, including 46 women-owned businesses, a 171% increase over the 17 women-owned firms on the previous on-call benches.

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VI. Provide Regional and State Leadership

THIS OBJECTIVE HAS BEEN MET AND EXCEEDED.

1. Actively participated in regional policy discussions at MTC and ABAG to shape the implementation of Plan Bay Area 2050, worked effectively on cross-county initiatives, and collaborated on transit recovery planning, transit investment, Vision Zero, affordable housing, and anti-displacement issues.
2. Served as a regional and national leader on big data source assessment and applications of technical data for analysis and (model assumptions, project performance evaluation) and technology policy issues. Updated COVID-era baseline travel demand projections. Established multi-year travel survey partnership with MTC to support performance monitoring, Plan Bay Area implementation and to inform planning initiatives.
3. Monitored development of a potential regional transportation revenue measure, which was on pause most of the year, except for some listening sessions toward year end. In collaboration with the Mayor's Office and SFMTA, provided leadership on implementation of the Caltrain sales tax and completion of the Caltrain governance review.
4. Coordinated legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies/BACTA. Executive Director served as chair of the California Self-Help Counties Coalition and helped lead and coordinate local transportation agency advocacy on numerous state bills and administration policies including on alignment of transportation plans and funding decisions with climate policy, tolling on state-owned managed lanes, and the State budget increases for transportation infrastructure.
5. Advocated for San Francisco and local interests to manage or influence the regulation of TNCs and autonomous vehicles at state and federal levels. See Item 10 under IV. Work Collaboratively with Partner Agencies above.
6. Advocated for passage of legislative priorities as approved by the Board.
7. Tracked and helped shape development and implementation of statewide and regional managed lanes policies, including participating on the CalSTA State Roadway Pricing Work Group and the regional Express Lanes START Pilot Technical Advisory Committee.
8. Tracked and helped shape statewide and regional policies, pilots, and deployments on emerging mobility services and technologies; collaborated with the Bay Area Toll Authority (BATA) and MTC to scope a pilot of mobility as a service and multi-modal payments technology for Treasure Island travelers.
9. ED and key staff served on Board of Intelligent Transportation Society of America to help shape advocacy on technology policy topics and funding priorities.

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VII. Facilitate Agency and Staff Development

THIS OBJECTIVE HAS BEEN MET.

1. Hired nine new staff: Assistant Deputy Director for Planning, Senior Engineer, Staff Accountant, Clerk of the Transportation Authority/TIMMA, Transportation Planner, Program Analyst, Senior Communications Manager, Assistant Transportation Planner, and Deputy Director for Capital Projects.
2. Conducted salary surveys and updated job descriptions against peer agencies to ensure parity.
3. Continued to coach and mentor staff. Created two managerial job descriptions to provide growth pathways and flexibility for staff to progress within the agency. Implemented multi-week Lunch and Learn series to educate newer staff and promote team building. Piloted in-house high school intern program and provided more leadership opportunities for staff to mentor and manage.
4. Paused (due to Deputy Director for Capital Projects transition) on further refinement of policies, procedures, and recommendations from the in progress Project Management handbook; planning to publish a living version for agency-wide use next year.
5. Piloted flexible work arrangement (e.g., telecommute) policy to support office re-opening and employee retention. Provided bystander and safety training to staff.
6. Continued 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. Piloted hybrid working model and trained 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

THIS OBJECTIVE HAS BEEN MET AND Exceeded.

1. Published monthly agency newsletter The Messenger and promoted it on social media.
2. The goal for the year was to 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%. The results were:
 - a. Instagram: 44% increase
 - b. LinkedIn: 28% increase
 - c. Twitter: 4% increase
 - d. Facebook: <1% increase

Attachment 1
2022 Record of Accomplishments for
Tilly Chang, Executive Director

- e. Messenger newsletter: <1% increase
 - f. Website unique users: 18% decline (70,910 in 2022 vs. 87,319 in 2021)
3. Continued to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, and neighborhood groups. Held Executive Director's ad hoc Business and Labor Roundtables.
 4. Continued to refine public engagement guidance and protocol, outlining best practices for project- specific outreach/communications with a focus on methods for equitable outreach methods.
 5. Continued developing internal contacts and customer relationship management system to improve tracking of interactions with specific organizations and the general public.
 6. Planned for anticipated ground-breaking for YBI West Side Bridges in Winter 2023 and supported ribbon cuttings for Van Ness BRT, Central Subway, Battery Bluffs, and Presidio Trust Tunnel Tops project.
 7. ED keynote or spoke at 25 events including Mineta Transportation Institute, USF Social Equity Leadership Conference, and SPUR's Women Building the Presidio event.
 8. SFCTA or key staff won industry awards including COMTO Equity Award and ACEC Agency of the Year.

