



RESOLUTION ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE
OBJECTIVES FOR 2026

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, At its December 10, 2025 meeting, the Committee considered the key accomplishments and issues relative to the Executive Director's performance against Board-established objectives for 2025; and

WHEREAS, At its February 23, 2026 meeting, the Committee further considered the key accomplishments and issues relative to the Executive Director's performance against Board-established objectives for 2025; and

WHEREAS, The Committee reviewed and unanimously recommended approval of the proposed Executive Director objectives for 2026 with additional guidance and direction; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts the Executive Director's performance objectives for 2026.

Attachments:

1. Attachment 1 - 2025 Record of Accomplishments
2. Attachment 2 - Executive Director Performance Objectives 2026



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PC022326

RESOLUTION NO. 26-39

The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this this 10th day of March 2026, by the following votes:

Ayes: Commissioners Chan, Chen, Dorsey, Fielder, Mahmood, Melgar, Sauter, and Wong (8)

Absent: Commissioners Mandelman, Sherrill, and Walton (3)

DocuSigned by:
Myrna Melgar 3/10/2026
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Myrna Melgar Date
Chair

ATTEST: DocuSigned by:
Tilly Chang 3/12/2026
FFD2528AB88BE49B...
Tilly Chang Date
Executive Director



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Attachment 1

2025 Record of Accomplishments for Tilly Chang, Executive Director

I. ADVANCE KEY WORK PROGRAM ACTIVITIES

Planning Activities

1. **PLAN BAY AREA 2050+.** Worked with the Metropolitan Transportation Commission (MTC) and San Francisco stakeholders to implement Plan Bay Area 2050 (PBA 2050) recommendations including the regional Transit Oriented Communities policy, Transit Transformation Action Plan focus areas (see #2 below in this section), transit expansion priorities and policies (e.g., Major Project Advancement Policy), and Next Generation Bay Area Freeways Study. Coordinated San Francisco's input on MTC's PBA 2050+, a limited and focused update to PBA 2050 that incorporates the effects of the pandemic and reduction in forecasted transportation revenues.
2. **MTC TRANSIT TRANSFORMATION ACTION PLAN.** In coordination with San Francisco Municipal Transportation Agency (SFMTA) and San Francisco regional transit operators, supported implementation of the Transit Transformation Action Plan, including studies on fare coordination, wayfinding, transit priority, Bypass regional transit pass pilot, and regional network management/governance. Advocated for San Francisco's priorities that support the urban core that carries most of the Bay Area's transit ridership and is vital to local and regional economic recovery.
3. **SAN FRANCISCO TRANSPORTATION PLAN (SFTP) 2050+.** Substantially advanced the SFTP 2050+, a minor update to SFTP 2050 (adopted in 2022). SFTP 2050+ is a limited and focused update that will incorporate PBA 2050+ revisions to revenues, including strategies to address the transit fiscal cliff, and reflect post-pandemic travel findings from the Downtown Travel Study to refine SFTP investment strategies and recommendations. The project conducted public engagement and coordinated with agency partners and community, business and labor. SFTP 2050+ also coordinated with Board leadership and partner agencies to update policy initiatives such as San Francisco's Vision Zero Policy updated through the Safe Streets Act and Climate Action Plan led by San Francisco Environment Department (SFE). Undertook technical analysis and community outreach to advance West Side network development (see below) to inform plan investments.
4. **WEST SIDE NETWORK STUDY.** Advanced the West Side Network Study as a key input into SFTP 2050+. Through the West Side Network Study, SFCTA, San Francisco Planning Department (SF Planning), and SFMTA analyzed the current (post-pandemic) and expected Future Baseline 2050 performance of the multimodal west side transportation network in the context of the SFTP 2050+ expected growth scenario. The study analyzed access needs and network gaps and is now developing mobility and policy solutions to



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improve network performance. The study findings and draft recommendations will be shared for input in spring 2026 with SFTP 2050+ round 2 outreach.

5. **STREETS AND FREEWAYS STRATEGY IMPLEMENTATION.** Continued to advance the concepts in the Streets and Freeways Strategy, including conducting the Geary-Fillmore Underpass Community Planning Study, the Brotherhood Way Active Transportation and Safety Plan, Vision Zero Ramps Phase 3, and the Bayview Truck Circulation and Safety Study efforts.
 - a. **NEW: GEARY-FILLMORE UNDERPASS COMMUNITY PLANNING STUDY.** Launched this Study, which is a recommendation of the Streets and Freeways Strategy, to reconnect neighborhoods of the Fillmore, Western Addition, and Japantown across the Geary Expressway. This federally-funded Study will develop a land use and transportation plan to repair harm caused by the Expressway construction.
 - b. **NEW: BAYVIEW TRUCK SAFETY STUDY.** Launched this Study, a Streets and Freeways Strategy recommendation, to reduce conflicts between freight vehicles and vulnerable street users in the Bayview equity priority community.
6. **BROTHERHOOD WAY ACTIVE TRANSPORTATION AND SAFETY PLAN.** Conducted the second round of outreach on draft improvement concepts to advance this study to its third and final phase. This study is a recommendation of the Streets and Freeways Study, to help improve safety, circulation, and connectivity for people walking, driving, and biking through the Brotherhood Way and Alemany Boulevard corridors.
7. **VISION ZERO RAMPS PHASE 3.** Conducted outreach on goals, needs, and opportunities, and drafted quick-build improvement concepts to substantially advance this study. Vision Zero Ramps Phase 3 is a Streets and Freeways Study recommendation, the third in a series of conceptual design efforts at the ramp touchdowns to the city's surface street network, in high-injury areas at 11 freeway ramps across Districts 7, 9, 10, and 11 to improve safety and connectivity.
8. **SAN FRANCISCO BIKING AND ROLLING PLAN.** Continued to oversee and participate in the preparation of the next generation bicycle plan for San Francisco, adopted by the SFMTA Board in March 2025, by serving on the SFMTA Biking and Rolling Plan Technical Advisory Committee.
9. **ECO-FRIENDLY DOWNTOWN DELIVERIES STUDY.** Completed the Eco-Friendly Downtown Deliveries Study to identify strategies to reduce greenhouse gas emissions from retail/commercial goods delivery, with a focus on business-to-business deliveries.
10. **SAN FRANCISCO FREEWAY MANAGEMENT STUDY AND MANAGED LANES PROJECTS COORDINATION.** Engaged the Study community working group and advanced technical analysis for the San Francisco Freeway Management Study through the screening (Phase 1), advised by a technical advisory committee. The Study is



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structured in two Phases, 1) Screening followed by 2) a detailed planning phase for priority segments. Coordinated San Francisco’s study of managed lanes (options to be assessed to include ramp high occupancy vehicle (HOV), carpool or Express lanes, all lane tolling) with planned and existing express lanes in San Mateo County and other statewide initiatives (California Toll Operators Committee).

11. **TRANSPORTATION SUSTAINABILITY PROGRAM (TSP)/TRAVEL DEMAND MANAGEMENT (TDM) STRATEGY EVALUATION TOOL.** Completed data collection and advanced the TDM Strategy Evaluation Tool, which seeks to quantify the effectiveness of some of the parking-oriented TDM strategies included in San Francisco's TSP in reducing vehicle miles traveled and single-occupancy vehicle trips.
12. **HOUSEHOLD TRAVEL SURVEY.** Completed regional household survey project with over 2300 household surveys completed in San Francisco, in partnership with MTC and Santa Clara Valley Transportation Authority (VTA).
13. **DOWNTOWN TODAY.** Completed and presented to the Board a study, using the new travel diary survey data, "big data", and other economic and travel data sources to understand the impacts of the COVID pandemic and subsequent major shifts in commuting patterns on downtown San Francisco travel, profiling changes in both travel markets and travelers to and from downtown San Francisco between pre-pandemic 2019 and post-pandemic 2023 conditions.
14. **SF-CHAMP TRAVEL MODEL.** Completed implementation of an updated San Francisco Chained Activity Modeling Process (known as SF-CHAMP) using the results of the MTC/SFCTA/VTA Household Travel Survey to represent post-pandemic population, employment, work-from-home patterns, goods delivery, and transit service provision and use.
15. **TRAVEL DEMAND MANAGEMENT.** Implemented the TDM recommendations of SFTP 2050, including substantially advancing the TDM Market Analysis as an input to the TDM Strategic Plan update to be completed in 2026, in partnership with SFMTA, SF Planning, and SFE, and in coordination with regional agencies (MTC, Bay Area Air Quality Management District (Air District)), Congestion Management Agencies (CMAs), and transit operators. Also, developed the Treasure Island Transportation Program and TDM elements including organizing a study tour to New York City (see below) and supporting SFMTA’s parking legislation, funding bikeshare, and advancing the ferry business plan, on-Island shuttle design, NEPA clearance, and transit pass program integration/mobility wallet affordability concept.
 - a. **NEW: STUDY TOUR OF NEW YORK CITY CONGESTION RELIEF ZONE.** Organized a study tour of New York Metropolitan Transportation Authority’s (NYMTA’s) first in the nation and highly successful congestion relief zone program for SFCTA and TIMMA Board members and staff. Itinerary included meetings with NYMTA policy-



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makers and management team, business, transit rider, civic and equity advocacy groups. Spoke at NYC Equity Summit to share Treasure Island community planning and congestion pricing perspectives.

16. **TRAVEL DEMAND MODELING SUPPORT.** Conducted modeling to support SFCTA and external partner studies, including the Geary/19th Avenue Subway and Regional Connections Study, SFTP 2050+, the Treasure Island Mobility Management Program, and other programs or projects as requested.
17. **CONGESTION MANAGEMENT PROGRAM UPDATE.** Conducted data collection for the biennial county Congestion Management Program 2025 update and scoped expanded performance tracking with a focus on more frequent data reporting. Partnered with regional agencies on procurement of "big data" vehicle volume and origin-destination data.
18. **NEIGHBORHOOD TRANSPORTATION PROGRAM (NTP).** Supported all Districts to develop NTP projects and deliver ongoing, SFCTA-led NTP projects in Districts 2, 3, 4, 6, and 7. (See below Section II. Provided Board Support for project details.)
19. **NEXT GENERATION BAY AREA FREEWAYS STUDY.** Continued to participate in regional freeway management efforts and discussions about congestion management initiatives, including: MTC's Express Lanes Steering committee and MTC's Next Generation Bay Area Freeways Study.
20. **BAYVIEW CALTRAIN STATION LOCATION STUDY.** Completed the station location analysis and technical investigations in coordination with Caltrain. Prepared for community engagement for a new Bayview Caltrain infill station. Coordinated with Caltrain to seek funding for the next phase of planning and design for accessibility improvements at the 22nd Street Caltrain Station.
21. **GEARY/19TH AVENUE SUBWAY AND REGIONAL CONNECTIONS STUDY.** Advanced strategic case analysis and community engagement for this potential subway investment, in partnership with SFMTA and in cooperation with SF Planning and regional agencies. Conducted stakeholder outreach activities and coordinated with local and regional transit operators and partner agencies. Prepared project Strategic Case document and developed roadmap for future phases of project development, for upcoming winter outreach.
22. **LINK 21.** Provided planning support and San Francisco participation in feedback and policy advice to BART/Capitol Corridor regarding findings and next steps for the Link21 initiative, including input on technology and alignment options for a new mega-regional rail network centered around a future second bay rail crossing, potentially connecting to a new west-side San Francisco rail alignment. Provided formal input prior to the BART Board's consideration of the Link21 program's technology stage gate milestone.



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Continued to coordinate Link21 studies with The Portal/Downtown Rail Extension (DTX) Program of Projects and Geary/19th Avenue Subway Strategic Case.

