



Agenda

SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY Meeting Notice

- DATE:** Tuesday, March 10, 2026, 10:00 a.m.
- LOCATION:** Legislative Chamber, Room 250, City Hall
Watch SF Cable Channel 26 or 78
(depending on your provider)
Watch www.sfgovtv.org
- COMMISSIONERS:** Melgar (Chair), Sauter (Vice Chair), Chan, Chen, Dorsey, Fielder, Mahmood, Mandelman, Sherrill, Walton, and Wong
- CLERK:** Amy Saeyang

Participation

Members of the public may attend the meeting to observe and provide public comment at the physical meeting location listed above or may watch SF Cable Channel 26 or 78 (depending on your provider) or may visit the SFGovTV website (www.sfgovtv.org) to stream the live meeting or may watch them on demand.

Members of the public may comment on the meeting during public comment periods in person.

Written public comment may be submitted prior to the meeting by emailing the Clerk of the Transportation Authority at clerk@sfcta.org or sending written comments to Clerk of the Transportation Authority, 1455 Market Street, 22nd Floor, San Francisco, CA 94103. Written comments received by 5 p.m. on the day before the meeting will be distributed to Board members before the meeting begins.

1. Roll Call
2. Approve the Minutes of the February 24, 2026 Meeting – **ACTION*** **5**
3. Community Advisory Committee Report – **INFORMATION*** **9**
4. Adopt the District 2 Safety Study Final Report – **ACTION*** **17**
5. Appoint Kat Siegal and Venecia Margarita as the District 5 and District 9 Representatives, Respectively, to the Community Advisory Committee – **ACTION*** **79**



- 6. State and Federal Legislation Update – ACTION* 87**
Positions: Support: Assembly Bill (AB) 1421 (Wilson), AB 1837 (Gonzalez), and AB 2308 (Haney).
- 7. Appropriate \$75,000 in Prop L Funds, with Conditions, for Federal Autonomous Vehicle Policy Development – ACTION* 91**
- 8. Appropriate \$97,000 in Prop L Funds, with Conditions, for Caltrain Governance 2026 Work Program and Ad Hoc Committee Support – ACTION* 113**

Items Recommended from Personnel Committee

- 9. [CLOSED SESSION] [Final Approval] Evaluate Public Employee Performance and Approve the Executive Director’s Performance Objectives for 2026 – ACTION* 131**
The Transportation Authority will hold a closed session under California Government Code 54957 concerning the evaluation of the performance of the Executive Director.
OPEN SESSION: After the closed session, the Chair shall report the vote taken on motion(s) made in the closed session, if any.
- 10. [Final Approval] Adopt the Revised Salary Structure, Amend the Existing Employment Agreement, and Set the Annual Compensation for the Executive Director for 2026 – ACTION* 171**
Per the Administrative Code, the Transportation Authority shall fix the compensation of the Executive Director.
- 11. [Final Approval] Adopt 9 New Job Classifications, Revised Organization Chart, and Revised Salary Structure; Approve the Use of Up to \$2,375,000 over a Five-Year Period (\$475,000 per year) from the Agency’s Program and Operating Reserve; and Amend the Prop L Strategic Plan Annual Program Administration and Operating Allowance from 7.9 Percent to 8.3 Percent, for Fiscal Years 2026/27 to 2030/31 – ACTION* 173**

Other Items

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

*Additional Materials

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



**San Francisco
County Transportation
Authority**

Board Meeting Notice – Agenda

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DRAFT MINUTES

San Francisco County Transportation Authority

Tuesday, February 24, 2026

1. Roll Call

Chair Melgar called the meeting to order at 10:32 a.m.

Present at Roll Call: Commissioners Dorsey, Fielder, Mahmood, Melgar, Sherrill, Walton, and Wong (7)

Absent at Roll Call: Commissioners Chan, Chen, Mandelman, and Sauter (4)

2. Chair's Report - INFORMATION

Chair Melgar shared that Governor Newsom signed Assembly and Senate bills authorizing \$590 million in loans for Bay Area transit agencies, providing bridge funding for AC Transit, BART, Caltrain, and SFMTA to sustain operations until revenues from potential regional and local transit ballot measures, if approved by voters, would start to flow in 2027. She conveyed appreciation to the Governor, Senator Wiener, and the Metropolitan Transportation Commission, which would administer repayment of the 12-year loans secured by State Transit Assistance funds, and emphasized the state's partnership in stabilizing transit budgets while operators worked toward financial recovery. She recognized Alicia John Baptiste from the Mayor's Office for her significant efforts coordinating with the Governor's Office to ensure the loans met local needs and underscored that, without these funding measures, agencies such as BART, Muni, and AC Transit would face severe service and operational reductions with profound regional consequences. Chair Melgar referenced public reporting that BART could be forced to cut up to 70% of train hours, close as many as 15 stations, and raise fares substantially, warning that such actions would harm essential workers, the regional economy, and broader recovery efforts. She thanked Director Julie Kirschbaum for attending to provide updates on Muni's budget outlook under varying funding scenarios, including potential local parcel tax and regional sales tax measures that could appear on the November ballot, and she concluded by acknowledging the collective advocacy of transit leaders, staff, labor, civic, and business groups in advancing state loan support and long-term funding solutions for the Transportation Authority's city and regional partners.

There was no public comment.

3. Executive Director's Report - INFORMATION

Tilly Chang, Executive Director, presented the Executive Director's Report.

There was no public comment.

4. Approve the Minutes of the February 10, 2026 Meeting - ACTION

There was no public comment.



Commissioner Dorsey moved to approve the minutes, seconded by Commissioner Sherrill.

The minutes were approved without objection by the following vote:

Ayes: Commissioners Dorsey, Fielder, Mahmood, Melgar, Sherrill, Walton, and Wong (7)

Absent: Commissioners Chan, Chen, Mandelman, and Sauter (4)

Consent Agenda

5. [Final Approval] Allocate \$21,042,500 and Appropriate \$200,000 in Prop L Funds, with Conditions, for Nine Requests - ACTION

Projects: Prop L: PCJPB: Caltrain Central Equipment Maintenance and Operations Facility SOGR - FY26 (\$200,000). Guadalupe River Bridge Replacement and Extension (\$2,500,000). Maintenance of Way Track Equipment SOGR - FY26 (\$1,000,000). Maintenance of Way Tracks SOGR - FY26 (\$1,000,000). Tunnel 1, 2, 3 and 4 Weep Hole Rehabilitation and Drainage Improvements (\$300,000). SFCTA: Mission/Alemany Community Based Transportation Plan (\$200,000). SFMTA: Muni Forward Five-Minute Network Corridor Quick-Build (\$1,549,000). Paratransit (\$13,911,000). District 5 Traffic Calming and Pedestrian Improvements [NTP] (\$582,500).

6. [Final Approval] Allocate \$12,500,000 in Prop L Funds, with Conditions, to the Transbay Joint Powers Authority for The Portal Project Engineering Phase Activities for Fiscal Year 2025/26 and Amend the Prop L Standard Grant Agreement for The Portal Project Engineering Phase Activities for Fiscal Year 2024/25 to Allow Retroactive Expenditures of up to \$267,209 Starting July 1, 2024 - ACTION

7. [Final Approval] Amend the Octavia Improvements Study Recommendations to Add the Hayes Valley Public Life Study as an Eligible Use of Revenues from the Market and Octavia Special Revenue Fund, in the Amount of \$410,000, with Conditions - ACTION

8. [Final Approval] Adopt the District 4 Community Shuttle Study Final Report - ACTION

9. [Final Approval] Approve the 2026 State and Federal Advocacy Program - ACTION

10. [Final Approval] Adopt Fiscal Year 2026/27 Transportation Fund for Clean Air Local Expenditure Criteria - ACTION

11. [Final Approval] Accept the Audit Report for the Fiscal Year Ended June 30, 2025 - ACTION

There was no public comment.

Commissioner Fielder moved to approve the Consent Agenda, seconded by Commissioner Sherrill.

The Consent Agenda approved without objection by the following vote:

Ayes: Commissioners Dorsey, Fielder, Mahmood, Melgar, Sherrill, Walton, and Wong (7)



Absent: Commissioners Chan, Chen, Mandelman, and Sauter (4)

End of Consent Agenda

12. SFMTA Budget and Local Revenue Measure Update - INFORMATION

Julie Kirschbaum, Director of Transportation for the SFMTA, presented the item.

Chair Melgar conveyed appreciation to staff, city and regional leadership, and others for their efforts to develop both the local parcel tax measure framework and the regional sales tax measure authorizing legislation.

Commissioner Sherrill stated he was broadly supportive of the proposal and asked whether consideration had been given to income levels as part of the exemption for senior homeowners, noting that owners of larger homes may be able to afford paying the tax.

Director Kirschbaum responded that the measure framework was designed to minimize administrative complexity while focusing exemptions on people that needed them the most.

Commissioner Sherrill asked whether there were exemptions for senior renters.

Kathryn Angotti, Project Manager at SFMTA, explained that the senior exemption was modeled after previous parcel taxes implemented by the school district and was only applicable to property owners, however the proposed parcel tax accounted for renters by limiting pass-through to \$65 per year for units subject to rent stabilization.

Commissioner Sherrill asked whether the \$18 million in annual revenue generated under Improved Parking Program Efficiency on slide 21 included revenues from proposals on slides 22 and 23.

Director Kirschbaum stated that the investments listed on slide 21 were already underway and the strategies mentioned in slides 22 and 23 reflected proposed work.