Proposed Objectives for 2023
for
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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 2023.

I. Advance Key Work Program Activities
Planning Activities

1. **PLAN BAY AREA 2050.** Work with the Metropolitan Transportation Commission (MTC) and San Francisco stakeholders to implement Plan Bay Area 2050 recommendations including the regional Transit Oriented Communities policy, Transit Transformation Action Plan focus areas (integrated fares, wayfinding, transit priority, and network management) and transit expansion priorities and policies (Major Project Advancement Policy (MAP) and related policies). Coordinate San Francisco's input on MTC's Connected Network Plan 2050+ and Next Generation Freeway Study. See related efforts under Fund Programming and Administration.
2. **CONNECT SF.** Conclude Phase 3 of the long-range ConnectSF planning program by providing input and peer review into the update to the San Francisco Planning Department's Transportation Element.
3. **LINK 21.** Provide planning support and San Francisco participation in the BART/Capitol Corridor Link21 initiative, to explore options for a new mega-regional rail network centered around a future second bay rail crossing, potentially connecting to a new west-side rail alignment. Continue to coordinate Link21 studies with the Caltrain Downtown Rail Extension (DTX) Program of Projects and Geary/19th Avenue Subway Strategic Case.
4. **MTC TRANSIT TRANSFORMATION ACTION PLAN.** In coordination with SFMTA and SF regional transit operators, support implementation of the Transit Transformation Action Plan, including studies on regional transit governance, fare coordination, and service provision. Advocate for San Francisco's priorities that support and do no harm to the urban core that carries most of the transit ridership and is vital to local and regional economic recovery.
5. **GEARY/19TH AVENUE SUBWAY.** Support implementation of the ConnectSF Transit Strategy by leading the Strategic Case phase of the Geary/19th Avenue Subway project, serving as lead agency in partnership with SFMTA and in cooperation with SF Planning Department. Launch engagement with regional transit operators and other partner agencies.
6. **SFTP 2050.** Implement SFTP 2050 including advancing Geary/19th Subway Study and planning for a Bayview Caltrain station. Develop strategic initiatives such as expanding equity priority community planning, development-oriented transportation capital investment and transportation demand management. Undertake monitoring, technical analysis and community outreach to inform recommendations for local and/or regional revenue measures to implement the Vision Plan investments.

**Proposed Objectives for 2023
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7. **STREETS AND FREEWAYS STRATEGY.** Pursue funding to advance the concepts in the Streets and Freeways Strategy, including Vision Zero Ramps Phase 3, the Fillmore / Geary Underpass, and Bayview Circulation and Safety study efforts.
8. **CITYWIDE SPEED MANAGEMENT STRATEGY / ARTERIAL TRAFFIC CALMING TOOLKIT.** Explore opportunities to partner with SFMTA to develop a citywide strategy for speed management on the local arterial network and seek funding. Deliverables would include a toolkit for mitigating high speeds on major arterial streets, including those with high frequency transit.
9. **SF ACTIVE COMMUNITIES PLAN.** Participate in the preparation of the next generation bicycle plan for San Francisco by serving on the SFMTA Active Communities Plan Technical Advisory Committee (TAC).
10. **TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM.** Advance the Treasure Island Mobility Management Program by finalizing the Toll and Affordability Program. Once the Toll and Affordability Program is adopted, advance implementation of TIMMA transit services by proposing transit fare policy and developing Memoranda of Agreement addressing operating plans with partner agencies (WETA, East Bay bus transit service provider, and SFMTA). Complete the Treasure Island Ferry planning study and work with WETA to initiate a business plan for the service. Secure federal authorization for tolling.
11. **MANAGED LANES PROJECTS.** Complete the traffic studies and environmental clearance for Northbound I-280 HOV lane between Cesar Chavez and 3rd Street. Work with partners to advance managed lane policies along the corridor including conducting community outreach, in coordination with Caltrans, MTC/BATA, SFMTA, and San Mateo and Santa Clara counties. Complete the screening analysis for managed lanes on Southbound US 101 and I-280 to connect to planned managed lanes in San Mateo County.
12. 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.
13. 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 travel diary survey, and inclusion of new traffic assignment parameters based on observed San Francisco traffic counts and speeds. Continue to lead the ActivitySim project, a national multi-agency pooled-fund model project to develop an open-source activity-based modeling software platform.
14. Initiate next round of travel diary data collection in Spring of 2023, in partnership with MTC.
15. Conduct modeling to support Transportation Authority and external partner studies, including the U.S. 101/280 Managed Lanes and Bus project, DTX, the Treasure Island Mobility Management Program, and other programs or projects as requested.