23. **CLIMATE RESILIENCE AND ELECTRIFICATION INITIATIVES.** Collaborated with City and regional agencies to advance climate resilience/adaptation and electrification through various planning, policy and fund programming, and project delivery efforts, such as: participating in SFE's effort to update the City's Climate Action Plan; advocating for funding to implement the current Climate Action Plan through federal, state, and regional (MTC and Air District) grant programs; participating in SFMTA's Embarcadero Mobility Resilience Plan, SF Planning's Sea Level Rise and Flood Hazards Coordinating Committee, the Port's Waterfront Resilience Plan, and Caltrain's Climate Change Vulnerability Study; providing funding and project delivery support for electrification of Muni's fleet and modernization of its transit facilities; and supporting President Mandelman's Curbside Electrification Feasibility Study. Completed the Eco-Friendly Downtown Deliveries Study and participated in C40 Climate conference representing San Francisco, continued supporting electrification of ferry vehicles and infrastructure to support Treasure Island and other San Francisco ferry service. Positioned San Francisco priorities for federal/state and regional funding opportunities, advocated for Cap and Trade extension (see below) and maintaining other funding (State Senate Bill 125 transit funding, Federal Infrastructure Bipartisan Infrastructure Law/Inflation Reduction Act programs). Drew on all of the above to inform climate resilience and electrification initiatives for SFTP 2050+ and PBA 2050+. (See below Section I. Fund Programming and Administration and Capital Project Delivery and Oversight subsections, Section II. Provide Board Support, and Section IV. Work Collaboratively With Partner Agencies for additional details.)
24. **NEW: SB63 TECHNICAL AND POLICY SUPPORT.** Provided policy and technical support for a new regional transportation revenue measure which was successfully passed and signed by the Governor (see III. Regional and State Leadership). Led technical assistance input to help inform the measure's expenditure plan including regional contributions for Muni, in coordination with a 5-county staff working group, at request of bill authors. Supported authors' staff and San Francisco leadership. Supported legislative efforts to shape governance, accountability, cost efficiency and poll questions in support of the authorizing legislation.
25. **NEW: CAP AND INVEST POLICY SUPPORT.** Provided policy and technical support to San Francisco and regional policy-makers for legislation to extend the state's Cap and Trade program (see III. Regional and State Leadership), which was successfully approved by the State Legislature and signed by the Governor. Continued to work with the Transbay Joint Powers Authority (TJPA) and other partners to advocate for dedication of cap-and-invest funds to San Francisco priorities, including The Portal.



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- 26. **NEW: TRANSIT STRATEGY IMPLEMENTATION.** Continued to advance the concepts in the Connect SF Transit Strategy, including advancing governance, funding and advocacy and delivery oversight of The Portal project, and leading the Geary/19th Subway and Regional Connections Study and Bayview Caltrain Station Location Study, among other efforts. Oversaw SFMTA’s development of the Muni Metro Core Capacity Study and funded/oversaw several Muni Forward corridor projects, facility projects (Potrero, Presidio, Kirkland Yards) and Train Control Upgrade Project.
- 27. **NEW: AV CONCEPTUAL SAFETY-FOCUSED PERMITTING FRAMEWORK.** Completed this study to propose an incremental, performance-based AV permitting framework for federal and state regulators at the request of prior Board Chair and Vice Chair (see also II. Board Support). Presented the report recommendations at multiple industry conferences and initiated several research collaborations. Supported stakeholders/Board on applicability of the proposed framework to San Francisco (SFMTA and SFO) for AV operations on Market Street and at San Francisco International Airport.
- 28. **NEW: GOOGLE ROADS MANAGEMENT PRIVATE PREVIEW PILOT PROGRAM.** Joined Google’s roadway data pilot program for public agencies to provide input on data products and insights of use to the SFCTA.

Fund Programming and Administration

- 1. **DISCRETIONARY FUNDING ADVOCACY - FEDERAL/STATE.** Convened City agencies and regional transit operators (serving San Francisco) and supported ongoing coordination with 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. Actively participated in program and policy development as part of implementation of the Bipartisan Infrastructure Law to advance key priorities and grant opportunities to maintain federal funding for infrastructure and public transportation. Continued to advocate for projects through state fund programs such as Senate Bill (SB) 1 grant programs, extension of Cap and Trade, and California Air Resources Board (CARB) initiatives.
- 2. **DISCRETIONARY FUNDING ADVOCACY - REGIONAL.** Coordinated with San Francisco stakeholders on input to program design/guidelines and identification of San Francisco priorities for regional programs such as those included in MTC's One Bay Area Grant program Cycle 3 (e.g., Climate Initiatives, and Complete Streets Policy, Priority Conservation Area), Transit-Oriented Communities and Climate Program Implementation Grants, and Regional Measure 3 (bridge toll program). Supported SFMTA and regional transit operators in securing funding to support San Francisco priorities from the Transit Transformation Action Plan (e.g., BayPass pilot, integrated



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transit fares and transit priority). Working with BACTA, provided input to MTC on One Bay Area Grant Cycle 4 (OBAG 4) program framework development. Provided input to the Air District on their update of the Transportation Fund for Clean Air (TFCA) Guidelines.

3. **PROJECT DELIVERY OVERSIGHT AND SUPPORT.** Provided enhanced project monitoring, oversight, and delivery support services in our role as the CMA for San Francisco, to enable project sponsors to comply with timely-use-of-funds and other federal, state, and regional grant requirements. This work supported project delivery of The Portal, BART core capacity and modernization projects, and Muni train control systems, among other major and minor investments citywide, and seeks to avoid loss of discretionary funds to San Francisco projects and maintain San Francisco sponsors' good standing to compete for discretionary fund sources.
4. **ADMINISTER FUND PROGRAMS.** Administered and oversaw the Prop L half-cent sales tax (including NTP), Prop AA vehicle registration fee, TFCA county program, and the Prop D Traffic Congestion Mitigation Tax (Transportation Network Company or TNC Tax). Major efforts for these fund programs in 2025 are listed below.
 - a. **Prop L.** Adopted the final Prop L Strategic Plan, the 30-year financial model for the half cent sales tax program, including revenue forecasts, programming, and anticipated expenditures and associated financing to support advancing of project delivery over the Expenditure Plan period, as well as policies for the administration of Prop L. Amended the Muni Maintenance 5-Year Prioritization Program to program funds to specific projects for Fiscal Years (FYs) 2024/25-2027/28.
 - b. **Prop K.** Continued oversight of Prop K sales tax projects and proactively worked with project sponsors to close out grants and de-obligate unneeded funds as part of the multi-year process to wind down the Prop K program. De-obligated funds will be directed to projects through the Prop L program.
 - c. **Prop D TNC Tax.** Closely monitored TNC Tax revenues, allocated remaining FY 2023/24 funds, and developed and received Board approval of recommendations for programming and allocation of FY 2024/25 funds. Consistent with the Vision Zero safety focus of the TNC Tax program, allocations to date have supported SFMTA's quick-build program and application-based traffic calming program. Staff advised SFMTA on program revisions to improve project delivery for the application-based program and prepared and obtained Board approval of an enhanced project delivery oversight protocol.
 - d. **TFCA.** Issued and completed annual call for projects for \$681,485 in FY 2025/26 TFCA county program manager funds. Provided input to Air District on program guidelines for FY 2026/27 cycle.



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- e. **State Transit Assistance (STA) Block Grant.** Adopted framework and programmed funds for the FY 2025/26 San Francisco STA Block Grant program. Given continued depressed operating revenues for SFMTA, the Board has prioritized STA funds to support SFMTA's paratransit service in recent years, making any remaining funds available for other transit and operating needs, including Elevator Attendants at shared BART and Muni stations downtown.
 - f. **NEW:** Prepared and obtained Board approval of San Francisco priorities for the 2026 Regional Transportation Improvement Program (RTIP) and submitted to MTC by its October Deadline. California Transportation Commission approval anticipated spring 2026.
5. **THE PORTAL/DTX.** Continued to co-lead The Portal/DTX funding strategy and support funding advocacy in partnership with the TJPA and funding partners, to keep the project on track to secure a multi-billion-dollar Federal Transit Administration (FTA) capital investment grant. Pursued the state's outstanding funding share for the project through extension of Cap and Trade and investment in High-Speed Rail's Northern California bookend investment. Secured amendment of MTC's Major Project Advancement Policy to advance The Portal as the region's next major rail extension priority, including confirmation of The Portal as City of San Francisco's top transportation capital priority. Supported development of regional ask for \$2.2 billion in joint-benefit/NorCal bookend funds. Coordinated strategy and advocacy with the Mayor's Office, MTC, and regional partner agencies. Conducted enhanced oversight of TJPA sales tax and City funding. Worked with the City and TJPA to identify and develop additional local funding, as part of the approach to close The Portal's funding gap. Continued to advance The Portal/DTX's future operations and maintenance funding approach with Caltrain and TJPA. Supported project funding applications to discretionary grant programs, including federal sources under the Bipartisan Infrastructure Law.
6. **FUNDING ADVOCACY - HIGH PRIORITY PROJECTS.** Collaborated with project sponsors and other stakeholders to develop funding plans and secure funds for high priority projects identified through SFTP 2050, PBA 2050 and PBA 2050+, Prop L, etc., such as Muni Forward corridors, Muni Train Control Upgrade Project, Muni Subway Renewal, Port of San Francisco Seawall, and BART and Muni Core Capacity programs. Advanced funding for SFCTA-led projects on Yerba Buena Island in partnership with MTC and TIDA, including supporting allocation of funds and execution of agreements to help fully fund the \$38 million construction phase cost for Segment 4 of the Bay Skyway's YBI multi-use path.
- a. **NEW AHSC AWARD:** Helped secure \$10.9M in state AHSC funds for TIMMA ferry services and Bay Skyway (Multi-Use Path Segment 4), led



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by TIMMA and SFCTA, respectively. Staff recommendation pending approval by Strategic Growth Council on December 10.

7. **FUNDING ADVOCACY - KEY WORK PROGRAM PRIORITIES.** 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. (See Section II for detail on NTPs.)
8. **REVOLVER LOAN DRAWDOWN/CASH MANAGEMENT.** Continued 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. Implemented initial draw down of \$60 million from \$185 million revolving line of credit to assist with short-term cash needs and support Prop L capital program delivery, including timely utilization of proceeds to reimburse a portion of SFMTA's Light Rail Vehicles procurement. Secured Board approval for second draw down of \$65 million in September 2025.
9. **FINANCIAL AND COMPLIANCE AUDITS.** Secured clean audit of agency's financial statements.
10. **TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM.** Obtained approval from the Federal Highway Administration (FHWA) for a grant extension for the Advanced Transportation and Congestion Management Technologies Deployment Program grant to fund the Treasure Island tolling infrastructure and identify required local match. Obtained Air Quality Conformity task force/NEPA revalidation approval for TIMMA Transportation Program. Began to implement EPA Treasure Island Connects grant, responded to grant rescission notice, and filed lawsuit challenging grant termination. Worked to identify alternative funding for bikeshare, on-Island Shuttle, and program management. Submitted grant applications for AHSC (in coordination with the Treasure Island Development Authority (TIDA) and John Stewart Company) and USDOT Innovative Finance and Asset Concession (IFAC) grant program; supported One Treasure Island with MTC CARE grant application. Coordinated with TIDA to document flow of DDA-committed funds from the Developer to TIMMA. Continued to strengthen funding plan and secure remaining needed funds for the Treasure Island Mobility Management Program delivery and first five years of operation; seek federal, state, and local grant funds; and pursue financing opportunities.
11. **NEW FINANCIAL REPORTING AND ACCOUNTING AWARD:** Finance team earned top financial reporting and accounting award for 8th consecutive year.