Commissioner Sherrill requested additional detail on double-parking enforcement in transit-only lanes.

Director Kirschbaum stated that SFMTA was currently permitted to use forward-facing cameras on buses to issue parking citations for double-parking in transit lanes and described the system as inefficient given it requires parking control officers to review hundreds of hours of footage at high speed. She explained that SFMTA was conducting a Request for Proposals (RFP) to for technology that would identify and compile clips of double-parking incidents, which parking control officers would then review.

Commissioner Sherrill asked about the timeline for the RFP.

Director Kirschbaum replied that the RFP was active and rollout would take 18 months.

Commissioner Sherrill asked whether increased meter recovery related to construction and temporary no-parking permits as shown on slide 24 referred to reducing the number of permits or raising the associated fees.

Director Kirschbaum clarified that the change meant raising fees to better reflect the cost of meter revenue loss.



Commissioner Walton asked whether all government land would be exempt from the tax, including property owned by city, state, and federal governments.

Ms. Angotti replied that she would need to follow up for confirmation but indicated that she was fairly certain that government-owned land was exempt from property taxes.

Commissioner Fielder thanked Director Kirschbaum, SFMTA staff, staff from the office of Mayor Daniel Lurie, transit advocates, and labor representatives for their participation in development of the local parcel tax measure framework and also thanked Chair Melgar for guiding the overall process.

There was no public comment.

Other Items

13. Introduction of New Items - INFORMATION

There were no new items introduced.

14. Public Comment

There was no public comment.

15. Adjournment

The meeting was adjourned at 11:18 a.m.



DRAFT MINUTES

Community Advisory Committee

Wednesday, February 25, 2026

1. Committee Meeting Call to Order

Chair Siegal called the meeting to order at 6:12 p.m.

CAC members present at Roll: Sara Barz, Zameel Imaduddin, Jerry Levine, Austin Milford-Rosales, and Kat Siegal (5)

CAC Members Absent at Roll: Najuwanda Daniels (entered during Item 7), Phoebe Ford, Sean Kim, Rachael Ortega, and Venecia Margarita (5)

There was no quorum at 6:12 p.m. Staff clarified that no actions could be taken and no minutes would be recorded until quorum was obtained.

Chair Siegal called Item 2 and Item 7; quorum was obtained at 6:40 p.m. during item 7.

2. Chair's Report - INFORMATION

[no quorum]

3. Approve the Minutes of the January 28, 2026 Meeting - ACTION

Item 7 was presented before Item 3.

There was no public comment.

Member Imaduddin moved to approve the item, seconded by Member Milford-Rosales.

The Minutes were approved by the following vote:

Ayes: CAC Members Barz, Daniels, Imaduddin, Levine, Milford-Rosales, and Siegal (6)

Absent: CAC Members Ford, Kim, Margarita, and Ortega (4)

4. Adopt a Motion of Support to Adopt the District 2 Safety Study Final Report – ACTION

Alex Pan, Transportation Planner, presented the item per the staff memorandum.

Member Levine thank staff for briefing him on the study, noted that the study was initiated by former Commissioner Stefani and asked whether Commissioner Sherrill had provided any input, acknowledging that District 2 staff had carried over.

Ms. Pan confirmed that her team collaborated with the same staff member from former Commissioner Stefani's office, ensuring continuity in the work.

Member Levine raised concerns about the Balboa High School area, noting feedback regarding congestion and safety challenges near the school. He asked if it would be possible to incorporate this area into the study at a future point, acknowledging that it was not included in the current scope.



Ms. Pan acknowledged that the topic had been raised in a previous community meeting and indicated that the area could be referenced as a potential future study location in the final report. She highlighted that Balboa High School might be able to look into SFMTA's school walk audit program to address transportation challenges.

Member Barz asked why neighborhood transportation studies were limited to quick-build projects.

Ms. Pan explained that the neighborhood transportation studies were not restricted to quick-build projects. She explained that in this instance, former Commissioner Stefani prioritized using the funds for initiatives that could be implemented rapidly and requested that most funds be directed toward implementation.

Member Barz commented that the report and methodology made sense and asked whether there were study areas that had been considered but not included.

Ms. Pan stated that the report included a list of locations considered but not included. She added that these were specific sites within each study area and that earlier iterations had encompassed larger areas, which were later reduced following field observations.

Member Barz asked why the study areas were reduced, questioning whether the change was driven by on-the-ground conditions or other factors.

Ms. Pan explained that the final report would include a technical appendix detailing the methodology and data used to create the study area maps. She stated that the original study areas were large, but observations had identified specific zones with the greatest challenges, leading to the exclusion of less relevant streets, such as some residential areas, from the final study.

Chair Siegal recalled a smaller quick-build project and asked whether a more comprehensive Franklin Street road diet, which reduced three lanes to two, had been paused or discontinued. She requested confirmation of its status and whether it had been considered in the current study.

Jennifer Molina, Senior Transportation Planner at SFMTA, stated that the Franklin Street project had been completed in 2022, followed by an evaluation and some signal retiming, and added that SFMTA could facilitate connecting with the Project Manager for any additional details, including information on the road diet. Chair Siegal indicated she would be interested in following up.

There was no public comment.

Member Barz acknowledged and appreciated Ms. Pan's acknowledgement at the beginning of the presentation to bring studies to the CAC before the final report. She stated that Ms. Pan's engagement with Member Levine before the meeting and Ms. Pan's thorough responses had influenced her decision to support the item.

Member Levine moved to approve the item, seconded by Member Barz.

The item was approved by the following vote:

Ayes: CAC Members Barz, Daniels, Imaduddin, Levine, Milford-Rosales, and Siegal (6)

Absent: CAC Members Ford, Kim, Margarita, and Ortega (4)



5. Adopt a Motion of Support to Appropriate \$75,000 in Prop L Funds, with Conditions, for Federal Autonomous Vehicle Policy Development – ACTION

Jean Paul Velez, Principal Transportation Planner, presented the item per the staff memorandum.

Member Levine asked whether staff were pursuing ways to preempt federal oversight of state and local governments.

Mr. Velez clarified that the bill introduced in Congress would preempt state authority.

Member Levine asked whether the Transportation Authority would oppose it.

Mr. Velez confirmed that while there was no official position on the bill, the recommended position by staff at present would be to oppose.

Member Levine emphasized that state control over California municipalities was already concerning, and he warned that federal oversight of both state and local governments would create a disastrous situation.

Member Imaduddin requested clarification on Task 3, related to the peer exchange.

Mr. Velez explained that the peer exchange was still in the planning stages, focusing initially on identifying a group of cities with extensive Autonomous Vehicle (AV) testing and deployment, including San Francisco, Phoenix, and Austin. He stated that the exchange was aimed both at informing federal AV policy and at providing guidance to emerging cities anticipating AV expansion, sharing expertise and best practices from the experiences of established adopters.

Member Milford-Rosales thanked staff for initiating the effort and commented that he found the House bill highly concerning. He emphasized that San Francisco's experience could provide valuable insight to help influence federal legislation relative to other parts of the country.

Chair Siegal thanked staff for spearheading the work and wished staff success.

There was no public comment.

Member Barz moved to approve the item, seconded by Member Milford-Rosales.

The item was approved by the following vote:

Ayes: CAC Members Barz, Daniels, Imaduddin, Levine, Milford-Rosales, and Siegal (6)

Absent: CAC Members Ford, Kim, Margarita, and Ortega (4)

6. Adopt a Motion of Support to Appropriate \$97,000 in Prop L Funds, with Conditions, for Caltrain Governance 2026 Work Program and Ad Hoc Committee Support – ACTION

Jesse Koehler, Rail Program Manager, presented the item per the staff memorandum.

Member Barz requested clarification on the time-sensitive aspects and the expected outcome. She also noted that governance had been a contentious issue for many years and asked what the areas of differing views were.

Mr. Koehler said that the Caltrain Board-approved motion called for this work to advance over approximately six months, with the Ad Hoc Committee planned to meet monthly. He



emphasized that the Transportation Authority would support Director Walton as well as coordinate with City agencies to ensure San Francisco's interests were effectively represented. He characterized the Ad Hoc Committee's work as addressing the unfinished business of the 2022 Memorandum of Understanding concerning governance of Caltrain, with the aim to codify governance agreements in a consolidated set of amendments to the Joint Powers Agreement and to resolve inconsistencies. Mr. Koehler identified the managing agency function as a key area of multiple viewpoints, noting that while SamTrans has served as managing agency since Caltrain's formation, agreements in 2008 and 2022 had modified the parameters of this role. He added that future policy direction could, for example, revert to provisions from governing agreements in the 1990s or allow Caltrain to contract with one or more member agencies for certain administrative functions. He also highlighted additional considerations, including establishing Caltrain as an entity within the state pension system to ensure employee transitions from SamTrans were handled appropriately.

Member Barz recapped that the Caltrain matter was time-sensitive, with the board emphasizing that collaboration and staff support needed to begin promptly, and she compared the situation to having multiple conflicting versions of bylaws that require harmonizing.

Member Barz asked whether one of the main points of disagreement was with respect to the managing agency and determining its responsibility.

Mr. Koehler stated that one of the points of disagreement was the issue of managing agency, including the rights of the managing agency and the oversight of the board and the member agencies.

Member Barz said that the Metropolitan Transportation Commission (MTC) now had a transit network management committee and asked whether the committee was involved in the Caltrain governance discussions.