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16. **CONGESTION MANAGEMENT PROGRAM.** Complete the biennial county Congestion Management Program (CMP) 2023 update, including data collection, analysis, and publication of an interactive, on-line report document. The CMP is one element of a broader, public-facing, interactive data warehouse effort that also includes on-going roadway performance monitoring, expanded roadway network reporting, and Equity Priority Community reporting.
17. Identify preferred use of additional “big data” sources for on-going performance monitoring, planning studies and project evaluation support. Support SFTP 2050 implementation as part of the 2023 CMP update (see above), pending funding availability, by establishing mid-range performance targets to assess rates of progress towards SFTP 2050 goals.
18. **DOWNTOWN CONGESTION PRICING STUDY.** Continue monitoring commute patterns and transit provision/usage, and economic recovery data to evaluate status of the paused Downtown Congestion Pricing Study.
19. 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.
20. Complete District 6 NTIP planning study on Treasure Island, in cooperation with One Treasure Island.
21. Complete the District 7 Ocean Avenue Action Plan [NTIP Planning], including the Task Force’s 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. Initiate new NTIP planning studies in Districts 1 and 2, including technical studies and community outreach, continue to support District 3 planning efforts for Portsmouth Square NTIP implementation (Walter U Lum circulation) and Broadway traffic calming and make substantial progress on District 4 Micromobility On-Demand Shuttle Study.
23. Complete 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.
24. Continue to participate in regional Bay Bridge Forward efforts and discussions about congestion management initiatives on the Bay Bridge and its approaches. Also, support planning for potential East Span Bay Bridge celebration event.
25. Substantially complete the station location analysis and pre-environmental work , with community engagement, for a new Bayview Caltrain infill station. Coordinate with Caltrain to

**Proposed Objectives for 2023
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complete 22nd Street ADA improvements study and seek funding for the next phase of planning.

26. Bring forward a sales tax appropriation request to develop a planning concept for improved transit connection across the U.S. 101 corridor between Candlestick Point and Bayview Caltrain Station. Continue to coordinate with the 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.

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 to maximize funding for San Francisco and the Bay Area. Support consideration of regional housing measure development and legislative efforts to address the transit fiscal cliff. Actively participate in program and policy development as part of implementation of the Infrastructure Investment and Jobs Act (IIJA) to advance key priorities and to strategize local match and grant opportunities to leverage historic funding amounts for infrastructure and public transportation. Continue to advocate for projects through State fund programs such as Senate Bill 1 (SB1) programs, and 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 included in MTC's One Bay Area Grant (OBAG) program Cycle 3 (e.g., Climate, Conservation & Resilience; Multimodal System Operations & Performance; and Complete Streets & Community Choice) and RM3 (bridge toll program) (pending resolution of litigation). Support SFMTA and regional transit operators in securing funding to support San Francisco priorities from the Transit Transformation Action Plan.
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 (Transportation

Proposed Objectives for 2023
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Network Company or TNC Tax). Major efforts for these fund programs in 2023 are listed below.