Capital Project Delivery and Oversight Activities



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1. **YERBA BUENA ISLAND (YBI) ROADWAY PROJECTS.** Continued to work jointly with the TIDA, Caltrans, and the Bay Area Toll Authority (BATA) to improve pedestrian, bicyclist, and vehicular access to Yerba Buena and Treasure islands.
 - a. **WEST SIDE BRIDGES SEISMIC RETROFIT PROJECT.** Advanced construction on time and on-budget for this \$110 million project. Coordinated closely with TIDA, San Francisco Public Works (SFPW), and SFMTA on the YBI West Side Bridges Seismic Retrofit Project. Advanced construction of roadway and retaining walls, including required bridge demolition and excavation. Amended construction contract and executed change orders to incorporate funding and scope for retaining walls to accommodate the YBI Multi-Use Path (MUP) into the project.
 - b. **TORPEDO BUILDING AND PIER E-2 PARKING LOT.** Initiated construction activities for seismic retrofit and weatherproofing of YBI's Torpedo Building and Pier E-2 parking lot, adding access routes to project scope, in partnership with BATA.
 - c. **HILLCREST ROAD IMPROVEMENT PROJECT.** Advanced construction of roadway and retaining wall, keeping project on schedule and budget through major delivery phases. Coordinated closely with TIDA, SFPW, SFMTA, Caltrans, and US Coast Guard. Worked with state, regional, and local funding partners including Infill Infrastructure Grant and Local Partnership Program on construction funding. Coordinated with adjacent West Side Bridges Seismic Retrofit Project and future YBI MUP project.
 - d. **YBI MULTI-USE PATH (MUP).** Started the final design phase of the YBI MUP project. Continued close coordination with project partners both on the YBI MUP and larger Bay Skyway effort, including TIDA, SFPW, SFMTA, Caltrans, WETA, and MTC/BATA. Completed environmental NEPA approval of additional Transit Lane scope of work. Worked with MTC/BATA to secure construction funding through regional, state, and federal discretionary grants.
2. **TREASURE ISLAND FERRY TERMINAL ENHANCEMENTS.** Obligated federal earmark funds for the construction phase and conducted procurement for construction contractor. Executed contracts with CM and designer for support during construction. Mobilized for construction activities for the Treasure Island Ferry Terminal Enhancements project. Also, supported 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 2027.
3. **THE PORTAL/DTX.** Continued to work with TJPA and other partner agencies to advance The Portal through the FTA Capital Investment Grant process. Provide an enhanced level of oversight to the TJPA-led design development, procurement process, right-of-way program, and enabling works, in coordination with FTA's federal oversight. Led collaboration with SFMTA and other City staff to provide detailed review of draft



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- procurement documentation. Supported TJPA in continuing to implement The Portal Governance Blueprint and Project Implementation MOU. Continued to serve on the project's six-agency Executive Working Group and to support the TJPA Board.
4. **PENNSYLVANIA AVENUE EXTENSION (PAX).** Continued to advance planning for the PAX project, working in partnership with Caltrain and other agencies. Released request for proposals (RFP) for Bridging Study phase, focused on northern terminus and project interfaces. Conducted technical coordination with interfacing projects/studies including The Portal/DTX, 4th and King Railyards, and Bayview Caltrain Station.
 5. **4TH AND KING RAILYARDS.** Codified and served as a member of the 4th and King Railyards memorandum of understanding (MOU), including participation as member of Railyards MOU Directors Working Group. Undertook technical oversight and strategic development for San Francisco on the Railyards program of projects, in cooperation with City departments and the Mayor's Office, in support of transportation and development objectives. Supported coordination of technical work program activities, including for PAX and The Portal/DTX.
 6. **CALTRAIN MODERNIZATION (ELECTRIFICATION).** Continued to participate in oversight of the Caltrain Electrification Project, in support of the successful closeout of the project. Participated in and provided input to lessons learned processes with FTA, Caltrain, and project partners. Continued to chair the multi-agency Configuration Management Board, with focus on oversight of risk, budget, and schedule for project close-out.
 7. **GEARY CORRIDOR IMPROVEMENTS.** Supported the SFMTA in the design phase of future installation of bus bulbs, pedestrian bulbs, upgraded traffic signals, and roadway repaving to be implemented after San Francisco Public Utilities Commission (SFPUC) sewer, water, and fiber optic construction work starting in 2025 and anticipated to last 2 years.
 8. **SFMTA CAPITAL PROGRAM DEVELOPMENT SUPPORT AND OVERSIGHT.** Conducted oversight of and provided program development support to SFMTA capital projects, including Potrero Yard Modernization implementation, Presidio Yard planning, Kirkland Yard Planning, Train Control Upgrade Project, Light Rail Vehicle rail car procurement, Subway Renewal, Core Capacity Study, vehicle mid-life overhauls, and battery electric bus and hybrid bus procurements.
 9. **BART PROJECTS OVERSIGHT AND PROJECT DELIVERY SUPPORT.** Conducted oversight of the BART Core Capacity Program and participated in funding partner meetings to help close the remaining funding gap and support timely program delivery. Oversaw BART's completion of the Next Generation Fare Gates project, and tracking elevator and other facility project delivery, as needed.



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10. **SLOAT/SKYLINE RELATED PROJECTS.** Supported and oversaw project delivery of Sloat/Skyline boulevards signalization and related intersection improvements and helped coordinate Caltrans development of Phase 2 intersection improvements. Supported development of network planning for Sunset Boulevard and Skyline Boulevard/Brotherhood Way access to I-280 through the West Side Network Plan.
11. **OTHER PROJECT DELIVERY SUPPORT AND OVERSIGHT.** Worked closely with Caltrans on the 19th Avenue Rehabilitation Project to restore and improve 19th Ave. Construction recently started on December 1, 2025 and is anticipated to last until December 2026.
12. **I-280 INTERCHANGE UPGRADES AT BALBOA PARK.** Substantially completed design phase activities and seeking Board approval in December for funds to complete final design for southbound Ocean Avenue off-ramp and to conduct Ocean Ave multi-use path feasibility study, including coordination with SFPW, SFMTA, SFPUC, Caltrans, and City College of San Francisco. Initiated I-280 Northbound Geneva Avenue Ramp Study midterm traffic signal upgrade recommendation including exploring next-generation connected signal technology.
13. **QUINT STREET CONNECTOR ROAD.** Supported Quint Street Connector Road project development efforts, including right of way acquisition and legislation, as well as seeking remaining funding needed for the project. Worked with SFPUC and Real Estate Division on Quint Street appraisals and street vacation between Jerrold Avenue and Caltrain right-of-way.
14. **TIMMA PROGRAM IMPLEMENTATION.** Began implementing EPA Community Change Grant (\$20 million) to fund the Treasure Island Connects mobility improvement program and initiate studies and shifted to legal challenge when grant was terminated by US EPA. Advanced the Treasure Island ferry service business plan, working with WETA and TIDA, in preparation for electric ferry service in 2027. Worked with SFMTA and TIDA to develop program for addressing parking operations, enforcement, and revenue collection on Treasure Island and supported SFMTA’s legislative process for basic on-street curb management. Updated federal environmental documentation as needed for federal authorization. Coordinated with MTC, Lyft, TIDA and SFMTA on plans and agreements to expand Bay Wheels bikeshare to Treasure Island. Continued to coordinate with TIMMA and transit service providers and to seek funding to implement service as well as a multi-operator transit pass.
15. **NEW: 10 YEAR ANNIVERSARY OF PRESIDIO PARKWAY.** Held 10-year celebration event with Chair, Speaker Emerita Pelosi, Mayor, and state/local officials in partnership with Developer Meridiam and Caltrans.
16. **NEW: CALTRANS BIG 4 FREEWAY MAINTENANCE PROGRAM.** Supported Caltrans project delivery and public outreach for four major rehabilitation projects involving lane



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closures over the next 2 years on 19th Avenue, US 101 Hospital Curve, Central Freeway and I-280.

17. **GONDOLA FEASIBILITY STUDY.** Advanced the Gondola Feasibility Study in preparation for outreach to start in early 2026 with a presentation to the Board on the results.

II. PROVIDE BOARD SUPPORT

1. **BOARD BRIEFINGS.** Checked in regularly with SFCTA and TIMMA Chairs and Board members to seek guidance and input.
2. **REGIONAL AGENCY ROLES.** Helped staff regional roles (MTC, Association of Bay Area Governments (ABAG), Air District, TJPA, Caltrain, and other bodies as needed).
 - a. **CALTRAIN BOARD SUPPORT.** Provided support to Director Walton and to the full San Francisco delegation on SB63/transit fiscal cliff, governance, Portal/ Railyards, and Capital Improvement Program (CIP) development, among other policy areas.
3. **VISION ZERO/SAFE STREETS ACT.** Provided support to Chair Melgar on development of the Safe Streets Act. Continued to oversee/support SFMTA education and outreach for rollout of Speed Safety Cameras.
4. **EQUITY PRIORITY COMMUNITIES (EPC) UPDATES.** Secured approval of new EPC definitions by MTC, consistent with the Board of Supervisors' approved EPC definitions based on updated census data.
5. **TIMMA.** Staffed ongoing TIMMA operations and policy board meetings and coordinated with TIDA and City and regional agencies on transportation program delivery.
6. **AUTONOMOUS VEHICLE (AV) POLICY.** Completed AV Conceptual Safety-focused Permitting Framework to inform regulators' efforts to develop performance-based AV permitting, and to advance AV safety analysis in collaboration with industry, public agencies, and stakeholders. Continued to jointly participate in industry associations, research collaboratives and regulatory hearings and filings to state and federal agencies, and liaise with community stakeholders (business, transportation advocates, senior and disability community). Provided technical support to federal and state legislators regarding AV policy and regulation including Rep. Kevin Mullin's AV data bill. Support Board of Supervisors/SFCTA leadership in seeking evaluation data for AV permits on Market Street and at SFO.
7. **PASSENGER VEHICLE/CURBSIDE ELECTRIFICATION.** Supported SFMTA completion of Chair Mandelman and SFMTA's Curbside Electric Vehicle Charging Feasibility Study and continued coordination with SFMTA and SFE on related efforts.



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8. **NEIGHBORHOOD TRANSPORTATION PROGRAM (NTP).** Supported development of NTP priorities across all districts. Completed and sought Board adoption of the NTP project final report in District 3, with ongoing Transportation Authority-led projects in Districts 2, 4 (anticipating Board adoption in early 2026), 6, and 7. Additional detail provided below.
9. **DISTRICT 1** Projects. Supported D1 Mobility Study follow up project designs on Fulton, and pedestrian safety/decorative crosswalk projects.
10. **DISTRICT 2 NTP.** Substantially completed the District 2 Safety Study, focusing on a toolkit of safety improvements for routes used by children, seniors, and other vulnerable road users, in partnership with the SFMTA.
11. **DISTRICT 3 NTP.** Completed the Walter U. Lum Place Public Space Study, in partnership with SFMTA, SFPW, and the community, to envision scenarios for a people-first Walter U. Lum Place.
12. **DISTRICT 4 NTP.** Conducted outreach for the District 4 On-Demand Microtransit Business Plan and developed recommendations for Board approval in winter. The project includes coordination with SFMTA and applying insights from their Bayview Shuttle.
13. **DISTRICT 5/GEARY-FILLMORE UNDERPASS COMMUNITY PLANNING STUDY.** Advanced the Geary-Fillmore Underpass Community Planning Study in the Western Addition district's Japantown/Fillmore area with appointment of the community advisory council and procurement of consultant services.
14. **DISTRICT 6 NTP.** Conducted outreach on potential solutions for the Mission Bay School Access Plan and secured Board approval to use a portion of funds on reserve to further develop some concepts for safe, non-motorized access to new Mission Bay elementary school based on community feedback. Also, supported One Treasure Island and SoMa Russ Street project studies and grant efforts.
15. **DISTRICT 7 NTP.** Completed outreach on potential strategies for the Inner Sunset Multimodal Safety and Access Study, including design and prioritization of multimodal safety and access concepts for the Inner Sunset commercial core, in collaboration with SFMTA. Also supported Ocean Avenue grant seeking efforts.
16. **DISTRICT 10 PROJECTS.** Coordinated with Caltrain to seek funding for the next phase of planning and design for accessibility improvements at the 22nd Street Caltrain Station. Advanced Quint Connector Road funding and right of way acquisition. Held Oakdale Lighting Project completion celebration event. Advanced Bayview Truck Safety Study.
17. **DISTRICT 11 PROJECTS.** Assisted with scoping a community based planning effort seeking funding approval from the Board this winter. The District 11 Community Based Transportation Plan (CBTP) is proposed to engage community members in collaborative



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decision making to address transportation safety, access, and circulation challenges and gaps around the Mission Street corridor in the Outer Mission, Balboa Park, Crocker-Amazon and Excelsior Neighborhoods.