Mr. Koehler said his understanding was that the MTC committee was not directly involved in these discussions, likely because network management committee had primarily focused on regional integration and agency interfaces from a customer perspective. He added that the Caltrain discussions had been more centered on the framework of agreements governing Caltrain among the three member counties.

During public comment, Roland Lebrun noted that the issue was time-sensitive because Supervisor Walton was leaving at the end of the year, and the matter had been delayed for four years.

Member Imaduddin moved to approve the item, seconded by Vice Chair Daniels.

The item was approved by the following vote:

Ayes: CAC Members Barz, Daniels, Imaduddin, Levine, Milford-Rosales, and Siegal (6)

Absent: CAC Members Ford, Kim, Margarita, and Ortega (4)

7. SFMTA Curbside EV Charging Initiatives Update – INFORMATION

This item was called after Item 2 due to lack of quorum.

Broderick Paulo, Planner, Parking and Curb Management at SFMTA and Danny Yeung, Manager, Taxi, Access and Mobility Services at SFMTA, presented the item.



Quroum was reached at 6:40 p.m.

Member Barz asked how the SFMTA would place chargers in areas with bike lanes, transit lanes at the curb, or other fixed curb uses.

Mr. Paulo stated that safety was the SFMTA's top priority in its multimodal network. He noted that San Francisco faced high demand for curb space with competing uses, including loading zones, bus stops, parklets, vehicle storage, and transit or bikeway movement, and said that staff would coordinate with bike, transit, and paratransit teams when siting future charging stations.

Member Barz asked whether the teams within SFMTA would have identified potential conflicts from a process perspective.

Mr. Paulo confirmed that was correct and gave an example of how SFMTA could crosscheck a proposed location with the SFMTA's North Star map, included in the Biking and Rolling Plan, and if a vendor proposed a location on a street with a dedicated bike lane, SFMTA could redirect the vendor to find a nearby location that avoids conflicts with transit or bicycle infrastructure.

Member Barz asked about the draft map in the slide deck, asking for clarification on its purpose and what its future development might involve.

Mr. Yeung explained that the map was a tool designed to help SFMTA staff and potential applicants quickly identify sites that were technically infeasible, such as steep slopes or other obstacles, versus locations suitable for further evaluation. He noted that areas without obvious obstructions would allow private companies to focus on the easiest-to-implement sites rather than evaluating the entire city. Mr. Yeung stated that public outreach and confirmation of actual users would still be required, and that the tool reduced financial risk for the SFMTA while serving as a preliminary step for permit applications.

Member Barz stated that it would be helpful for CAC members to have the map clearly indicate the meaning of green, as companies were likely to focus on those areas with fewer reviews. She added that she appreciated the opportunity to provide feedback before being asked to approve the future allocation request for this work.

Chair Siegal asked about the initial site's reported 60% utilization and whether that indicated the space was occupied 60% of the time. She asked for clarification on whether vehicles were actively using the space or simply parked there without use.

Mr. Paulo clarified that vehicles must be actively charging to occupy the space, with permit holders allowed unlimited charging time and non-permit holders limited to two hours.

Chair Siegal asked how the charging system operated and whether it functioned on a monitored or honor basis for residential parking permit holders.

Mr. Paulo explained that once a vehicle was fully charged, an idling fee began, which applied only during daytime hours. He added that the fee did not apply roughly from 10 p.m. to 8 a.m., ensuring that drivers were not required to move their vehicles in the middle of the night.

Chair Siegal asked about the current landscape of electric vehicle charging and whether many parking garages in denser areas already had charging infrastructure, and whether the effort focused on locations without existing chargers, or if SFMTA-owned garages



were being used for charging at that time.

Mr. Paulo reported that SFMTA-owned lots and garages had 55 dual-port chargers generating approximately \$300,000 annually. He added that over the next three years, an additional 250 chargers would be installed in these facilities, while curbside charging would address gaps for individuals without overnight charging access.

During public comment, Edward Mason highlighted that white zones were for loading, with taxicab areas valued at \$250,000, and recommended that the SFMTA assess market rates for charging zones. He proposed modeling a revenue stream on San Jose's electric bill charges and noted that research and development costs, funded by Prop L, should ultimately be covered by users as a convenience fee. He also suggested implementing a web-based reservation system, similar to practices in other cities, to improve efficiency in curb space usage.

Roland Lebrun raised concerns about the loss of parking spaces and questioned the viability of Level 2 chargers, noting they required six to eight hours to charge a vehicle, making them suitable mainly for overnight use. He observed that current parking revenue losses could be mitigated by installing Level 3 chargers, which charged vehicles in roughly 30 minutes, and suggested the SFMTA could have leased spaces to commercial vendors such as Iona, EVgo, and Electrify America rather than directly investing in charging infrastructure. His remarks highlighted the potential of utilizing existing parking areas, including large shopping malls, for charging stations. He also noted that while charging fees could generate revenue, sales taxes reduced net returns, and he cautioned against applying additional convenience fees.

8. Geary/19th Ave Subway and Regional Connections Study Update – INFORMATION

Andrew Heidel, Principal Transportation Planner, presented the item per the staff memorandum.

Member Barz expressed strong enthusiasm for the project, highlighting its alignment with long-term planning goals. She shared that discussions with fellow residents reflected widespread support and that public outreach findings accurately captured community sentiment. She emphasized learning from prior megaprojects in the Bay Area and abroad, citing the Crossrail (Elizabeth line) project in England, and asked whether this project's planning incorporated lessons from other major initiatives outside the region.

Mr. Heidel described expanding the project review to include recently completed local initiatives, such as the Central Subway in San Francisco, as well as international examples, to inform lessons learned. He noted that while it was too early to finalize project delivery or construction methods, the early strategic planning phase was the appropriate time to consult project teams about which prior decisions were most impactful. He highlighted the value of these insights in avoiding future challenges or costs and cited the Crossrail as a successful long-term benchmark for inspiration in project planning and delivery.

Member Barz highlighted the Crossrail as an example, noting that its initial 1990s proposal had lacked political and public support, but a subsequent business case had demonstrated the project's net positive impact and had helped secure approval. She asked whether staff had applied a similar methodology in their planning.

Mr. Heidel explained that the staff, working with technical consultants and experienced staff from the SFMTA, drew on international examples, including Canada, to apply a



business case framework alongside the traditional environmental framework. He noted that the environmental framework guided decision-making while minimizing impacts, and he described efforts to integrate a business case approach to quantify benefits, noting the challenge of doing so at this study's relatively small scale. He indicated that this approach had remained under active consideration for future application.

Member Milford-Rosales expressed enthusiasm for the Transportation Authority's long-term planning and foresight. He asked whether requests for federal funding would be submitted before the end of 2028.

Mr. Heidel responded that they would not.

Chair Siegal acknowledged that public feedback on the project, including concerns about Central Subway costs, construction speed, disruptions, and displacement, aligned with what she heard in community discussions. She asked whether the final study would make recommendations to address these concerns or prioritize them once detailed planning begins.

Mr. Heidel indicated that the study would likely follow the latter approach and would not make specific recommendations but would capture concerns as part of a transparent process. He emphasized that the study would identify where decisions occur, and staff would highlight the issues that emerged as most important during outreach. He added that it would be essential to weigh these concerns as the project develops, noting that priorities such as cost, speed, and minimizing disruption may conflict, and underscoring that understanding these trade-offs is critical for ongoing community engagement and decision-making.

During public comment, Edward Mason reviewed the history of unrealized transit plans along the Geary corridor, from the 1930s O'Farrell Street proposal to the 1960 BART-to-Marín plan and the 1995 BART subsurface/light rail concept. He noted that the current study had overlooked the city's 20-year declining birth rate and emerging autonomous and shared vehicle services, which challenged assumptions about five-minute transit service. He expressed doubt that it would be realized, suggesting it might follow the pattern of prior uncompleted Geary corridor projects.

Other Items

Introduction of New Business - INFORMATION

Member Barz asked if it would be possible to agendize a presentation from BART on service decisions and the measures being implemented to address them.

There was no public comment.

9. Public Comment

During public comment, Mr. Mason described observing Muni buses bunching on multiple routes instead of maintaining even spacing, cited a MTC report showing increased San Francisco ridership, and stated he could not determine whether that trend related to conditions on the 48 line or Mission Street. He recounted recent experiences on the J line, including an outbound train delayed between 26th and 28th streets after becoming stuck in northbound automobile traffic on Church Street, and said he had seen



similar delays at times in the afternoon. He suggested these conditions may have been an unintended consequence of Slow Streets treatments on Sanchez Street creating a slow Birch Street, which he said appeared to have been affecting J line performance and contributing to periodic bunching, and concluded that such impacts reflected the realities of living in the city.

Vice Chair Daniels stated that February was Black History Month and honored Garrett Augustus Morgan (1877-1963), the inventor who patented the three-way traffic signal.

10. Adjournment

The meeting was adjourned at 8:03 p.m.