4. Develop transition plan, administer, and oversee the new **Prop L sales tax** Expenditure Plan, which supersedes Prop K on April 1, 2023. Major efforts include conducting a robust, equity focused engagement effort to inform the inaugural Prop L Strategic Plan and 5-Year Prioritization Programs (5YPPs), establishing policies for program administration and identifying the first 5 years of projects to be funded. Working with project sponsors and informed by community engagement, develop program guidelines for new and revised sales tax programs such as the Equity Priority Transportation Program and the Neighborhood Transportation Program.
5. Closely monitor **TNC Tax** revenues, further develop program guidelines, and prepare recommendations for programming about \$5.7M in accumulated revenues. Coordinate approach for programming future funds with development of the Prop L 5YPPs.
6. Issue and complete annual call for projects for FY 2023/24 **TFCA county program** manager funds (about \$750,000 plus any cost savings or de-obligated funds from canceled projects).
7. Complete **OBAG 3** county program cycle with anticipated MTC approval in January, providing support to MTC and project sponsors to finalize programming recommendations, prepare TIP amendments, etc.
8. Develop framework for **San Francisco State Transit Assistance Block Grant program**, which we expect will recommend funds to support SFMTA's paratransit service as first priority, and potentially making any remaining funds available for a San Francisco Lifeline Transportation Program call for projects in FY 2023/24.
9. Continue to lead **DTX** funding strategy and support advocacy in partnership with the Transbay Joint Powers Authority (TJPA) and DTX 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 MTC and CalSTA to leverage other federal funds through the BIL. Work in partnership with TJPA and Caltrain to jointly prepare the FTA-mandated Financial Plan for the project. Provide funding oversight of continued local funds for the project, including Prop K, Prop L, and Transit Center District sources.
10. Collaborate with project sponsors and other stakeholders to develop funding plans and secure funds for high priority projects such as Geary Bus Rapid Transit (BRT) Phase 2,

**Proposed Objectives for 2023
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Muni Forward lines, Muni Train Control Upgrade Project, and Muni Subway Renewal and Core Capacity programs.

11. 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.
12. Strengthen funding plan and begin to secure funds for the **Treasure Island Mobility Management Program** delivery and first five years of operation; seek federal, state, and local grant funds; maximize funding exchange opportunities; and pursue financing opportunities. Obtain final approval from the Federal Highway Administration to amend the budget for the Advanced Transportation and Congestion Management Technologies Deployment Program (ATCMTD) grant to reallocate funding to the Treasure Island tolling infrastructure. Execute multi-year funding agreement with TIDA and TICD for TIMMA transit and tolling implementation plan and supporting activities.
13. Continue to closely manage and monitor project cash flows and monitor sales tax program revenues to inform short- and long-term debt needs as part of the agency's multi-year debt strategy.
14. Secure continued clean audit(s).

Capital Project Delivery and Oversight Activities

1. Award contract and initiate construction activities for the **YBI West Side Bridges Seismic Retrofit Project**.
2. Complete construction activities and open the **Southgate Road Realignment** improvements and YBI I-80 Eastbound off-ramp to traffic. Complete design for seismic retrofit and weatherproofing of the associated Torpedo Building.
3. Complete the environmental phase for **YBI Multi-use Path** project along the south and west sides of YBI including preliminary design of an ADA ramp structure adjacent to the Southgate Road Realignment project.
4. Complete 95% design for the **Hillcrest Road** widening project, including retaining wall designs to support future multi-use path cross section;
5. Implement the **Treasure Island autonomous shuttle pilot**. Conduct community outreach and launch workforce and labor partnership programs in coordination with SFMTA and technical and community partners (OEWD, One Treasure Island, TIDA). Coordinate with the SFMTA planning staff leading the Bayview pilot.

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6. Execute grant agreements, procure a contractor, and begin construction activities for the Treasure Island Ferry Terminal Enhancements project. Work with TIDA and WETA to complete the design and funding plan for the Treasure Island Ferry Terminal charging infrastructure in order to prepare for electric ferry service in 2025.
7. Pending toll policy approval and securing 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, develop system integration plans and specifications, and complete civil infrastructure design.
8. Continue to work with TJPA and other partner agencies to advance the **DTX** through the Federal Transit Administration (FTA) Project Development process, including advancing into the FTA Engineering phase and requesting FTA Capital Investment Grant funds. Serve as lead or co-lead agency for the project procurement/delivery strategy, funding plan, governance review, and demand forecast. Provide technical oversight to the TJPA-led design, cost, and risk efforts. Work with DTX partners to prepare successor to the Peninsula Rail Program MOU and evolve governance structure for upcoming phases. Continue to serve as Executive Steering Committee Vice Chair through Summer 2022.
9. Complete scoping for pre-environmental phase for the **Pennsylvania Avenue Extension (PAX)** project, working in partnership with Caltrain and other agencies. Obtain funding and initiate pre-environmental phase. Continue to coordinate with the SF Peninsula Rail Program MOU partners on this and Railyards planning in support of DTX, PAX, and other city transportation and development objectives.
10. 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. Also see Fund section.
11. Support the SFMTA in delivering near-term **Geary Corridor improvements** and oversee design and environmental compliance of BRT project.
12. Conduct oversight of and provide program development support to **SFMTA capital projects**, including Potrero Yard Modernization, Train Control Upgrade Project, LRV rail car procurement, Subway Renewal, and Core Capacity Study. Complete oversight of SFMTA Central Subway project, in support of project close-out and seven-day revenue service.
13. Support and oversee project delivery of Better Market Street and continue coordinating and collaborating with major transportation infrastructure departments (SFMTA, SF