18. **GEARY/19TH AVENUE SUBWAY, WEST SIDE NETWORK, AND GREAT HIGHWAY.** Advanced studies to address area wide and corridor planning needs to respond to address mobility/access, climate, and equity goals, and to help focus significant planned growth (per Housing Element). Also coordinated with SFMTA and San Francisco Recreation and Parks Department to support implementation of Great Highway network changes.
19. **HYBRID MEETING SUPPORT/PUBLIC PARTICIPATION.** Supported hybrid Board and Committee meetings to provide more options for public participation.
20. **NEW: FEDERAL LITIGATION.** Joined two lawsuits challenging Trump Administration policies and executive orders on behalf of SFCTA and TIMMA. Worked with City Attorney’s Office to join a multi-agency lawsuit regarding unlawful terms and conditions on USDOT grants and a class action lawsuit regarding termination of the Environmental Protection Agency’s environmental justice-related grants including TIMMA’s \$20 million Treasure Island Connects grant.
21. **NEW: TRANSIT FISCAL CLIFF HEARINGS.** Held periodic Board hearings on local and regional operator financial status, efficiency measures, and new revenue efforts.
22. **NEW: EQUITY/PRICING INITIATIVES.** Organized study trip to New York City for 3 Board members to learn about the successful, new Congestion Relief Zone program, including its equity and affordability elements.

III. PROVIDE REGIONAL AND STATE LEADERSHIP

1. **REGIONAL POLICY.** Actively participated in regional policy discussions at MTC and ABAG to shape the implementation of PBA 2050 and the development of PBA 2050+ and Transit 2050+. Worked effectively on cross-county initiatives, and collaborated on transit recovery planning, regional network management, transit investment, Vision Zero, equitable regional pricing initiatives, affordable housing, and anti-displacement issues. Contributed to the development of OBAG 4, including the Transit-Oriented Community Policy scoring framework and its application within OBAG 4 and other MTC-led grant programs.
2. **REGIONAL TRANSPORTATION MEASURE.** Provided local and regional leadership in development of a potential regional transportation revenue measure and authorizing legislation (SB 63). Served as a local resource for information and education on the measure as well as the state funding strategy to address the transit fiscal cliff.



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3. **LEGISLATIVE ADVOCACY.** Advocated for passage of legislative priorities as approved by the Board. Successfully supported regional transit measure approval and authorization of the cap and trade (now cap and invest) reauthorization. Coordinated legislation and legislative advocacy with the Self Help Counties Coalition, MTC, Congestion Management Agencies/BACTAs, and Intelligent Transportation Society of America (ITS America).
4. **ROAD PRICING.** Tracked implementation of statewide Road User Charge program and regional road pricing studies (MTC Next Generation Freeway Study, San Mateo US101 Express Lanes) and managed lanes policies and governance, through the Caltrans System Investment Strategy and California Toll Operators Committee.
5. **TECHNICAL DATA ANALYSIS & TECHNOLOGY POLICY.** Served as a regional leader on “big data” sources and applications technical data, analysis (model assumptions, project performance evaluation) and technology policy issues. Updated COVID-era baseline travel demand projections. Completed first cycle of multi-year travel survey data collection partnership with MTC and VTA to support PBA 2050 implementation, development of PBA 2050+, and inform planning and performance monitoring initiatives.
6. **EMERGING MOBILITY/AVs.** Advocated for San Francisco and local interests to ensure that City goals regarding safety, equity, climate, and transportation system performance are supported through appropriate management of TNCs and AVs at federal, state, and local levels. Provided input to national AV Framework through ITS America and NHTSA rulemakings, and submitted comments to California DMV and CPUC on AV regulation updates including regarding permitting, enforcement and reporting. Published and disseminated Conceptual AV Permitting Framework Study. Tracked Waymo permits by SFMTA and SFO for Market Street and airport access. Advanced development of the AV Resource Portal, a public resource that will be accessible via the SFCTA’s website, that will include an interactive visualization of publicly available AV data and local sources; an overview of current and historic AV permit information; resources summarizing current and developing AV regulations; and curated links to independent AV research.

IV. WORK COLLABORATIVELY WITH PARTNER AGENCIES

1. **TRANSIT FISCAL SUSTAINABILITY.** Continued to work with MTC, the region's transit agencies (e.g., SFMTA, BART, and Caltrain) and county transportation authorities to address the transit fiscal cliff, including supporting state legislative authorization to enable measures to be placed on the ballot at a future election. Held regular Board hearings on local and regional operator financial status, efficiency, and new revenue efforts. Actively collaborated with City and regional transit agencies to identify City



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priorities and joint advocacy for these funds. Provided input to California State Transportation Agency (CalSTA) Transit Transformation Task Force.

- a. **NEW: PARTICIPATION IN MUNI FUNDING WORKING GROUP AND LOCAL MEASURE ROUNDTABLE.** Served as member of Muni Funding Working Group convened by the Controller/SFMTA and participated in Local Measure Round Table convened by the Mayor’s Office/SFMTA to help inform a new local revenue measure to complement the regional revenue measure and ensure Muni transit services are sustained.
2. **LEGISLATIVE AND POLICY ADVOCACY.** Pursued legislative priorities coordinating with partner agencies (e.g., SB63 regional transit measure, extension of the Cap and Trade program (now Cap and Invest) and, Access for All extension (See #13); and policy advocacy (track and comment on state piloting of Road User Charge, and participate in the CalSTA Roadway Pricing Workgroup).
 - a. **CAP AND INVEST REAUTHORIZATION.** Extension of state Greenhouse Gas Reduction Fund that provides critical funding for transit capital and operating needs, affordable housing and electrification investments. Helped develop and advocate for a \$2.2 billion Bay Area High Speed rail joint benefit funding ask in coordination with MTC and Peninsula jurisdictions and rail agencies. The bill was successfully passed and signed by the Governor extending the program 15 years beyond its planned expiration in 2030.
3. **STATE AND REGIONAL FUND PROGRAM GUIDELINES.** Advocated for efficient and performance-based state and regional fund program guidelines (e.g., SB 1, CARB, Cap and Trade, TFCA).
4. **TRANSIT TRANSFORMATION ACTION PLAN.** Supported and helped shape San Francisco's participation in the implementation of the regional Transit Transformation Action Plan (e.g., regional network management planning; advance capital transit priority projects; new revenues to address transit fiscal cliff; and support transit enhancements).
5. **CLIMATE ACTION PLAN.** Collaborated with city and regional agencies on updating the Climate Action Plan. Completed activities to implement the Plan (e.g., supporting SFMTA's Curbside Electric Vehicle Charging Feasibility Study; completed the Eco-Friendly Downtown Deliveries Study); advanced the TDM Market Analysis and TDM Strategic Plan; participated in San Francisco Environment's e-cargo delivery bike pilot and evaluation; and conducted travel mode share and Vehicle Miles Traveled (VMT) implementation monitoring efforts.
6. **CLIMATE RESILIENCE.** Collaborated with city and regional agencies to inform a climate resilience strategy in SFTP 2050+ by participating in SFMTA's Embarcadero Mobility Resilience Plan; participated on the Port's Sea Level Rise Coordinating Committee and



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Waterfront Resilience Plan to identify/further develop San Francisco's climate investment priorities (San Francisco Seawall, Islais Creek). Collaborated with city and regional agencies (MTC, ABAG, Air District) to inform the development of regional climate and resilience programs.

7. **VISION ZERO/SAFE STREETS ACT.** Supported development of Safe Streets Act. Provided input and support to SFMTA and San Francisco Department of Public Health on update to San Francisco's safe and healthy streets policy. Continued to oversee/support SFMTA education and outreach for rollout of Speed Safety Cameras.
8. **CAPITAL PROJECT DELIVERY/TECHNICAL ASSISTANCE.** Continued to provide technical assistance on Better Market Street, Caltrain Railyards, Caltrain Corridor Crossing Strategy, Caltrain and High-Speed Rail Business Plans, Ocean Beach Master Plan, and Muni Forward.
9. **MUNI METRO CORE CAPACITY PLANNING STUDY AND SUBWAY RENEWAL PROGRAM.** Provided oversight of the SFMTA's substantially completed Muni Metro Core Capacity Planning Study and Subway Renewal Program.
10. **AUTONOMOUS VEHICLES (AV).** Collaborated with the City (SFMTA, San Francisco Fire and Police departments), state and federal agencies, AV industry, local stakeholders (transportation advocates, business, labor) and other cities, researchers, and organizations (ITS America) on the development of potential federal AV regulatory framework. Released the Conceptual AV Safety-focused Permitting Framework Study. Advanced development of the AV Resource Portal, a public resource that will be accessible via the SFCTA's website in coordination with SFMTA and San Francisco emergency responders.
11. **NEW: ACCESS FOR ALL EXTENSION.** Supported extension of 10 cent per ride TNC fee for wheelchair accessible services, working with SFMTA and disability community.
12. **NEW: FEDERAL AV FRAMEWORK AND DATA BILL.** Supported national AV policy development through Executive Director's role as Vice Chair of ITS America and provided input to Rep. Kevin Mullin's office on his AV data reporting bill advocating for expanded reporting for NHTSA's AV database.
13. **NEW: CALTRANS BIG 4 FREEWAY MAINTENANCE PROGRAM.** Supporting Caltrans project delivery and public outreach for four major rehabilitation projects involving lane closures over the next 2 years on 19th Avenue, US 101 Hospital Curve, Central Freeway and I-280.

V. PROMOTE INCLUSIVE PUBLIC ENGAGEMENT, CUSTOMER SERVICE, AND COMMUNICATIONS

Inclusive Public Engagement



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1. **SFCTA WEBSITE ENHANCEMENTS, BOOST ENGAGEMENT.** Enhanced social media and website/newsletter engagement, agency branding, and community presence. Fostered transparency, public involvement, and participation in agency studies, projects, and programs.
2. **DBE OUTREACH AND ENGAGEMENT.** Continued Disadvantaged Business Enterprise outreach efforts and workforce supportive programs through our own DBE program. Joined the Equity in Infrastructure Project Coalition to increase infrastructure contracting opportunities to historically underutilized businesses. Continued active participation in the Business Outreach Committee, a consortium of local transportation agencies, efforts to assist Disadvantaged Business Enterprises and Small Business Enterprises.
3. **SFCTA ROUNDTABLES.** Continued to host Executive Director's ad hoc Business, Community, and Labor Roundtables. Regularly meet with and strengthen relationships with civic groups, media community-based organizations, and neighborhood groups.
4. **RACIAL EQUITY ACTION PLAN** - Continued implementation of SFCTA's Racial Equity Action Plan. Participate in the citywide promotion and advancement of racial equity and further incorporate racial equity in agency policies and external practices.
 - a. Conducted staff surveys over the culture of equity, inclusion, and belonging and resulted in more internal working groups to develop creative solutions by leveraging staff's combined knowledge, interests, and perspectives.
 - b. Joined the Equity in Infrastructure Project Coalition to increase infrastructure contracting opportunities to historically underutilized businesses.
5. **MAJOR SFCTA-LED PROJECTS/STUDIES.** Supported agency-wide operations, including ensuring that outreach efforts for SFTP 2050+, West Side Network Study, Geary Fillmore Underpass Community Planning Study, and Geary/19th Ave Subway and Regional Connections Study reach a diverse and inclusive cross-section of San Francisco stakeholders.
6. **DATA ACCESS/PLATFORMS.** Updated public-facing data visualizations such as the Congestion Tracker, MyStreetSF, and other open data tools.