Memorandum

AGENDA ITEM 4

DATE: February 20, 2026
TO: Transportation Authority Board
FROM: Rachel Hiatt - Deputy Director for Planning
SUBJECT: 03/10/2026 Board Meeting: Adopt the District 2 Safety Study Final Report

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Adopt the District 2 Safety Study Final Report</p> <p>SUMMARY</p> <p>Former Transportation Authority Board Member Catherine Stefani requested that the Transportation Authority appropriate District 2 Neighborhood Program funds for the District 2 Safety Study to develop recommendations that would address safety challenges and barriers to access near land uses that attract vulnerable road users. The study team, consisting of Transportation Authority staff collaborating with the SFMTA, identified five study areas throughout the district with a high concentration of these land uses. Community outreach identified more specific intersection- and corridor-level locations with safety challenges and gaps in access and guided the development of safety treatments at these locations. The Study recommends near-term, quick-build improvements, including traffic calming measures, improved bike and pedestrian signage and wayfinding, and color curb changes, as well as longer term recommendations to study the intersection of Bay and Laguna streets. The near-term recommendations have a total cost of \$430,000 and are intended to be implemented with additional Neighborhood Program funds that were allocated specifically for Study recommendations. These funds are being held in reserve pending completion of this Study. The Study also includes a funding and implementation strategy for longer term recommendations.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input checked="" type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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BACKGROUND

Former Transportation Authority Board Member Catherine Stefani requested that the Transportation Authority conduct the District 2 Safety Study to address safety challenges and barriers to access near land uses that attract children, seniors, and other vulnerable road users. In March 2023, the Transportation Authority Board appropriated and allocated District 2 Neighborhood Program funds for Transportation Authority and SFMTA staff to collaboratively conduct this study and also allocated funds to SFMTA for implementation of study recommendations. The Board action put the implementation funds on reserve to be released by the Transportation Authority Board following completion of the study.

DISCUSSION

The Study began with analyzing multiple data sources (e.g., land use data, crash data, paratransit drop-off locations, etc.) to identify five study areas within District 2 that have a high concentration of locations that draw vulnerable road users. These study areas were located in the following neighborhoods: Marina, Pacific Heights, Anza Vista, Presidio Heights, and Cathedral Hill. Community outreach identified more specific intersection- and corridor-level locations with safety challenges and gaps in access and guided the development of safety treatments at these locations.

Outreach. The study included two primary rounds of outreach with a mix of online surveys and in-person pop-up events and presentations at community meetings. The first round of outreach aimed to identify specific locations where vulnerable road users experience safety and access challenges and understand preferences for types of quick-build treatments. We heard that major issues in the District were speeding, distracted driving, and lack of traffic enforcement. We used feedback to guide the development of short- and long-term recommendations at six locations across the District and shared them with the community for feedback in the second round of outreach. These comments helped refine the recommendations.

Final Recommended Safety Treatments. Based on technical analysis and findings from the first round of outreach, we developed safety treatments at six locations across the District. The locations and safety treatments are summarized in the table below. Near-term recommendations will be implemented by SFMTA following the adoption of this study, and medium- and long-term recommendations would also be led by SFMTA.



Location	Final Recommended Safety Treatment	Planning Level Cost Estimate
<p>Bay Street / Laguna Street</p>	<p><u>Near-term:</u> Pedestrian visibility improvements and improved signage to reduce right turn on red violations</p> <p><u>Long-term:</u> Study a full intersection redesign to better balance pedestrian, cyclist, and vehicle needs</p>	<p><u>Near-term:</u> \$12,000</p> <p><u>Long-term:</u> \$200,000 - \$250,000</p>
<p>Various locations near CPMC Pacific Heights and Lafayette Park</p>	<p><u>Near-term:</u> Color curb changes at Clay Street / Webster Street to better balance goods and passenger delivery needs and reduce double parking.</p> <p><u>Near-term:</u> Install traffic calming devices (e.g., speed humps, speed tables, or speed cushions) on streets adjacent to Lafayette Park.</p>	<p><u>Near-term:</u> \$60,000</p>
<p>Masonic Avenue / Geary Boulevard</p>	<p><u>Near-term: Improved wayfinding and pavement markings for cyclists. Other pedestrian safety improvements include installing a Lead Pedestrian Interval at all crossings on Geary Boulevard and adding a No Turn on Red restriction for eastbound Geary Boulevard turning onto southbound Masonic Avenue.</u></p>	<p><u>Near-term:</u> \$16,000</p>
<p>Various locations in the residential area of Anza Vista</p>	<p><u>Near-term:</u> Install traffic calming devices (e.g., speed humps, speed tables, or speed cushions) on six streets in the Anza Vista residential neighborhood to slow vehicle speeds.</p>	<p><u>Near-term:</u> \$280,000</p>



Various locations in Presidio Heights	<u>Medium-term:</u> Identify short- and long-term secure bike parking locations near major attractors (e.g., Arguello Boulevard and Claire Lilienthal Elementary School) to increase bike access.	<u>Medium-Term:</u> N/A ¹
Various locations in Cathedral Hill	<u>Near-term:</u> Install painted safety zones at up to five intersections in Cathedral Hill with a high number of recent turn-based collisions.	<u>Near-term:</u> \$60,000

Implementation Plan. The final report includes a discussion of cost estimates, potential funding sources, and next steps for implementation. Detailed design and implementation of these recommendations would be led by SFMTA. The near-term, quick-build recommendations have a total cost of \$430,000 and are intended to be funded with the \$430,000 in District 2 Neighborhood Program funds held in reserve for this purpose. Following completion of this study, SFMTA may submit a request to the Transportation Authority Board to release the funds.

The report also identifies potential funding sources for the longer-term recommendations at the Bay Street / Laguna Street intersection. These sources include but are not limited to local funding sources such as Prop L and the General Fund, and regional and state sources such as the Caltrans Sustainable Communities grants.

FINANCIAL IMPACT

The recommended action would not have an impact on the adopted Fiscal Year 2025/26 budget. Allocation of the Prop K funds on reserve for implementation of the recommendations is subject to future Board action.

CAC POSITION

The CAC considered this item at its February 25, 2026 meeting and unanimously adopted a motion of support for the staff recommendation.

¹ Cost not applicable – this recommendation will be referred to SFMTA’s Bike Parking Program, with follow up work funded through other sources.



SUPPLEMENTAL MATERIALS

- Attachment 1 - District 2 Safety Study Final Report
- Attachment 2 - Resolution



District 2 Safety Study



San Francisco County Transportation Authority
Neighborhood
program

Draft Report: February 2026

Acknowledgments

The District 2 Safety Study was funded through the San Francisco County Transportation Authority's Neighborhood Program at the request of former Commissioner Catherine Stefani. The Neighborhood Program was established to fund community-based efforts in San Francisco neighborhoods, especially in underserved neighborhoods and areas with vulnerable populations (e.g., seniors, children, and/or people with disabilities). The Neighborhood Program is made possible with San Francisco's half-cent sales tax for transportation funds.

This report was funded by the San Francisco County Transportation Authority through a grant of Prop K transportation sales tax funds



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1. Introduction

The District 2 Safety Study was completed at the request of former Transportation Authority Board Member Catherine Stefani (District 2) and funded through the San Francisco Transportation Authority's Neighborhood Program. Transportation Authority staff collaborated with the San Francisco Municipal Transportation Agency (SFMTA) on this study.

The study focused on addressing safety challenges and barriers to access to locations that attract children, seniors, and other vulnerable road users, including parks, schools, hospitals, and recreational destinations. The goal of the study was to identify short-term, quick-build improvements near these locations that could be implemented with remaining Neighborhood Transportation Program funds from Prop K. To identify areas within the District with a high concentration of these destinations, the study team analyzed land use and transportation data and conducted a first round of community engagement to understand resident travel patterns and challenges. Using this information, the team developed a toolkit for safety improvements around select land uses, aligning specific safety treatments to different types of land uses. The study team recommends quick-build safety treatments at six locations throughout the District, with input from the second round of community engagement. These treatments are summarized below:

Table 1-1. Summary of Near-Term Recommendations

STUDY AREA	LOCATION	NEAR-TERM RECOMMENDATIONS
Marina	Bay St / Laguna St	Pedestrian visibility improvements, including a blank-out "No Right Turn" sign, updated warning signs, and striping
Pacific Heights	Clay St / Webster St	Color curb changes
Pacific Heights	Washington St Laguna St	Traffic calming devices (e.g., speed hump, speed cushion, or speed table) near Lafayette Park
Anza Vista	Anzavista Ave Barcelona Ave Encanto Ave Fortuna Ave Terra Vista Ave O'Farrell St	Traffic calming devices (e.g., speed hump, speed cushion, or speed table)
Anza Vista	Masonic Ave / Geary Blvd	Pedestrian and bike wayfinding improvements, including Leading Pedestrian Intervals (LPI) and pavement markings Round concrete island nose at Masonic/Geary
Presidio Heights	Various locations	Identify bike parking locations along Arguello Blvd and near Claire Lilienthal Elementary School
Cathedral Hill	Various locations	Intersection safety (e.g., daylighting, Painted Safety Zones (PSZs))

2. Study Areas

The study team used land use and transportation data to understand the existing transportation access and safety conditions and identify areas within District 2 that have a high concentration of locations that draw vulnerable road users (i.e., children, seniors, and people with disabilities). This approach built off of the methodology behind a 2017 map produced by the San Francisco Department of Public Health which aimed to address safety for seniors and people with disabilities by visualizing priority areas where they live and travel and injury segments where pedestrian injuries to these populations are concentrated.¹

The study team identified locations that attract vulnerable road users, including schools, parks, hospitals, senior homes, libraries, and places of worship. These locations were overlaid with transportation features such as public transit routes, the local bike network, frequent paratransit pickup and drop off locations, and the High Injury Network (HIN), and Equity Priority Community (EPC) boundaries. Based on this initial map, the study team identified five clusters within District 2, with each cluster containing a combination of: 1) major destinations drawing vulnerable road users; 2) proximity to bike network and transit network connections; and 3) opportunities to support recent or planned transportation improvements for pedestrians, cyclists, and transit riders. Clusters were also selected to be spread throughout the district.