Proposed Objectives for 2023
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Public Works, SFPUC) to improve project delivery. Work closely with SF Public Works and SFMTA to complete the construction of the **19th Avenue Combined City Project** in 2023.

14. Advance design of southbound **Ocean Avenue off-ramp** including coordination with the City College and Caltrans; and complete traffic studies for northbound **Geneva Avenue off-ramp**.
15. 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.
16. Complete the **Presidio Parkway P3 Delivery Study** with the University of Maryland.
17. Develop **Project Delivery Oversight guidelines** for Prop L. Support implementation of recommendations from the **Capital Project Delivery Study**, pending anticipated approval in early 2023.
18. Proactively monitor and provide project delivery support to ensure that project sponsors are following guidelines and meeting timely use of funds requirements for federal, state, and regional fund programs including, but not limited to OBAG, Regional Transportation Improvement Program, Active Transportation Program, Lifeline Transportation Programs, and SB 1 programs such as the Local Partnership Program.

II. Provide Board Support

1. Check in regularly with Chair and Board members to seek guidance and input.
2. Help staff regional roles (MTC, ABAG, BAAQMD, TJPA, Caltrain, and other bodies as needed).
3. Staff ongoing Vision Zero Task Force meetings and arrange regular updates on key topics and activities to the Transportation Authority Board.
4. Staff ongoing Treasure Island Mobility Management Agency (TIMMA) operations and policy board meetings. Recruit candidates, develop procedures for the new TIMMA CAC to be appointed by the TIMMA Committee, and begin holding 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. **SCHOOL ACCESS PLAN.** Complete the School Access Plan, a Caltrans planning grant-funded study of transportation strategies to increase the sustainability of medium and

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long distance school trips in the City, particularly for vulnerable youth, through stakeholder outreach and identification of potential school access strategies.

7. 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 4, 5, 6, 7, and 8).
8. **DISTRICT 1 MULTIMODAL TRANSPORTATION PLAN.** Substantially complete the NTIP plan, including outreach. The plan includes identifying several small- to mid- size projects to address safety or connectivity for trips within District 1, and one larger-scale mode shift concept, and north-south transit network planning to address alternatives to driving trips within and to/from District 1.
9. **DISTRICT 2 NTIP.** Initiate this safety study in partnership with the SFMTA, pending appropriation anticipated in early 2023.
10. **DISTRICT 3 NTIP Implementation** - Support District 3 planning efforts for Portsmouth Square NTIP implementation (Walter U Lum circulation) and Broadway traffic calming use above language for Portsmouth Sq NTIP implementation and Broadway traffic calming planning support to the community.
11. **DISTRICT 4 ON-DEMAND MICROTRANSIT BUSINESS PLAN.** Complete the NTIP plan, including outreach. Includes leading coordination and review by SFMTA and close communication with the AV Shuttle Pilot and TIMMA transit service planning efforts.
12. **OCTAVIA IMPROVEMENTS STUDY (DISTRICT 5).** Complete the NTIP study and advance its recommendations for funding from the Market and Octavia Special Fund. Anticipated recommendations would implement a set of improvements that address both local travel near Octavia Boulevard and opportunities to address longer distance trips that use Octavia Boulevard and the Central Freeway.
13. If funded by Federal Reconnecting Communities Program, lead the **Fillmore Underpass Community Planning Study** in the Japantown/Fillmore Area.
14. **DISTRICT 6 TREASURE ISLAND SUPPLEMENTAL TRANSPORTATION STUDY.** Complete the NTIP planning project to understand current resident and worker transportation needs and recommend short-term supplemental transportation options. Recommendations from the study could include (and are not limited to) an on-demand shuttle, shared van, and/or community ambassadors to support safe, reliable on-off transportation for residents and workers on the island.