Customer Service

1. **GRANT TRAINING/COORDINATION.** Convened Technical Working Group as an ongoing forum to share information, coordinate, and support San Francisco project sponsors in seeking, obligating, and retaining grants and helping to maximize funds for San Francisco projects. Offered annual sponsor training opportunities regarding Prop L/Prop AA/TNC Tax resources, policies, and procedures. Provided enhanced project delivery support to project sponsors that have federal, state, and regional discretionary



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- grants to avoid the potential loss of these grants to San Francisco. Continued to offer additional training and assistance to SFMTA as they onboard new finance staff.
2. **MYSTREETSF.SFCTA.ORG.** Maintained, and as needed, refined the MyStreetSF.sfcta.org tool to support user-friendly features showcasing underway and completed projects, improved search features, and other customer enhancements.
 3. **DATA ACCESS/PLATFORMS.** 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 (Congestion Tracker) and existing and future travel patterns.
 4. **SFCTA GRANTS PORTAL.** Identified and implemented improvements (such as automated Standard Grant Agreement generation capabilities) 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. **GRANT ALLOCATION AND ADMINISTRATION.** Identified opportunities to further streamline grant allocation and administration. Includes coordination with SFMTA on advance notification of funding and allocation needs and financing needs.

Internal and External Communications

1. **MESSENGER /SOCIAL MEDIA.** Grew the Messenger newsletter and social media audiences 2-3%. Instagram followers grew 9.2%. LinkedIn followers grew 13.4%.
2. **ROUNDTABLES.** Continued to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, and neighborhood groups. Continued to host Executive Director's ad hoc Business, Labor and Community Roundtables.
3. **PROMOTE PROJECT DELIVERY.** Promoted project delivery milestones for projects led by SFCTA or partner agencies via events, press releases and social media.
4. **AWARDS.** Received five awards for YBI Southgate Interchange Project and 8th Financial reporting/accounting excellence award.
5. **INDUSTRY SPEAKING ENGAGEMENTS.** Promoted SFCTA messaging, insights, and thought leadership by speaking at industry conferences and webinars (e.g., ITS World Congress Atlanta, International Association of Transport Regulators, MOVE America, Women's Transportation Seminar, Self Help Counties Coalition (SHCC) Focus on the Future) on a wide range of subjects on which agency staff have expertise. Conducted ENR podcast on SFCTA Initiatives and MIT webinar on AV and Cities.
6. **INDUSTRY ASSOCIATIONS.** Participated in industry associations: including American Planning Association, Association for Commuter Transportation, American Council of Engineering Companies, ITS America, Construction Management Association of America, University of California Berkeley Institute of Transportation Studies, (SHCC),



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FHWA/ University of California Los Angeles Center of Excellence on New Mobility and Automated Vehicles .

VI. OPERATIONAL EFFICIENCY AND BUSINESS PLANNING

1. **RETAIN AND SUPPORT STAFF.** Hired six new staff: Highway Program Manager, two Transportation Planners, Staff Accountant, Projects Reporting Manager, and Senior Transportation Planner. Conducted salary surveys and updated job descriptions. Undertook training as informed by staff survey. Continued to coach and mentor staff. Provided leadership opportunities, including through the staff-based Racial Equity Working Group and other internal working groups.
2. **AGENCY POLICIES/PROCEDURES.** Refined and implemented agency policies, procedures to increase days in office, and promote best practices resources in the areas of project management, as well as workplace policies (e.g., business policies, operational procedures).
3. **STRATEGIC PLANNING/WORKPLACE EXCELLENCE.** Conducted staff and management team workshops to discuss strategic planning and continue to advance 5-year Strategic Initiatives and organizational excellence initiatives, clarify work program priorities, improve communications, and promote team building and staff cohesion.
4. **OFFICE LEASE.** Entered into a new sublease from the City's lease agreement with its property owner to remain in the current office space until 2045. Began upgrading office audiovisual equipment and technology to support both in-person and remote work.
5. **TIMMA.** Pivoted when a \$20 million EPA grant was revoked, preparing organizational proposals to support launch of operating programs including bikeshare in 2026 and on-Island shuttle and ferry service in 2027, and advance other programs (parking, shuttles, bikeshare, toll, and affordability pending Board direction/approvals). Began development of a financial model to monitor and forecast financial performance.



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Attachment 2 Proposed Objectives for 2026 for Tilly Chang, Executive Director

The purpose of this section is to establish tangible parameters against which the Board may be able to assess the Executive Director’s performance during 2026.

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 coordinate San Francisco’s input to Plan Bay Area 2050+ (PBA 2050+) a limited and focused update to PBA 2050 that incorporates the effects of the pandemic and reduction in forecasted transportation revenues. Coordinate San Francisco’s input into the PBA 2050+ Implementation Plan, anticipated in early 2026. Work with local and regional partners to implement PBA 2050+ recommendations including the regional Transit Oriented Communities policy, Transit Transformation Action Plan focus areas (see #2 below in this section), transit expansion priorities and policies (e.g., Major Project Advancement Policy), and Next Generation Bay Area Freeways Study. Support regional efforts to educate the public about the potential November 2026 Bay Area transportation revenue measure.
2. **MTC TRANSIT TRANSFORMATION ACTION PLAN.** In coordination with San Francisco Municipal Transportation Agency (SFMTA) and San Francisco regional transit operators, support implementation of the Transit Transformation Action Plan, including studies on fare coordination, wayfinding, transit priority, and regional network management/ governance and participate in its update, which is anticipated in 2026. Advocate for San Francisco's priorities that support and do no harm to the urban core that carries most of the Bay Area's transit ridership and is vital to local and regional economic recovery. Participate in the working group established to support development of MTC’s Regional Transit Priority Network. Track regional initiatives including Regional Network Management Action Plan, Clipper 2.0/open fare payments deployment, and Baypass pilot programs.
3. **SAN FRANCISCO TRANSPORTATION PLAN (SFTP) 2050+.** Complete the SFTP 2050+, a minor update to SFTP 2050 (adopted in 2022). SFTP 2050+ is a limited and focused update that will incorporate PBA 2050+ revisions to revenues, including strategies to address the transit fiscal cliff, reflect post-pandemic travel behaviors to refine SFTP investment strategies and recommendations, and place a special focus on West Side network development (see below). The project will incorporate public engagement and



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coordinate with agency partners and other interested parties. SFTP 2050+ will also update policy developments and report on implementation progress of SFTP 2050. Undertake technical analysis and community outreach to inform Investment Plan and Vision Plan recommendations.

4. **WEST SIDE NETWORK STUDY.** Through the West Side Network Study, SFCTA, San Francisco Planning Department (SF Planning), and SFMTA have analyzed the expected performance of the multimodal west side transportation network in the context of the SFTP 2050+ expected growth scenario. This year, the study will complete the analysis of identified additional needs and network gaps and will propose additional mobility and policy solutions to increase network performance. In parallel with SFTP+, study will complete an area-wide transportation plan and vision, informed by SFTP 2050+ outreach in Spring 2026, to support future transportation needs and to inform anticipated funding programs, including MTC funding opportunities linked to their Priority Development areas/Transit oriented community policies. The recommendations of this study are also expected to inform the Transportation Authority's Prop L Development Oriented Transportation program.
5. **STREETS AND FREEWAYS STRATEGY IMPLEMENTATION/UPDATE.** The SFTP+ will provide an update on the implementation of the SFTP 2050's Streets and Freeways Strategy. Continue to advance the concepts in the Streets and Freeways Strategy, including completing the Brotherhood Way Active Transportation and Safety Plan, Vision Zero Ramps Phase 3, and advancing the Geary-Fillmore Underpass Community Planning Study and the Bayview Truck Circulation and Safety Study efforts. Support regional bikeshare program extension. As part of the SFTP+ policy work, identify climate adaptation needs and gaps in planning and project development.
6. **TRANSIT STRATEGY IMPLEMENTATION/UPDATE.** The SFTP+ will provide an update on the implementation of the SFTP 2050's Transit Strategy. To implement the Transit Strategy, we continue to advance the recommended concepts, including: advancing governance, funding and advocacy and delivery oversight of The Portal project, participation in Board of Supervisors Central Subway hearing, and by completing the Geary/19th Subway and Regional Connections Study and Bayview Caltrain Station Location Study and scoping their next phases, among other efforts. Oversee SFMTA's development of the Muni Metro Core Capacity Study and several Muni Forward corridor projects, facility projects (Potrero, Presidio, Kirkland Yards) and Train Control Upgrade Project.
7. **BROTHERHOOD WAY ACTIVE TRANSPORTATION AND SAFETY PLAN.** Complete this study, which is a recommendation of the Streets and Freeways Strategy, to help improve safety, circulation, and connectivity for people walking, driving, and biking through the Brotherhood Way and Alemany Boulevard corridors.



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8. **VISION ZERO RAMPS PHASE 3.** Complete this Study, a Streets and Freeways Strategy recommendation, the third in a series of conceptual design efforts at the ramp touchdowns to the city's surface street network, in high-injury areas at 11 freeway ramps across Districts 7, 9, 10, and 11 to improve safety and connectivity.
9. **GEARY/FILLMORE UNDERPASS COMMUNITY PLANNING STUDY.** Advance this Study, to reconnect neighborhoods of the Fillmore, Western Addition, and Japantown across the Geary Expressway including launching the Community Council and working with their advice to complete the existing conditions, opportunities, and goals framework tasks.
10. **BAYVIEW TRUCK SAFETY STUDY.** Advance this Study, a Streets and Freeways Strategy recommendation, to reduce conflicts between freight vehicles and vulnerable street users in the Bayview equity priority community. Complete the Existing Conditions, Round 1 outreach, and Strategy Development tasks, including an informational update to the Transportation Authority CAC.
11. **SAN FRANCISCO FREEWAY MANAGEMENT STUDY AND MANAGED LANES PROJECTS COORDINATION.** Engage the Study community working group and technical advisory committee on technical analysis of managed lanes options including ramp high occupancy vehicle (HOV), carpool or Express lanes, all lane tolling. Present an update on the Phase 1 Screening findings to the Board and seek guidance and feedback on the priority segments that will advance to Part 2, a detailed planning phase for priority segments. Continue to coordinate San Francisco's study of managed lanes with planned and existing express lanes in San Mateo County and other regional and statewide initiatives (MTC Next Generation Freeway Study next steps; California Toll Operators Committee).
12. **TRAVEL DEMAND MANAGEMENT STRATEGY.** Complete the TDM Market Analysis and TDM Strategy which will inform the update to San Francisco's TDM Plan and use of Prop L TDM funds, in partnership with local and regional agencies.
13. **SF-CHAMP TRAVEL MODEL.** Complete initial phase implementation of an updated San Francisco Chained Activity Modeling Process (known as SF-CHAMP) version 8 using the open-source Activity Sim activity-based modeling software, which has been jointly developed through a national multi-agency effort.
14. **DATA STRATEGY.** Initiate multi-year Data Strategy including vision- and goal-setting, and defining data needs and a data collection strategy to support travel demand modeling, performance monitoring and analysis, and interactive tools and reporting. Coordinate with MTC and Santa Clara Valley Transportation Authority (VTA) on 2026 Bay Area Travel Study data collection and with Bay Area County Transportation Agencies on joint transportation data procurement.