The study team conducted site visits to each of the clusters to further narrow down and identify specific study areas (shown in Figure 2-1 below). Community engagement efforts were focused on these five study areas to understand the travel patterns and safety and access challenges of residents and visitors.

WHAT ARE QUICK-BUILD IMPROVEMENTS?

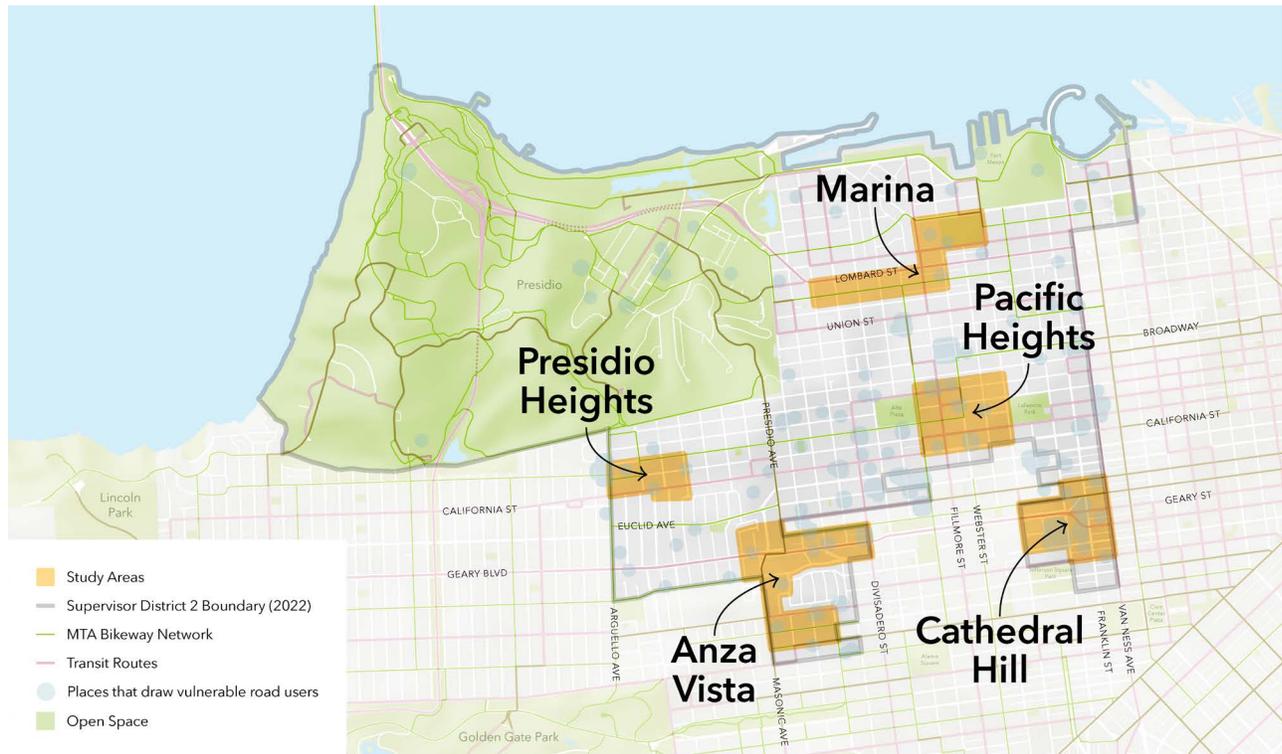
Quick-build improvements are reversible, adjustable traffic safety improvements that can be installed relatively quickly. Unlike major capital projects that may take years to plan, design, bid, and construct, quick-build projects can be completed within weeks or months. Improvements may include:

- Paint (e.g., high visibility crosswalks), traffic delineators, and street signs
- Parking and loading adjustments
- Traffic calming (e.g., asphalt speed humps)

For more information, visit the [SFMTA Vision Zero Quick-Build Program website](#).

¹ <https://sfgov.maps.arcgis.com/apps/webappviewer/index.html?id=615a17a21f6e47279b8da708665aa457>

Figure 2-1. Map of Study Areas in District 2



3. Community Engagement Round 1

To understand how District 2 residents travel around the study areas and the safety and access challenges they experience, the study team conducted community engagement in summer 2024 through both online and in-person events. Engagement included an online survey distributed through social media and newsletters, a virtual town hall with Spanish and Mandarin translation, pop up events, and presentations at community meetings. The survey was open from May to July 2024 and received 139 responses.

The survey asked respondents general questions about their priorities for safety and access in the District and types of places that most need safety and access improvements for vulnerable road users. The survey then asked respondents to provide feedback for one or more specific study areas. For each study area, respondents were asked about their general travel patterns, safety and access challenges, and preference for safety treatments. The safety treatments were drawn from the SFMTA's Vision Zero Quick-Build Toolkit, shown below.

Figure 3-1. Pedestrian refuge islands



Figure 3-2. Painted safety zones

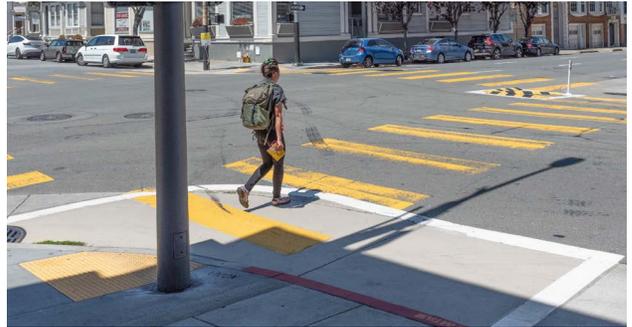


Figure 3-3. Sidewalk improvements



Sidewalk repaving

Wider sidewalks

Figure 3-4. Crosswalk improvements such as high-visibility crosswalks, increasing pedestrian crossing time, etc.



Increased pedestrian crossing time

Flashing pedestrian beacon

High-visibility crosswalks

Figure 3-5. Advanced yield or stop lines painted before crosswalks to indicate where drivers should yield or stop for pedestrians



Figure 3-6. Traffic calming measures to help slow vehicle speeds such as speed humps, hardened center lines, etc.



Speed humps

Hardened center lines

Figure 3-7. Traffic signal improvements such as left turn restrictions, no right turn on red, etc.



Left turn restrictions

No right turn on red

Figure 3-8. Changes to curb access to better match the needs of the street such as expanded passenger loading zones, short term parking, etc.



Figure 3-9. Bike improvements such as creating new bike lanes or protected bike lanes or adding bike parking



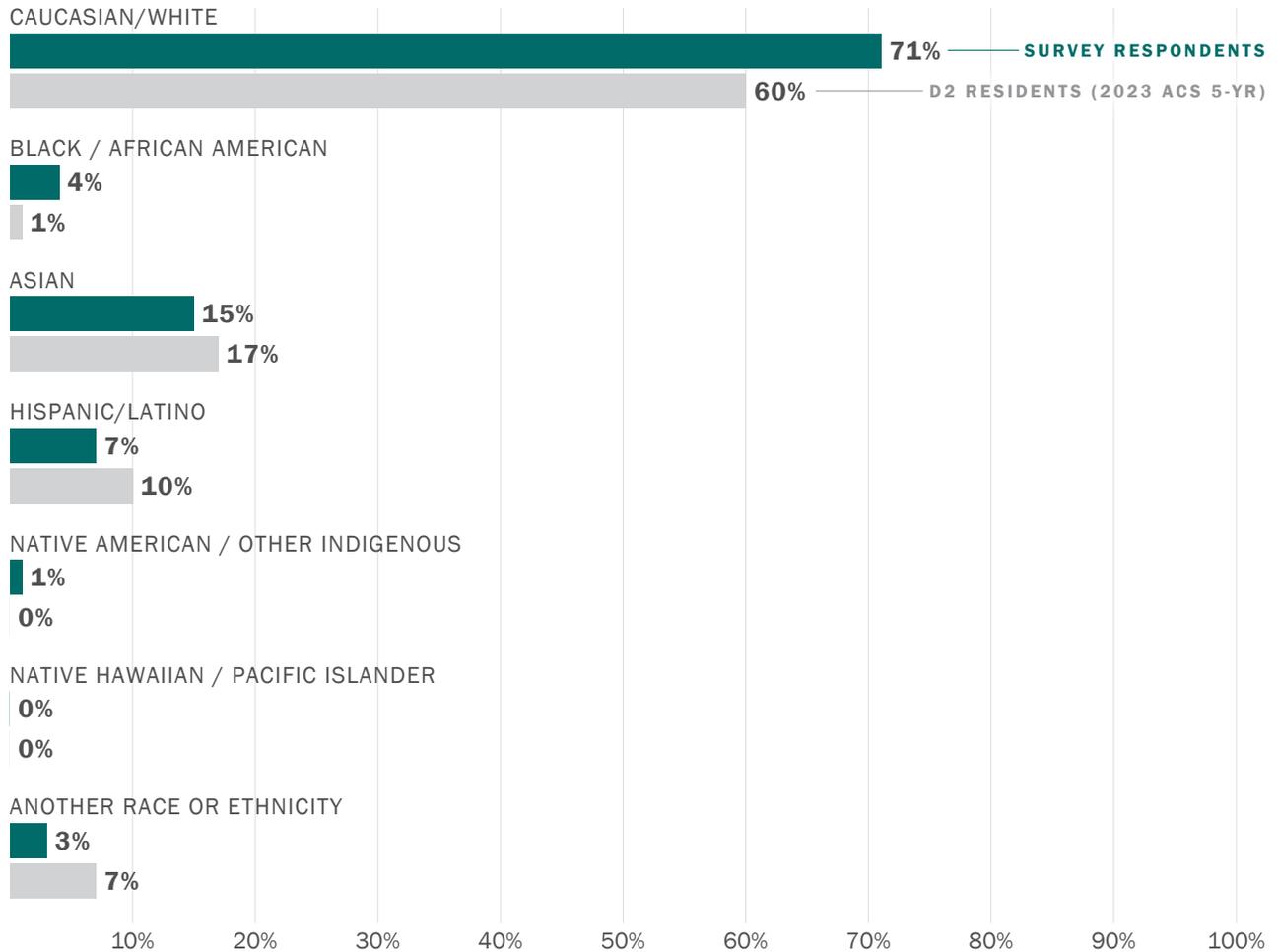
The study team held one pop up in each study area to get feedback from residents of the area or community members who travel to or within the area. Pop ups were organized near key land uses in the area. The study team held four pop up events from May to June 2024 at Marina Middle School (Marina study area), CPMC Pacific Heights (Pacific Heights study area), St. Cyprian's Episcopal Church (Anza Vista study area), and the Presidio Branch Library (near Presidio Heights study area).