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15. Support **D6 neighborhood transportation system management** scoping efforts in the 2nd/Bryant/Essex Street area in cooperation with SFMTA, MTC/BATA, Caltrans, and CA Highway Patrol.
16. **OCEAN AVENUE ACTION PLAN (DISTRICT 7)**. Complete the District 7 Ocean Avenue Task Force NTIP planning effort, including review and prioritization of the existing multimodal safety and reliability concepts proposed for Ocean Avenue near City College, and the identification of additional ideas for the City to take into account when implementing near term Quick Build and Muni Forward improvements in the area.
17. Explore solutions to repair and enhance **Havelock Bridge** (across I-280 at City College/Balboa Park) in conjunction with SF Rec/Park, SFPW, SFMTA, Caltrans and City College.
18. Continue to support D11 and BART coordination of **DeLong Street** right of way paving and transfer plans and traffic calming on San Jose Avenue.
19. Support remote/hybrid Board and committee meetings and implement changes related to anticipated lifting of the statewide emergency order at the end of February 2023
20. Support SF Directors in overseeing Caltrain's budget and managing Caltrain's financial position as ridership recovers following the pandemic. Support implementation of Caltrain governance reforms and oversight of Measure RR sales tax funds. 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.

III. Promote Customer Service and Efficiency

1. Offer annual sponsor training opportunities regarding Prop K/AA/TNC Tax resources, policies, and procedures.
2. Maintain and as needed, refine the MyStreetSF.com tool to support user-friendly features showcasing underway and completed projects, improved search features, and other customer enhancements.
3. Update and expand online "Prospector" data visualization platform to provide easy access to key San Francisco transportation statistics and information on roadway and transit congestion (Congestion Tracker) and existing and future travel patterns. Expand the agency's Data Warehouse Vision.

**Proposed Objectives for 2023
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4. Identify and implement improvements (such as increased project progress reporting functionality) to the agency's grants Portal interface and outputs to improve efficiency and customer ease of use, as well as support Prop L implementation.
5. Identify opportunities to further streamline grant allocation and administration as part of the transition to Prop L. Includes coordination with SFMTA on advance notification of allocation and reimbursement needs.
6. Migrate the agency's 10-year-old Microsoft Dynamics AX 2012 Enterprise Resource Program (accounting system) to the latest cloud-based Microsoft Dynamics 365 Finance & Operations software. Microsoft no longer supports Dynamics AX 2012 and the migration will enable more efficient and sophisticated financial data reporting and analysis and consolidate other information systems.

IV. Work Collaboratively with Partner Agencies

1. Work with MTC and the region's transit agencies to address the transit fiscal cliff. Support and help shape a statewide advocacy strategy for new state ('bridge') funding in the short term. Work with local, regional, and state partners on a sustainable regional transportation funding measure(s), including potentially seeking state authorization for it to be placed on the ballot at a future election. Actively collaborate with city and regional transit agencies to identify City priorities and joint advocacy for these funds.
2. Pursue legislative priorities coordinating with partner agencies (e.g., extension of the Cap and Trade program past 2030, 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 the implementation of the Transit Transformation Action Plan (e.g., regional transit network planning, new revenues to address transit fiscal cliff and support transit enhancements).
5. Collaborate with city and regional agencies on completing the last element of ConnectSF, the Transportation Element update, and on implementing the Climate Action Plan, e.g., by conducting the Decarbonizing Downtown Goods Movement Study, funded by a Carbon Neutral Cities Alliance Grant, supporting TDM pilots and evaluation, and assisting with Climate Action Plan implementation monitoring efforts.