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15. **TRAVEL DEMAND MANAGEMENT STRATEGY.** Complete the TDM Market Analysis and TDM Strategy which will inform the update to San Francisco’s TDM Plan and use of Prop L TDM funds, in partnership with local and regional agencies.
16. **TRAVEL DEMAND MODELING SUPPORT.** Conduct modeling to support Transportation Authority and external partner studies, including SFTP 2050+, the Freeway Management Study, The Portal rail extension project, transit funding and service level impact analysis, the Treasure Island Mobility Management Program, and other programs or projects as requested.
17. **NEXT GENERATION/ENHANCED CONGESTION MANAGEMENT PROGRAM.** Complete scoping of next-gen Congestion Management Program project including data needs for system performance tracking and analysis, as well as interactive reporting tools. Set mid-range performance targets to assess rates of progress towards SFTP 2050 goals including equity objectives.
18. **SAN FRANCISCO AV RESOURCE PORTAL.** Launch an AV microsite that will include an interactive visualization of publicly available AV data and local sources; an overview of current and historic AV permit information; resources summarizing current and developing AV regulations; and curated links to independent AV research.
19. **NEIGHBORHOOD TRANSPORTATION PROGRAM (NTP).** Support all Districts to develop NTP planning and capital projects and deliver ongoing, Transportation Authority-led NTP projects in Districts 2, 4, 6, and 7. (See below Section II. Provide Board Support for project details.)
20. **BAYVIEW CALTRAIN STATION LOCATION STUDY.** Complete the station location analysis and pre-environmental work, with community engagement, for a new Bayview Caltrain infill station and initiate the next phase of work. Coordinate with Caltrain to seek funding for the next phase of planning and design for accessibility improvements at the 22nd Street Caltrain Station.
21. **GEARY/19TH AVENUE SUBWAY AND REGIONAL CONNECTIONS STUDY.** Complete the Geary/19th Avenue Subway and Regional Connections Study, in partnership with SFMTA and in cooperation with SF Planning. Complete second phase of public outreach activities and continue engagement with regional transit operators and other partner agencies. Present strategic case findings and final report to the Board for approval and develop roadmap for future phases of project development.
22. **CLIMATE RESILIENCE AND ELECTRIFICATION INITIATIVES.** Collaborate with City and regional agencies to advance climate resilience/adaptation and electrification through various planning, policy and fund programming, and project delivery efforts, such as: advancing actions in the City’s updated Climate Action Plan; advocating for funding to implement the current Climate Action Plan through federal, state, and regional (MTC and Air District) grant programs; participating in SFMTA’s Embarcadero Mobility Resilience



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Plan, SF Planning's Sea Level Rise and Flood Hazards Coordinating Committee, and the Port's Waterfront Resilience Program; providing funding and project delivery support for electrification of Muni's fleet and modernization of its transit facilities; and supporting implementation of SFMTA's Curbside Electrification Feasibility Study. Support electrification efforts and SF Bay Ferry REEF (electrification program), including Treasure Island ferry service. Help shape the next contract for Baywheels bikeshare programs and position SF priorities (mobility hubs, micrologistics hubs, EV charging) for accessing regional climate programs. Draw on all of the above to inform climate resilience and electrification initiatives for SFTP 2050+ and PBA 2050+. (See below Section I. Fund Programming and Administration and Capital Project Delivery and Oversight subsections, Section II. Provide Board Support, and Section IV. Work Collaboratively With Partner Agencies for additional details.)

23. **MICROHUB LOGISTICS HUB PILOT.** Scope a microhub transloading pilot, as recommended in the Eco-Friendly Downtown Deliveries Study, in partnership with SFMTA and other involved agencies. The Study identified strategies to reduce greenhouse gas emissions from retail/commercial goods delivery, with a focus on business-to-business deliveries. Present to CAC and Board at interim milestones to seek input on pilot design and implementation.

Fund Programming and Administration

1. **DISCRETIONARY FUNDING ADVOCACY - FEDERAL/STATE.** Convene city agencies and regional transit operators (serving San Francisco) and support ongoing coordination with 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. Actively participate in the development of federal surface transportation reauthorization legislation. Continue to advocate for projects through state fund programs such as Senate Bill (SB) 1 programs, the recently extended Cap and Invest program, and California Air Resources Board (CARB) programs.
2. **DISCRETIONARY FUNDING ADVOCACY - REGIONAL.** Collaborate with MTC and BACTA and coordinate with San Francisco stakeholders on input to program design/guidelines and identification of San Francisco priorities for One Bay Area Grant (OBAG) Cycle 4 County Program, various regional programs such as those included in OBAG Cycle 3 (e.g., Climate Initiatives, Pavement Action Plan, and Complete Streets Policy), and Regional Measure 3 (bridge toll program). Support SFMTA and regional transit operators in securing funding to support San Francisco priorities from the Transit Transformation Action Plan (e.g., BayPass pilot, integrated transit fares and transit priority).



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- a. **OBAG 4 County Program.** Issue call for projects and seek Board approval of San Francisco priorities to submit to MTC for final project selection. Track local San Francisco efforts to comply with MTC's Transit Oriented Communities policy, and support development of regional program incentives for local jurisdictions to comply.
- 3. **PROJECT DELIVERY OVERSIGHT AND SUPPORT.** Provide enhanced project monitoring, oversight, and delivery support services in our role as the CMA for San Francisco, to enable project sponsors to comply with timely-use-of-funds and other federal, state, and regional grant requirements. This work supports project delivery of The Portal, BART core capacity and modernization projects, Potrero Yard Modernization Project, and Muni train control systems, among other major and minor investments citywide, and seeks to avoid loss of discretionary funds to San Francisco projects and maintain San Francisco sponsors' good standing to compete for discretionary fund sources.
- 4. **ADMINISTER FUND PROGRAMS.** Administer and oversee the Prop L half-cent sales tax (including NTP), Prop AA vehicle registration fee, Transportation Fund for Clean Air (TFCA) county program, and the Prop D Traffic Congestion Mitigation Tax (Transportation Network Company or TNC Tax). Major efforts for these fund programs in 2025 are listed below.
 - a. **Prop L.** Allocate Prop L funds to projects programmed in the adopted 5-Year Prioritization Programs. Monitor revenues, expenditures, and financing to ensure consistency with the Prop L Strategic Plan assumptions. Assist project sponsors with identification of full funding plans to implement the Prop L Expenditure Plan with strong leveraging of federal, state, and other funds. Continue project monitoring and oversight of Prop L projects.
 - b. **Prop K.** Continue oversight of Prop K projects and proactively work with project sponsors to close out grants and de-obligate unneeded funds as part of the multi-year process to wind down the Prop K program. De-obligated funds will be directed to projects through the Prop L program.
 - c. **Prop D TNC Tax.** Closely monitor TNC Tax revenues, prepare and seek Board approval of recommendations for programming FY 2025/26 funds. Consistent with the safety focus of the TNC Tax program, allocations to date have supported SFMTA's quick-build program and application-based traffic calming program.
 - d. **TFCA.** Issue and complete annual call for projects for FY 2026/27 TFCA 40% Program funds (estimated at about \$650,000 plus any cost savings and de-obligated funds from canceled projects). Ensure potential sponsors understand project eligibility under substantially revised program guidelines.



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- e. **State Transit Assistance (STA) Block Grant.** Adopt framework and program funds for the FY 2026/27 San Francisco STA Block Grant program. Given continued depressed operating revenues for SFMTA, the Board has prioritized STA funds to support SFMTA's paratransit in recent years, making any remaining funds available for other STA eligible projects.
5. **THE PORTAL.** Continue to co-lead The Portal funding strategy and support funding advocacy in partnership with the Transbay Joint Powers Authority (TJPA) and project partners, to keep the project on track to secure a multi-billion-dollar Federal Transit Administration (FTA) capital investment grant and maintain its top ranking in MTC's Major Project Advancement Priorities (MAP). Advance work to secure funding contributions to the project, through the state Transit-Intercity Rail Capital Program (TIRCP), development contributions, and extension of local funding sources on the project. Coordinate funding strategy and advocacy with the Mayor's Office, MTC, advocates and partner agencies. Continue to advance The Portal's future operations and maintenance funding approach with Caltrain and TJPA and support TJPA's satisfaction of MTC's MAP O&M funding condition.
6. **FUNDING ADVOCACY - HIGH PRIORITY PROJECTS.** Collaborate with project sponsors and other stakeholders to develop funding plans and secure funds for high priority projects identified through SFTP 2050, PBA 2050 and PBA 2050+, Prop L, etc., such as Muni Forward corridors, Muni Train Control Upgrade Project, Muni Subway Renewal, Port of San Francisco Waterfront Resilience Program, and BART and Muni Core Capacity programs.
7. **FUNDING ADVOCACY - CLIMATE PROGRAMS (ELECTRIFICATION AND RESILIENCE PROJECTS, MOBILITY/LOGISTICS HUBS)** Pursue funding for the Eco-Friendly Downtown Deliveries Study pilots, mobility hubs, D4 microtransit shuttles pilot (pending Board approval of the D4 Community Shuttle Study Final Report) and electrification of transit and ferry fleets. Position San Francisco priorities for federal/state and regional funding opportunities (e.g. OBAG, MTC climate program grants), and advocate for maintaining funding (Bipartisan Infrastructure Law programs).
8. **FUNDING ADVOCACY - KEY WORK PROGRAM PRIORITIES.** Seek funding for key work program recommendations from the Streets and Freeways Study, Transit Investment Strategy, SFTP 2050, and community-based and NTPs. Collaborate with project sponsors and other stakeholders to explore, support and pursue innovative financing and public-private partnership opportunities, e.g., for Muni facilities, CA High Speed Rail/Caltrain corridor, EV charging, and D4 shuttle pilot (pending board approval of report).



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9. **CASH MANAGEMENT.** 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.
10. **FINANCIAL AND COMPLIANCE AUDITS.** Secure clean audit(s).

Capital Project Delivery and Oversight Activities

1. **YERBA BUENA ISLAND (YBI) ROADWAY PROJECTS.** Continued to work jointly with the Treasure Island Development Authority (TIDA), Caltrans, and BATA to improve pedestrian, bicyclist, and vehicular access to Yerba Buena and Treasure islands and San Francisco proper.
 - a. **WEST SIDE BRIDGES SEISMIC RETROFIT PROJECT.** Advance construction and coordinate closely with TIDA, San Francisco Public Works (SFPW), and SFMTA on the YBI West Side Bridges Seismic Retrofit Project, including retaining walls to accommodate and implement the YBI Multi-Use Path (MUP) Segment 3 into the project. Substantially complete construction by the end of 2026.
 - b. **TORPEDO BUILDING AND PIER E-2 PARKING LOT.** Complete construction activities for weatherproofing of YBI's Torpedo Building and Pier E-2 parking lot and access route.
 - c. **HILLCREST ROAD IMPROVEMENT PROJECT.** Complete the project on schedule by summer 2026, including construction of roadway and retaining wall. Amend construction contract and execute change order to incorporate YBI MUP Segment 2 into the project by Spring 2026. Coordinate closely with TIDA, SFPW, SFMTA, Caltrans, and US Coast Guard. Coordinate with adjacent West Side Bridges Seismic Retrofit Project and YBI MUP project.
 - d. **YBI MULTI-USE PATH (MUP).** Complete Treasure island Road Improvement-YBI MUP Segment 4 design and continue the final design phase of the YBI MUP Segment 1. Continue close coordination with project partners both on the YBI MUP and larger Bay Skyway effort, including TIDA, SFPW, SFMTA, Caltrans, WETA and MTC/BATA. Start construction procurement and enter the construction phase of the Treasure Island Road Improvement project- YBI MUP Segment 4. Complete YBI MUP Segment 2 construction through Hillcrest Road Improvement Project. Complete YBI MUP Segment 3 construction through West Side Bridges Retrofit Project.
2. **THE PORTAL.** Continue to work with TJPA and other partner agencies to advance The Portal through the FTA Capital Investment Grant process. Provide an enhanced level of oversight to the TJPA-led design development, procurement process, right-of-way program, and enabling works, in coordination with FTA's federal oversight. Implement updated enhanced oversight approach, as project advances toward construction. Work with MTC, TJPA, and other partners to continue to implement The Portal Governance



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Blueprint and Project Implementation Memorandum of Understanding (MOU). Continue to serve on the project's six-agency Executive Working Group and to support the TJPA Board and its planned new Portal Committee.