3.1 SURVEY DEMOGRAPHICS

The survey received 139 responses and 138 of these responses provided home zip codes, which allowed for an approximate determination of home location of respondents in relation to district boundaries. Most respondents live in zip codes near the Marina, Pacific Heights, and Anza Vista study areas (69% of respondents), which corresponds to a higher number of survey responses providing feedback for these study areas. In comparison, fewer respondents live near the Presidio Heights and Cathedral Hill study areas (9% in each study area). There were also a small number of respondents who live outside of District 2 (less than 5%).

The study team compared the race/ethnicity, income, and age of survey respondents to the 2023 American Community Survey (ACS) Five-Year Estimates for District 2. Figure 3-10 shows a slight underrepresentation of Hispanic/Latino and Asian survey respondents and overrepresentation of Caucasian/white, Black / African American, and Native American respondents.

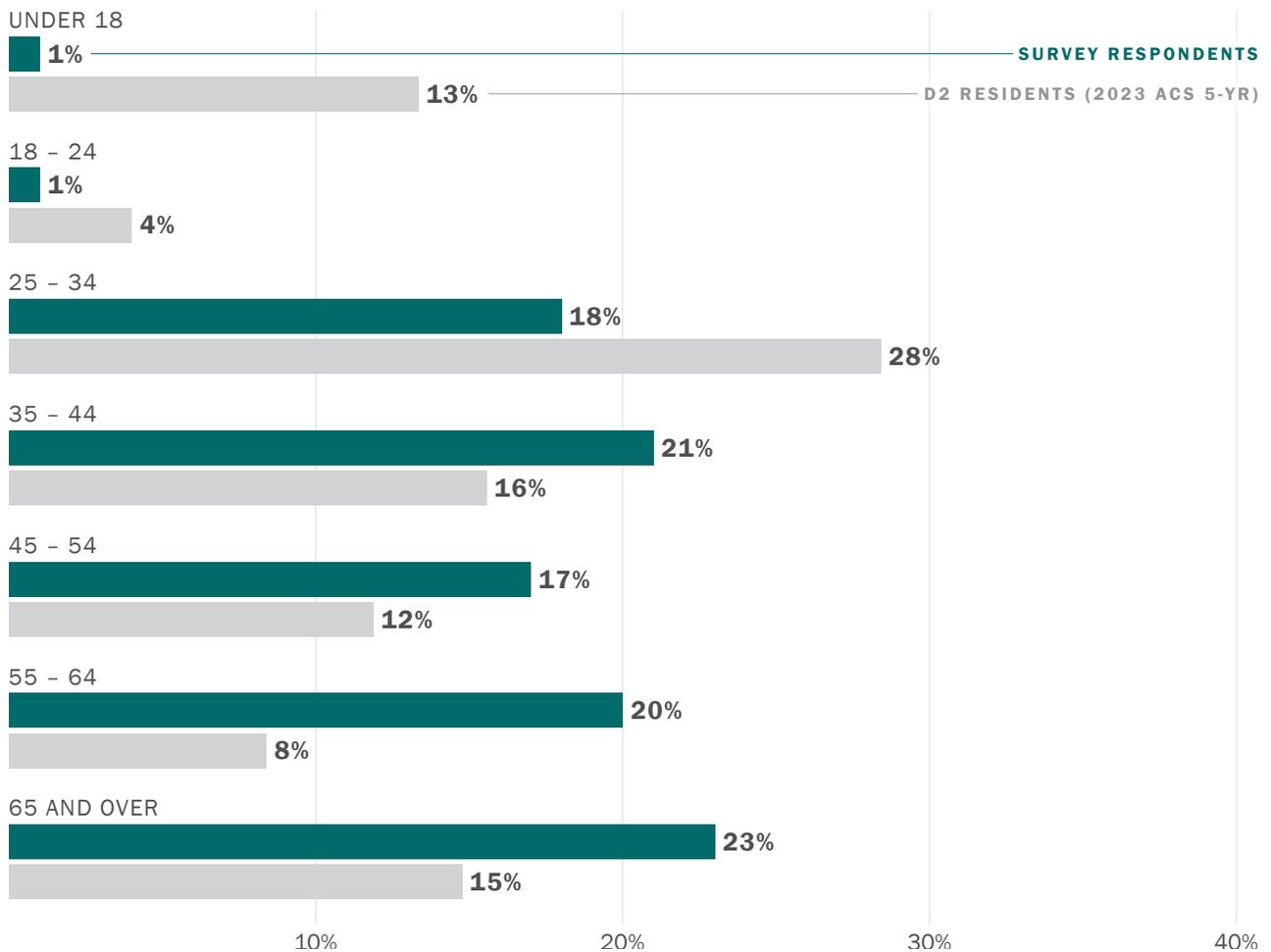
Figure 3-10. Race and ethnicity of round 1 survey respondents compared to D2 residents (n = 110)



Note: chart excludes 14% of respondents who selected "Prefer not to say"
[Download chart data \(CSV\)](#)

Figure 3-11 below shows that survey respondents were also older than D2 residents. There were also fewer survey respondents with children (30% of survey respondents compared to 41% of D2 residents from the 2023 ACS).

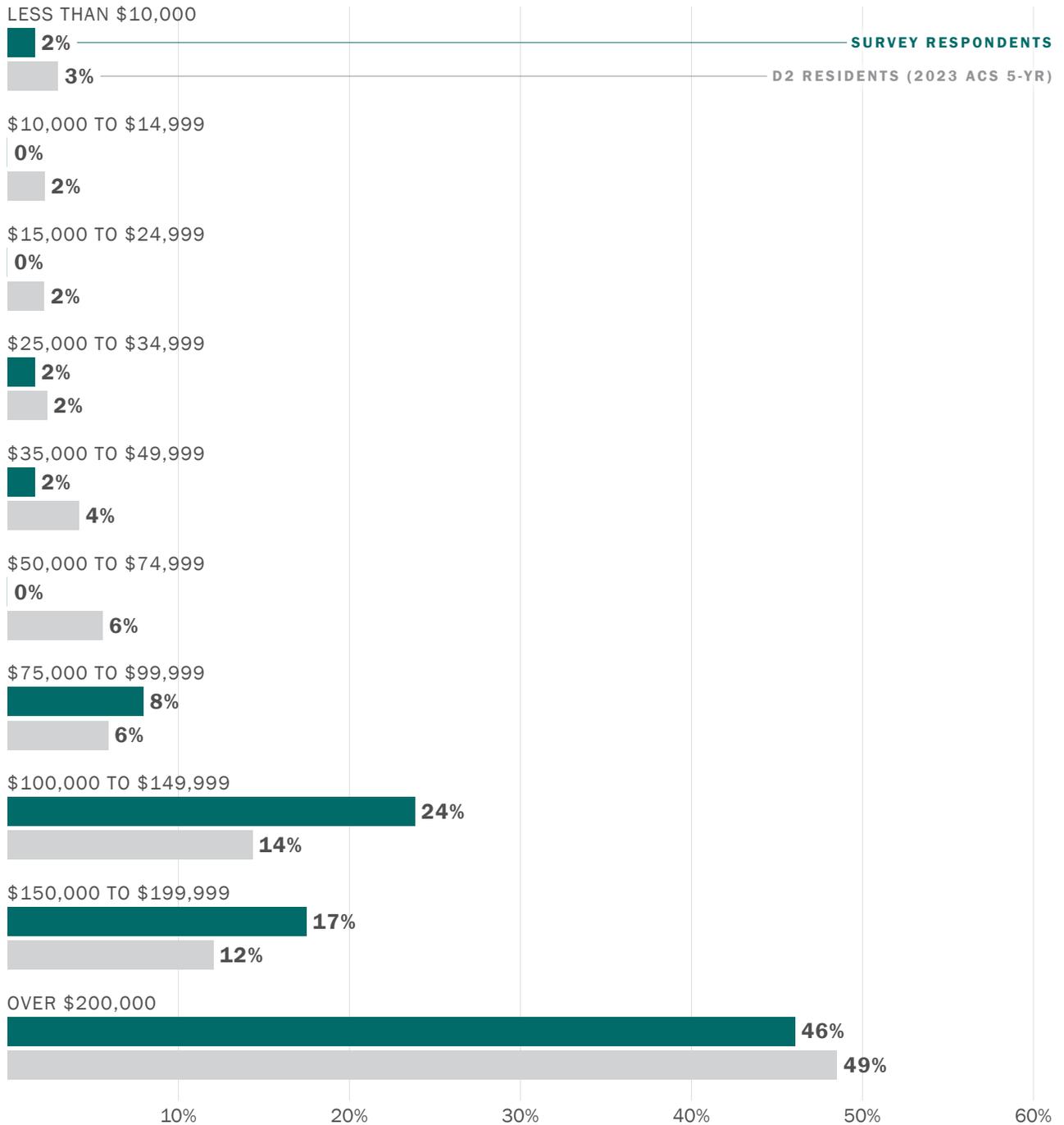
Figure 3-11. Age of round 1 survey respondents compared to D2 residents (n = 125)



Note: chart excludes 10% of respondents who selected "Prefer not to say"
[Download chart data \(CSV\)](#)

Almost half of respondents did not respond to the survey question about household income. For those who did respond, Figure 3-12 shows that households with an annual income less than \$100,000 were underrepresented compared to D2 residents.