**Proposed Objectives for 2023
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6. Work with BART and Capitol Corridor to continue study of long-term alternatives for a potential second rail crossing of the bay (Link21). Collaborate with SFMTA and other City agencies to provide San Francisco input to the Link21 program. Engage with MTC and Caltrans on near-term management goals and strategies for the Bay Bridge corridor.
7. Support implementation of the U.S. 101 Mobility Access Plan. Participate in the Express Lanes Executive Steering Committee for 101/280 Carpool and Express Lanes development and in MTC's Next Generation Freeway Study, which is exploring potential implementation pathways for Plan Bay Area 2050 Strategy T5 (Implement per-mile tolling on congested freeways with transit alternatives).
8. Continue to provide technical assistance on Better Market Street, Caltrain Railyards, Caltrain Grade Separation Strategy, Caltrain and High Speed Rail Business Plans, Ocean Beach Master Plan, and Muni Forward.
9. Provide planning support and oversight of the Muni Metro Core Capacity Planning Study and Subway Renewal Program.
10. Participate in Caltrans transit study and coordinate San Francisco's input into WETA's regional water transportation study.
11. Collaborate with SFMTA on California Public Utilities Commission (CPUC) rulemakings on TNCs and AVs, and development of State and Federal AV regulations/laws and overall new mobility policy and advocacy.
12. Support resiliency planning including Mission Creek, Embarcadero Seawall and Ocean Beach Master Plan efforts and in conjunction with development of regional Climate and Resilience programs
13. Partner with TIMMA transit service providers to design an inter-operator transit pass, including MOAs with ferry, bus, and shuttle service providers and MTC/Clipper.

V. Promote Inclusive Public Engagement

1. Continue Disadvantaged Business Enterprise outreach efforts and workforce supportive programs. 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. Regularly meet with and strengthen relationships with civic groups, media community-based organizations, and neighborhood groups.

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3. Develop Executive Director's ad hoc Business and Labor Roundtables and expand roundtables to community-based organizations.
4. 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.
5. 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, compensation, and diverse and equitable leadership and management in the third year.
6. Ensure outreach efforts - especially for Prop L implementation, Treasure Island, U.S. 101/I-280 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.
7. Explore new methods of analyzing system performance for the Congestion Management Program that engages the public. Publish on-line, interactive Congestion Management Program Report, and maintain and expand public-facing data visualizations such as the Congestion Tracker, MyStreetSF, Bicycle and Pedestrian Safety, Equity Priority Communities, and transit on-board survey data.

VI. Provide Regional and State Leadership

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

**Proposed Objectives for 2023
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education on the measure as well as the state funding strategy to address the transit fiscal cliff.

4. Coordinate legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies/BACTA. Chair (Executive Director) the California Self-Help Counties Coalition.
5. Advocate for passage of legislative priorities as approved by the Board.
6. Track and help shape development and implementation of statewide and regional managed lanes policies and governance.
7. Shape Federal, statewide, and regional policies, pilots, and deployments on emerging mobility services and technologies particularly Autonomous Vehicles. Participate in pilots or develop our own pilots in the areas of mobility as a service, traffic management/automated systems, uses of real-time travel information, and multi-modal payments technology.
8. Advocate for San Francisco and local interests to ensure that city goals regarding safety, equity, climate, and transportation system performance are supported through appropriate regulation of TNCs and autonomous vehicles at state, federal, and local levels.
9. Host annual Self Help Counties Coalition FOCUS on the Future Conference in fall 2023, includes program sessions and technical tours planning and coordination.

VII. Facilitate Agency and Staff Development

1. Fill new positions as funds become available.
2. Continue to coach and mentor staff. Provide leadership opportunities, including through the agency's planned Community Relationships Initiative and staff-based Racial Equity Working Group. Nominate staff for leadership programs (CalCOG, WTS, IBTTA, etc.)
3. Refine and implement policies, procedures, and recommendations from the in-progress Project Management handbook, while working to publish a working Project Management handbook for agency-wide use.
4. Conduct a staff survey to identify areas of improvement to promote Workplace Excellence initiatives and begin working on them.
5. Develop plans, policies, and protocols for TIMMA operations, pending toll policy adoption. Develop a plan for staffing, office and other administrative requirements, and operations and maintenance facilities.

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6. Nominate staff for leadership programs (CalCOG, WTS, IBTTA, etc.).

VIII. Improve Internal and External Communications

7. Grow Messenger newsletter and social media audiences 2-3%.
8. 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 and expand to include community based organizations.
9. Finalize public engagement guidance and protocol, outlining best practices for project-specific outreach/communications with a focus on methods for equitable outreach methods.
10. Anticipate holding 2023 ground-breaking for Southgate Road Realignment and YBI West Side Bridges, Central Subway (full opening) and supporting other ribbon cuttings throughout the year.
11. Nominate SF projects and agency initiatives for awards programs (CTF, ITSA, ASCE, APA, etc.).
12. Provide thought leadership by speaking at industry conferences and webinars, on a wide range of subjects on which agency staff have expertise.