3. **PENNSYLVANIA AVENUE EXTENSION (PAX).** Advance the PAX Bridging Study, working in partnership with Caltrain and other agencies. Coordinate the Bridging Study with any broader planning review of grade crossing options. Conduct technical coordination with interfacing projects/studies including The Portal, 4th and King Railyards, and Bayview Caltrain Station.
4. **4TH AND KING RAILYARDS.** Serve as a member of the 4th and King Railyards MOU, including participation as member of Railyards MOU Directors Working Group. Undertake technical oversight and strategic development for San Francisco on the Railyards program of projects, in cooperation with City departments and the Mayor's Office, in support of transportation and development objectives. Support coordination of technical and financial work program activities, including for PAX and The Portal.
5. **GEARY CORRIDOR IMPROVEMENTS.** Support the SFMTA in the design phase of future installation of bus bulbs, pedestrian bulbs, upgraded traffic signals, and roadway repaving to be implemented after San Francisco Public Utilities Commission (SFPUC) sewer, water, and fiber optic construction work which started in late 2025 and anticipated to last 2 years.
6. **SFMTA CAPITAL PROGRAM DEVELOPMENT SUPPORT AND OVERSIGHT.** Conduct enhanced technical oversight of and provide program development support to SFMTA capital projects, including Potrero Yard Modernization implementation, Presidio Yard planning, Kirkland Yard planning, Train Control Upgrade Project, Light Rail Vehicle rail car procurement, Subway Renewal, Core Capacity Study, and vehicle mid-life overhauls, and battery electric bus and hybrid bus procurements.
7. **BART PROJECTS OVERSIGHT AND PROJECT DELIVERY SUPPORT.** Conduct enhanced program management and technical oversight of the BART Core Capacity Program and participate in funding partner meetings to help close remaining funding gap and support program delivery. Oversee and support delivery of station and elevator projects including Embarcadero, Powell and Civic Center.
8. **OTHER PROJECT DELIVERY SUPPORT AND OVERSIGHT.** Continue coordinating and collaborating with major transportation infrastructure departments (SFMTA, SFPW, SFPUC) to improve project delivery. Support Caltrans' SF State Route/Freeway Maintenance Program including 19th Ave repaving and US101 / Hospital Curve rehabilitation in 2026 and advance planning for Central Freeway deck replacement and I280 ped bridge replacement.
9. **I-280 INTERCHANGE UPGRADES AT BALBOA PARK.** Complete final design bid documents and continue to seek funding for southbound Ocean Avenue off-ramp



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construction including coordination with SFPW, SFMTA, SFPUC, Caltrans, and City College of San Francisco. Pending Board approval of funding anticipated in December 2025, initiate multi-use path feasibility study which includes street improvements and retaining wall relocation for a Class I path along the north side of Ocean Avenue adjacent to City College. Coordinate with SFMTA on traffic circulation.

10. **QUINT STREET CONNECTOR ROAD.** Support Quint Street Connector Road project development efforts, including right of way acquisition and legislation, and seek remaining funding needed for the project. Work with SFPUC and Real Estate Division on Quint Street vacation between Jerrold Avenue and Caltrain right-of-way. Coordinate with SFPW on design upon completion of street vacation and acquisition of connector road property.
11. **GONDOLA FEASIBILITY STUDY.** Assess interim findings on technical and financial feasibility and conduct outreach and complete the final report as appropriate.

II. PROVIDE BOARD SUPPORT

1. **BOARD BRIEFINGS.** Check in regularly with Chair and Board members to seek guidance and input.
2. **REGIONAL AGENCY ROLES.** Help staff regional roles (MTC, Association of Bay Area Governments (ABAG), Air District, TJPA, Caltrain, and other bodies as needed). Key topics anticipated for 2026 include: OBAG4 and TOC policy (MTC), Caltrain Governance (Caltrain JPB) and establishment of Portal Board Committee (TJPA) including ED serving as Alternate to TJPA Board.
3. **SAFE STREETS ACT.** In coordination with the Controller's Office City Performance Unit, assess the effectiveness and completion of City department responsibilities and host an annual hearing on the review of street safety progress, challenges, and data. Provide input and support to SFMTA and San Francisco Department of Public Health on updates to SF's high injury network and identification of a high risk network. Continue to oversee/support SFMTA education and outreach for rollout of Speed Safety Cameras.
4. **EQUITY PRIORITY COMMUNITIES (EPC) UPDATES.** Support updates, as needed, to the Board of Supervisors' approved EPC definitions based on census data, and in coordination with anticipated establishment of new definitions by MTC as part of PBA 2050+ in 2026.
5. **AUTONOMOUS VEHICLE (AV) POLICY.** Continue building on policy objectives of Conceptual Safety-Focused AV Permitting Framework Report adopted by the Board in September 2025, by submitting input to Federal and state regulators, providing technical assistance to federal and state legislators, and advising the Board as requested. Monitor Waymo permitting and evaluation by SFO and by SFMTA on Market Street.



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6. **PASSENGER VEHICLE/CURBSIDE ELECTRIFICATION.** Support Chair Mandelman and SFMTA on the implementation of curbside electrification initiatives.
7. **NEIGHBORHOOD TRANSPORTATION PROGRAM (NTP) AND COMMISSIONER PRIORITIES.** Support development of NTP priorities across all districts. Complete and seek Board adoption of NTP project final planning reports (anticipated in Districts 2, 4, 6, and 7). Provide oversight of planning and capital NTP and other community based efforts. Additional detail provided below on select NTPs and other areas of support to Commissioners: More information on completed and underway NTP projects is provided at sfcta.org/policies/neighborhood-program.
 - **DISTRICT 1.** Oversee and support implementation of D1 Mobility Study recommendations.
 - **DISTRICT 2.** Complete the District 2 Safety Study, focusing on a toolkit of safety improvements for routes used by children, seniors, and other vulnerable road users, in partnership with the SFMTA, and seek Board adoption of the study final report prior to future implementation with previously allocated Prop K funding and other sources.
 - **DISTRICT 3.** Oversee Broadway NTP capital project and participate in Central Subway hearings.
 - **DISTRICT 4.** Seek Board adoption of the District 4 On-Demand Microtransit Business Plan. Following adoption, seek funding for plan recommendations.
 - **DISTRICT 5.** Advance the Geary-Fillmore Underpass Community Planning Study in the Western Addition district's Japantown/Fillmore area. Support potential Octavia Circulation Study amendments. Work with District 5 and SFMTA staff to propose NTP-funded safety and traffic calming improvements, including painted safety zones and speed humps, at locations across the district.
 - **DISTRICT 6 NTP.** Complete the Mission Bay School Access Plan and seek Board adoption. Advance plan recommended improvements for non-motorized access to new Mission Bay elementary school for implementation with previously allocated Prop K funding and other sources. Support Russ Street Gateway project development and MTC CARE grant.
 - **DISTRICT 7 NTP.** Complete the Inner Sunset Multimodal Safety and Access Study, including design and prioritization of multimodal safety and access concepts for the Inner Sunset commercial core, in collaboration with SFMTA. Help advance Ocean Ave multimodal path development. Oversee Monterey Boulevard Pedestrian Improvements NTP capital project.
 - **DISTRICT 8 NTP.** Oversee the Next Generation Sanchez Slow Street project, currently under construction, and the Duboce Triangle Slow Streets Study with Board approval anticipated in Spring 2026.



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- **DISTRICT 9 and 10.** Scope proposed MTC-funded community-based transportation planning efforts with D9. Oversee Vision Zero Proactive Traffic Calming – Visitacion Valley and Portola Neighborhoods
 - **DISTRICT 10.** Oversee Oakdale lighting designs.
 - **DISTRICT 11.** Scope proposed MTC-funded community-based transportation planning effort with D11 office.
8. **NEW - US DOT LITIGATION.** Work with City Attorney’s Office and participate in multi-agency litigation to challenge unlawful actions by Administration regarding SFCTA and TIMMA grant agreements and TIMMA TI Connects grant funds.
 9. **MEETING SUPPORT/PUBLIC PARTICIPATION.** Support Board and Committee meetings, including hybrid meetings as directed, to provide more options for public participation.

III. PROVIDE REGIONAL AND STATE LEADERSHIP

1. **REGIONAL POLICY.** Actively participate in regional policy discussions at MTC and ABAG to shape the implementation of PBA 2050+, working effectively on cross-county initiatives, and collaborate on transit recovery planning, regional network management, transit investment, Vision Zero, equitable regional pricing initiatives, affordable housing, and anti-displacement issues. Lead the development of San Francisco priorities for MTC’s update to its Major Project Advancement Policy and Transit Intercity Rail Capital Program Framework, focusing on maintaining The Portal as the region’s next major transit expansion priority project and advancing other SFMTA and BART capital priorities.
2. **REGIONAL TRANSPORTATION MEASURE.** Support regional efforts to educate the public about the potential November 2026 Bay Area transportation revenue measure authorized by SB 63. Serve as a local resource for information and education on the measure as well as the funding strategy to address the transit fiscal cliff.
3. **LEGISLATIVE ADVOCACY.** Advocate for passage of legislative priorities as approved by the Board. Advocate to maintain and increase funding for transit priorities, including cap and invest funding for greenhouse gas reducing projects and programs, from transit capital and operating funding to active transportation and electrification investments. Coordinate legislation and legislative advocacy with the Self-Help Counties Coalition, MTC, Congestion Management Agencies/BACTAs, and Intelligent Transportation Society of America (ITS America).
4. **STATE POLICY.** Track and help shape development and implementation of statewide climate, transit, road pricing and managed lanes policies and governance, potentially through implementation of PBA 2050+, the Caltrans System Investment Strategy, Road



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User Charge pilot program, Caltrans Transit policies and CEQA Vehicle Miles Traveled (VMT) mitigation bank development efforts.

5. **TECHNICAL DATA ANALYSIS & TECHNOLOGY POLICY.** Serve as a regional leader on “big data” sources and applications technical data, analysis (model assumptions, project performance evaluation) and technology policy issues, including via the Bay Area multi-agency big data workgroup. Serve as a national leader on developing household travel survey data standards and collaboration through shared tools and resources.
6. **EMERGING MOBILITY/AVs.** Advocate for San Francisco and local interests to ensure that City goals regarding safety, equity, climate, and transportation system performance are supported through appropriate management of TNCs and AVs at federal, state, and local levels. Provide thought leadership on AV policy and regulatory issues through transport regulators/industry associations, standards bodies, research partnerships, and civic institutions. Continue to liaise with community stakeholders (business, labor, advocates).