Figure 3-12. Annual household income of round 1 survey respondents compared to D2 residents (n = 63)



Note: chart excludes 46% of respondents who selected "Prefer not to say"
[Download chart data \(CSV\)](#)

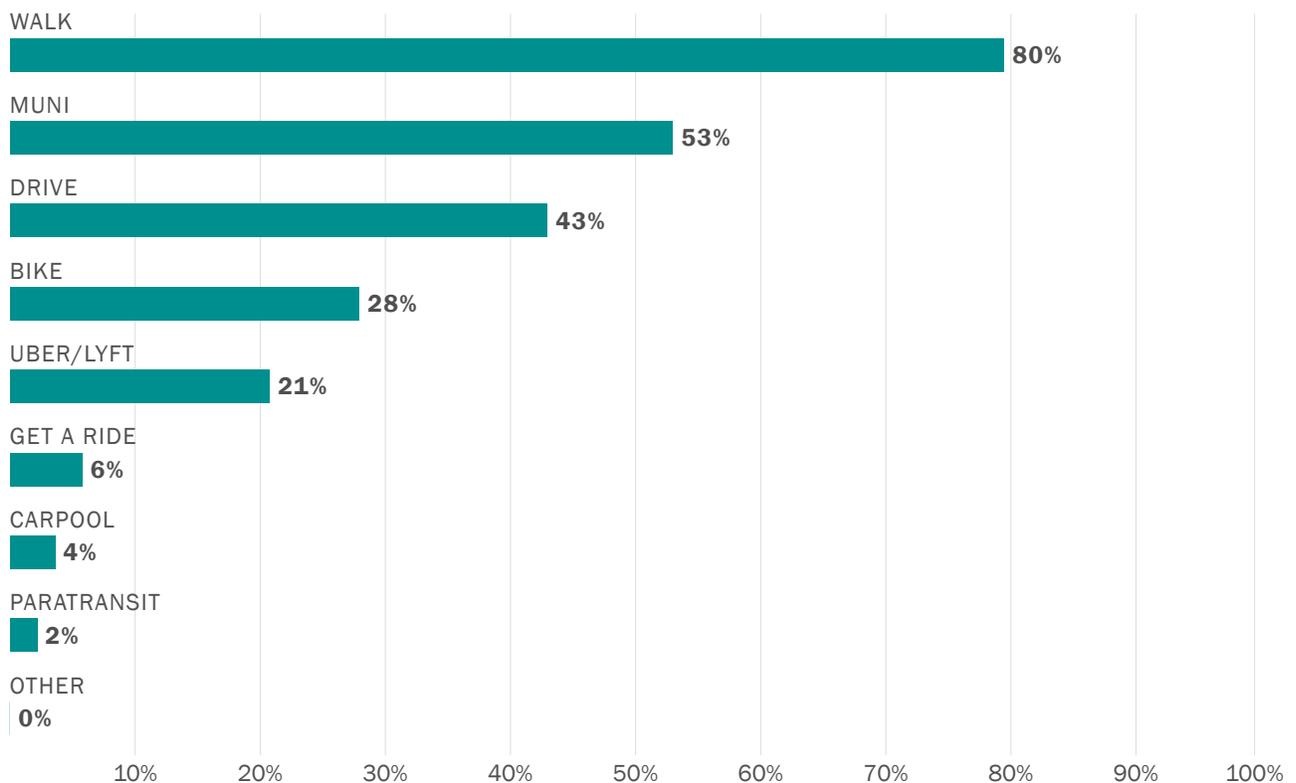
3.2 POP UP AND TOWN HALL FINDINGS

In pop up events and the virtual town hall, participants emphasized the need for more traffic enforcement. Participants stated that, as pedestrians, they noticed that many drivers are distracted and not stopping at stop signs. Speeding was also a major issue in the District and participants stated that effective treatments were needed to slow down vehicle speeds.

3.3 TRAVEL PATTERNS AND MODE SHARE

For each study area, respondents were asked to select all transportation modes they used to get around. These responses are combined across all study areas in Figure 3-13 to show how District 2 residents generally use transportation to, from, and within the study areas.

Figure 3-13. Combined responses across all study areas to the survey question “How do you usually get around this area of the District? Please select all that apply.” (n = 139)



[Download chart data \(CSV\)](#)

Active transportation mode share was high among survey respondents. Walking was the most common transportation mode, with 80% of survey respondents saying that they walk in District 2, and 28% of survey respondents bike. More than half (53%) of respondents said they use Muni and 43% drive in District 2.

To understand overall priorities for safety and access in District 2, survey respondents were asked to select up to three types of places that most need safety and access improvements for vulnerable road users. The top two responses were parks or open spaces (51% of respondents selected) and schools, daycares, and nurseries (47% of respondents selected), followed by senior centers and eldercare facilities (34%) and hospitals and other healthcare services (32%). Libraries (19%) and churches, synagogues and other places of worship (4%) were not selected by as many respondents.

The survey asked respondents to provide feedback on transportation challenges and preferences for safety treatments for as many of the study areas as they would like. Across all study areas, speeding and traffic violations (e.g., violating no right turn on red, ignoring stop signs, etc.) and lack of traffic enforcement were identified as major safety challenges. Each of the study areas also had unique safety challenges and preferences, which are summarized in the next sections. Specific locations with safety challenges were identified through open-ended comments in the survey, stickers placed on a map of the study area at pop up events, and verbal comments from attendees. These locations and challenges are summarized in a table for each study area.

3.4 MARINA STUDY AREA FEEDBACK

Figure 3-14. Map of the Marina study area



The Marina study area, shown in Figure 3-14, is located in the northern part of the district and includes Marina Middle School, the Marina Branch Library, and the Moscone park area. The study area also includes a segment of Lombard Avenue that has been identified as part of the High Injury Network by the San Francisco Department of Public Health. There are some wider streets (e.g., Bay Street, Lombard Street) that have medians for traffic calming.

Figure 3-15. Traffic calming median on Bay Street



Figure 3-16. Traffic calming median on Lombard St



In the survey, 61 respondents gave feedback for the Marina study area. Transportation Authority staff held one pop up event at Marina Middle School on May 17, 2024 during school drop-off to engage with students and parents. The top responses for key survey questions are outlined below, along with a summary of main feedback received at in-person events.

What are some of the main reasons you travel to this area?

- Social or recreational trips (82%)
- General shopping (79%)
- Grocery shopping (62%)

How do you usually get to this area?

- Walk (80%)
- Muni (49%)
- Drive (36%)

What are some of the safety and access challenges you experience in this area?

- Cars drive too fast (72%)
- Poor visibility at crosswalks (41%)
- Hard to find parking (36%)
- Poor sidewalk conditions (34%)

Other public comments mentioned the lack of traffic enforcement for double parking and drivers not stopping at stop signs. Bikes, scooters, and delivery drivers using the sidewalk was also a major concern in the Chestnut Street commercial area.

What types of safety treatments would you like to see in this area?

- Traffic calming measures (61%)
- Painted pedestrian safety zones (51%)
- Sidewalk improvements (49%)

Attendees of the pop-up event also preferred traffic signal improvements and bike improvements.

Locations with Safety and Access Challenges

Survey respondents and attendees of in-person events identified specific locations in the Marina study area that have safety and access challenges. Table 3-1 summarizes these locations, nearby land uses that attract vulnerable road users, and safety and access challenges.