IV. WORK COLLABORATIVELY WITH PARTNER AGENCIES

1. **TRANSIT FISCAL SUSTAINABILITY.** Continue to work with MTC, the region's transit agencies (e.g., SFMTA, BART, and Caltrain) and county transportation authorities to address the transit fiscal cliff, including supporting regional efforts to educate the public about the potential upcoming November 2026 Bay Area transportation revenue measure and SFMTA’s anticipated local revenue measure.
2. **LEGISLATIVE AND POLICY ADVOCACY.** Pursue legislative priorities coordinating with partner agencies (e.g., AV regulation and deployment, federal surface transportation reauthorization), and conduct policy advocacy (track and comment on state piloting of Road User Charge and the California Sustainable Communities Task Force).
3. **STATE AND REGIONAL FUND PROGRAM GUIDELINES.** Advocate for efficient and performance-based state and regional fund program guidelines (SB 1, CARB, Cap and Invest, TFCA).
4. **TRANSIT TRANSFORMATION ACTION PLAN.** Support and help shape San Francisco's participation in the implementation and update of the Transit Transformation Action Plan (e.g., regional network management planning; advance capital transit priority projects; new revenues to address transit fiscal cliff; and support transit enhancements).
5. **CONNECTSF AND CLIMATE ACTION PLAN.** Collaborate with city and regional agencies on updating the Climate Action Plan. Complete activities to implement the Plan (e.g., supporting SFMTA's Curbside Electric Vehicle Charging Feasibility Study; pending anticipated Board approval of the Eco-Friendly Downtown Deliveries Study, begin to implement recommendations; complete the TDM Market Analysis and TDM Strategic



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Plan; continue to participate in San Francisco Environment's e-cargo delivery bike pilot and evaluation; and conduct travel mode share and Vehicle Miles Traveled (VMT) implementation monitoring efforts).

6. **CLIMATE RESILIENCE.** Collaborate with city and regional agencies to inform a climate resilience strategy in SFTP 2050+ by participating in SFMTA's Embarcadero Mobility Resilience Plan; participate on the Port's Sea Level Rise Coordinating Committee and Waterfront Resilience Program to identify/further develop San Francisco's climate investment priorities (San Francisco Seawall, Islais Creek). Collaborate with city and regional agencies (MTC, ABAG, Air District, Bay Conservation and Development Commission) to inform the development of regional climate and resilience programs.
7. **SAFE STREETS.** As called for in the Safe Streets Act, and in coordination with the Controller's Office City Performance Unit, assess the effectiveness and completion of each of the responsibilities listed in the Safe Streets resolution. Host an annual hearing on the review of street safety progress, challenges, and data which includes relevant agencies and City departments, including the Mayor's Office. Continue to oversee/support SFMTA education and outreach for rollout of Speed Safety Cameras.
8. **CAPITAL PROJECT DELIVERY/TECHNICAL ASSISTANCE.** Continued to provide technical assistance on Caltrain Railyards, Caltrain Corridor Crossing Strategy, Caltrain and High-Speed Rail Business Plans, Ocean Beach Master Plan, and Muni Forward.
9. **MUNI METRO CORE CAPACITY PLANNING STUDY AND SUBWAY RENEWAL PROGRAM.** Continue to provide planning support and oversight of the Muni Metro Core Capacity Planning Study (anticipated to be completed in early 2026) and Subway Renewal Program.
10. **AUTONOMOUS VEHICLES (AV).** Collaborate with the City (SFMTA, San Francisco Fire and Police departments), state and federal agencies, AV industry, local stakeholders (transportation advocates, business, labor) and other cities, researchers, and organizations (ITS America) on the development of potential federal AV regulatory framework. Launch the AV Resource Portal, a public resource accessible via the SFCTA's website in coordination with SFMTA.

V. PROMOTE INCLUSIVE PUBLIC ENGAGEMENT, CUSTOMER SERVICE, AND COMMUNICATIONS

Inclusive Public Engagement

1. **TRANSPORTATION AUTHORITY WEBSITE ENHANCEMENTS, BOOST ENGAGEMENT.** Enhance social media and website/The Messenger newsletter engagement, agency branding, and community presence. Foster transparency, public involvement, and participation in agency studies, projects, and programs.



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2. **DBE OUTREACH AND ENGAGEMENT.** Continue Disadvantaged Business Enterprise outreach efforts and workforce supportive programs. Collaborate with the Equity in Infrastructure Project Coalition to increase infrastructure contracting opportunities to historically underutilized businesses. Continue active participation in the Business Outreach Committee, a consortium of local transportation agencies, efforts to assist Disadvantaged Business Enterprises and Small Business Enterprises. Continue to monitor and await further guidance from the U.S. Department of Transportation and Caltrans regarding updates to the federal DBE Program and the Caltrans DBE Program Plan. Maintain SFCTA's income-based DBE program.
3. **SFCTA ROUNDTABLES.** Continue to host Executive Director's ad hoc Business, Community, and Labor Roundtables. Regularly meet with and strengthen relationships with civic groups, media, community-based organizations, and neighborhood groups.
4. **RACIAL EQUITY ACTION PLAN** - Continue implementation of SFCTA's Racial Equity Action Plan including through workforce development and training opportunities, such as construction administration pathways in partnership with TIDA, One Treasure Island and Federal Jobs Corps programs on Treasure Island
5. **MAJOR SFCTA-LED PROJECTS/STUDIES.** Support agency-wide operations, including ensuring that outreach efforts for SFTP 2050+, Treasure Island, U.S. San Francisco Freeway Network Management Study,, and Geary/19th Ave Subway and Regional Connections Study reach a diverse and inclusive cross-section of San Francisco stakeholders.
6. **DATA ACCESS/PLATFORMS.** Explore new methods of analyzing system performance for the Congestion Management Program that engages the public. Maintain and expand public-facing data visualizations such as the Congestion Dashboard, MyStreetSF, Bicycle and Pedestrian Safety, Equity Priority Communities, and transit onboard survey data. Advance the Next Generation CMP with more frequent monitoring and expanded metrics.

Customer Service

1. **GRANT TRAINING/COORDINATION.** Convene Technical Working Group as an ongoing forum to share information, coordinate, and support San Francisco project sponsors in seeking, obligating, and retaining grants and helping to maximize funds for San Francisco projects. Offer annual sponsor training opportunities regarding Prop L/Prop AA/TNC Tax resources, policies, and procedures. Provide enhanced project delivery support to project sponsors that have federal, state, and regional discretionary grants to avoid the potential loss of these grants to San Francisco.



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2. **MYSTREETS.FSCTA.ORG.** Maintain, and as needed, refine the MyStreetSF.sfcta.org tool to support user-friendly features showcasing underway and completed projects, improve search features, and other customer enhancements.
3. **DATA ACCESS/PLATFORMS.** Update and expanded the online Congestion Dashboards to visualize key San Francisco transportation statistics and information on roadway and transit congestion (Congestion Dashboard) and existing and future travel patterns for easy public access. Launch the AV Resource Portal, a public resource accessible via the SFCTA’s website, that will include an interactive visualization of publicly available AV data and local sources; an overview of current and historic AV permit information; resources summarizing current and developing AV regulations; and curated links to independent AV research.
4. **SFCTA GRANTS PORTAL.** Identify and implement improvements to the agency's grants portal interface and outputs to improve efficiency and customer ease of use. Expand portal functions to include project programming.
5. **GRANT ALLOCATION AND ADMINISTRATION.** Identify opportunities to further streamline grant allocation and administration. Coordinate with SFMTA on advance notification of funding and allocation needs, and financing needs.

Internal and External Communications

1. **MESSENGER /SOCIAL MEDIA.** Grow the Messenger newsletter and social media audiences 2-3%.
2. **ROUNDTABLES.** Continue to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, and neighborhood groups. Continue to host Executive Director’s ad hoc Business, Labor and Community Roundtables
3. **PROMOTE PROJECT DELIVERY.** Promote project delivery milestones for projects led by SFCTA or partner agencies via events, press releases, social media, and roundtables.
4. **AWARDS.** Nominate San Francisco projects and agency initiatives for awards programs (California Transportation Foundation (CTF), ITS America, American Society of Civil Engineers, American Planning Association, Conference of Minority Transportation Officials, etc.).
5. **INDUSTRY SPEAKING ENGAGEMENTS.** Promote SFCTA messaging, insights, and thought leadership by speaking at industry conferences and webinars (scheduled: Transportation Research Board , University of California Institute of Transportation Studies (UC ITS), SPUR, Leadership SF on a wide range of subjects on which agency staff have expertise.
6. **INDUSTRY ASSOCIATIONS.** Participate in industry associations: including American Planning Association, Association for Commuter Transportation, American Council of Engineering Companies, ITS America, Construction Management Association of



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America, University of California Berkeley Institute of Transportation Studies, SHCC, FHWA/ University of California Los Angeles Center of Excellence on New Mobility and Automated Vehicles.

VI. OPERATIONAL EFFICIENCY AND BUSINESS PLANNING

1. **RETAIN AND SUPPORT STAFF.** Implement salary structure and organizational changes based on salary survey findings and strategic planning proposals, subject to Board approval. Fill new positions as funds become available. Continue to undertake training as informed by staff survey. Continue to coach and mentor staff. Provide leadership opportunities, including through internal working groups (office environment, audiovisual/tech, AI).
2. **AGENCY POLICIES/PROCEDURES.** Refine and implement agency policies, procedures, and best practices resources in the areas of project management, as well as workplace policies (e.g., business policies, operational procedures).
3. **STRATEGIC PLANNING/ORGANIZATIONAL EXCELLENCE.** Conduct staff and management team workshops to discuss strategic planning including in light of TIMMA's preparation to become an operating agency. Assess need for SFCTA-TIMMA agreement(s) with respect to shared services with SFCTA. Continue to advance Organizational Excellence initiatives, clarify work program priorities, improve communications and partnering, and promote team building and staff cohesion.
4. **OFFICE UPGRADES.** Complete upgrade of office audiovisual equipment and technology and staff training to support both in-person and remote work.

VII. TIMMA

1. **PROGRAM IMPLEMENTATION.** Complete the business plan and Operating Agreement with San Francisco Bay Ferry and TIDA and track capital projects led by San Francisco Bay Ferry including vessel and electrical charging infrastructure in order to launch permanent ferry service in 2027. Advance the parking management program, using data collected from on-street parking meter implementation, and execute MOU with SFMTA and TIDA. Launch Bay Wheels bikeshare on the islands, working with MTC, TIDA and SFMTA. Secure funding and prepare for on-island shuttle service to begin in 2027. Advance system design for the toll and affordability system, focused on affordability and integrated payment components, and obtain federal authorization for the toll program.
2. **FUNDING STRATEGY.** Strengthen the funding plan and secure remaining needed funds for the TIMMA program delivery and first five years of operation. Execute MOA with TIDA to document the flow of Development Agreement funds to TIMMA. Seek federal, state,



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and local grant funds; and pursue financing opportunities. Continue to seek funding sources to backfill the terminated EPA grant. Seek funding and coordinate with MTC and transit partners to implement a multi-operator transit pass or BayPass.

3. **TREASURE ISLAND FERRY TERMINAL ENHANCEMENTS.** Complete construction activities for the Treasure Island Ferry Terminal Enhancements project.
4. **BOARD SUPPORT.** Staff ongoing TIMMA committee and board meetings for TIMMA operations and policy. Coordinate with TIDA, SFMTA, and transit agencies to keep their boards informed about the TIMMA program delivery.
5. **LITIGATION.** Participate in multi-agency litigation challenging unlawful actions by US DOT that impact TIMMA grants and programs.
6. **OPERATIONAL START-UP.** Develop organizational capacity, staffing, financial management systems, and updated plans, policies, and protocols for TIMMA to be an operating entity in 2027 with permanent ferry service and on-island shuttle. Assess need for SFCTA-TIMMA agreement(s) with respect to shared services with SFCTA. Plan for baseline travel data collection on the islands, in preparation for future program evaluation.