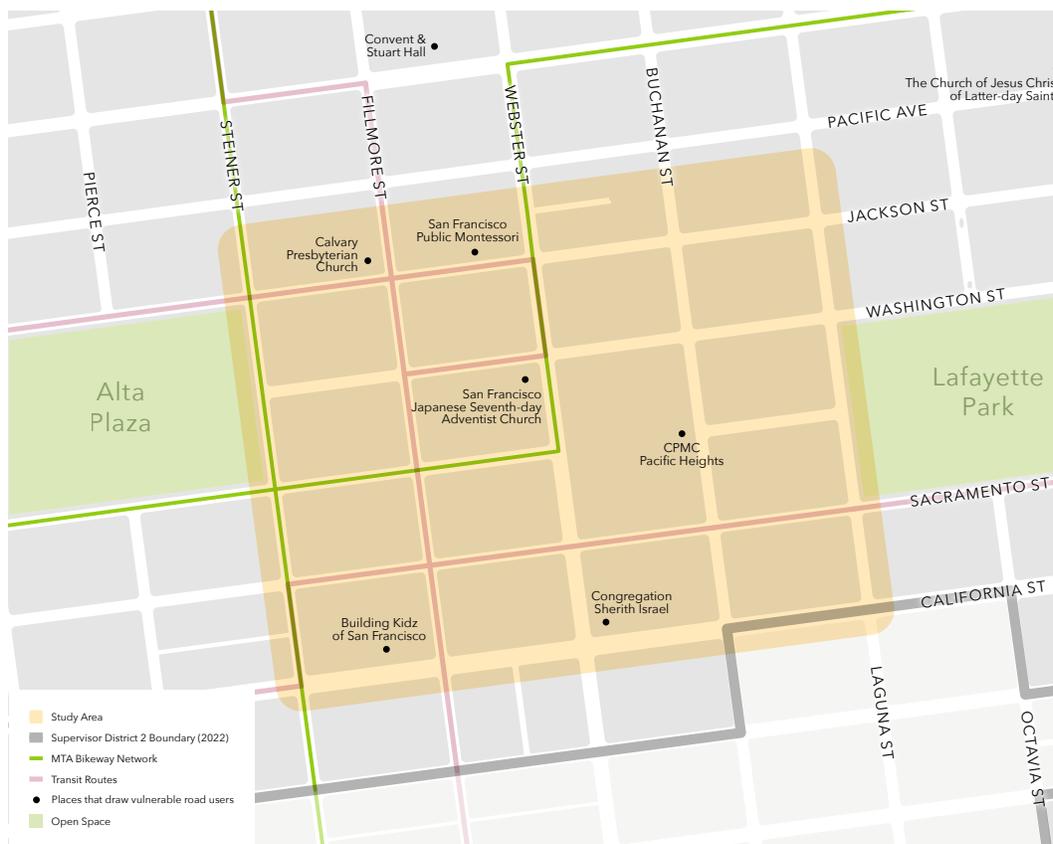
For many locations in this study area, respondents stated that poor lighting conditions and narrow sidewalks were main challenges. These are issues that cannot be addressed with the quick-build toolkit, but can be addressed through alternate funding sources in longer term work.

Table 3-1. Summary of safety and access challenges in the Marina study area

#	INTERSECTION / STREET SEGMENT	NEARBY ATTRACTORS	SAFETY AND ACCESS CHALLENGES
1	Bay St by Moscone Park	Park, school, library	<ul style="list-style-type: none"> Poor lighting conditions Narrow sidewalk
2	Laguna St / Bay St	Park, school, library	<ul style="list-style-type: none"> Confusing intersection directions and signage Drivers frequently violate “no right on red”
3	Francisco St	Park	<ul style="list-style-type: none"> High volume of cut-through traffic and high speeds
4	Fillmore St / Lombard St	School, stores, restaurants	<ul style="list-style-type: none"> Crossing time is too short Intimidating to cross Lombard because street is so wide
5	Chestnut St	Park, school, library, stores, restaurants	<ul style="list-style-type: none"> Poor sidewalk conditions Restaurant tables on sidewalk block ADA access Lack of enforcement for speeding and double parking
6	Franklin St between Union and Jackson	School, park, stores, restaurants	<ul style="list-style-type: none"> Sidewalk is narrow

3.5 PACIFIC HEIGHTS STUDY AREA FEEDBACK

Figure 3-17. Map of the Pacific Heights study area



The Pacific Heights study area, shown in Figure 3-17, contains two parks (Alta Plaza and Lafayette Park), a medical center (the CPMC Pacific Heights campus), and a number of schools, daycares, and places of worship. The study area is fairly hilly, and both Alta Plaza and the CPMC Pacific Heights campus are located at the top of streets with a steep grade. A portion of Clay Street south of Alta Plaza is part of the SFMTA Slow Streets Program¹, which aims to expand the active transportation network through low vehicle volume and speed streets that are safe and comfortable for biking, walking, and rolling.

Figure 3-18. Slow Street on Clay



Figure 3-19. Pedestrian crossing Webster Street to get to CPMC medical facility



In the survey, 45 respondents gave feedback for the Pacific Heights study area. Transportation Authority staff also held one pop up event outside of the CPMC Pacific Heights campus on June 27, 2024 to engage with CPMC patients, workers, and community members. The top responses for key survey questions are outlined below, along with a summary of main feedback received at in-person events.

What are some of the main reasons you travel to this area?

- Social, recreational, and general shopping (82%)
- Healthcare (56%)
- Grocery shopping (49%)

¹ <https://www.sfmta.com/projects/slow-streets-program>

How do you usually get to this area?

- Walk (82%)
- Muni (53%)
- Drive (38%)

What are some of the safety and access challenges you experience in this area?

- Cars drive too fast (62%)
- Poor visibility at crosswalks (47%)
- Poor sidewalk conditions (38%)

Other comments mentioned dangerous driver behavior and lack of traffic enforcement as major issues. Comments also mentioned a lack of safe bike infrastructure in the study area. With about a quarter of survey respondents in Pacific Heights saying that they bike in the area, these comments highlight the demand for improvements to existing bike infrastructure in Pacific Heights.

What types of safety treatments would you like to see in this area?

- Traffic calming measures (64%)
- Crosswalk improvements (64%)
- Sidewalk improvements (60%)

Locations with Safety and Access Challenges

During the outreach process, survey respondents and attendees of in-person events identified specific locations in the Pacific Heights study area that have safety and access challenges. Table 3-2 summarizes the locations, nearby land uses that attract vulnerable road users, and the safety and access challenges that residents or visitors experience at these locations.

Table 3-2. Summary of safety and access challenges in the Pacific Heights study area

#	INTERSECTION / STREET SEGMENT	NEARBY ATTRACTORS	SAFETY AND ACCESS CHALLENGES
1	Pacific Ave / Laguna St	Place of worship	<ul style="list-style-type: none"> • 4-way stop on a steep hill, visibility challenge for drivers
2	Sacramento St / Buchanan St	Medical center	<ul style="list-style-type: none"> • Lack of bus shelter for westbound 1 California
3	Fillmore St	Schools, places of worship, shopping and restaurants	<ul style="list-style-type: none"> • Pedestrian visibility • Buses get stuck in car traffic
4	Clay St	Parks, medical center	<ul style="list-style-type: none"> • Cyclists feel unsafe and unprotected from car traffic
5	Clay St / Webster St	Medical center, place of worship	<ul style="list-style-type: none"> • Vehicle speeding • Congested pedestrian intersection with no traffic signal • Insufficient room to unload patients outside of CPMC Pacific Heights
6	Washington St between Buchanan St and Laguna St	Parks, medical center	<ul style="list-style-type: none"> • Vehicle speeding

3.6 PRESIDIO HEIGHTS STUDY AREA FEEDBACK

Figure 3-20. Map of the Presidio Heights study area



The Presidio Heights study area contains two elementary schools, a pediatric urgent care facility, and a Sutter Health CPMC location. The CPMC campus is now closed and will be developed into housing. The proposed development will include nearly 500 residential units, as well as additional units for assisted living and memory care.¹ A portion of Clay Street on the eastern side of the study area is part of the SFMTA Slow Streets Program. This study area has some traffic calming measures, such as concrete bollards to enforce daylighting at certain corners.

Figure 3-21. Caption: Daylighting at Clay and Spruce



Twenty-seven survey respondents gave feedback for the Presidio Heights study area. Transportation Authority staff held a pop up event at the Presidio Branch Library on May 30, 2024, a few blocks east of the study area, to engage with residents and visitors in the neighborhood. The top responses for key survey questions are outlined below, along with a summary of main feedback received at in-person events.

What are some of the main reasons you travel to this area?

- General shopping (74%)
- Grocery shopping (70%)
- Social or recreational trips (67%)

How do you usually get to this area?

- Walk (70%)
- Drive (52%)
- Muni (41%)
- Bike (41%)

Compared to other study areas, Presidio Heights had a higher driving and bike mode share.

What are some of the safety and access challenges you experience in this area?

- Cars drive too fast (67%)
- Poor visibility at crosswalks (37%)

¹ https://media.api.sf.gov/documents/2025-0000036_3700_California_Street_Project.pdf

- Hard to find parking (22%)
- Hard to find bike parking (22%)

Similar to other study areas, many survey comments mentioned dangerous and aggressive driver behavior and lack of traffic enforcement (e.g., running red lights or stop signs, speeding) as major issues.

What types of safety treatments would you like to see in this area?

- Traffic calming measures (64%)
- Crosswalk improvements (64%)
- Sidewalk improvements (60%)

Locations with Safety and Access Challenges

During the outreach process, survey respondents and attendees of in-person events identified specific locations in Presidio Heights that have safety and access challenges. Table 3-3 summarizes the locations, nearby land uses that attract vulnerable road users, and the safety and access challenges that residents or visitors experience at these locations.

Other responses in the survey mentioned that sidewalks on Baker Street (east of the study area) have uneven pavement, resulting in many seniors tripping. Respondents also stated that crossing times near schools were too short for pedestrians traveling with strollers and bags.

Table 3-3. Summary of safety and access challenges in the Presidio Heights study area

#	INTERSECTION / STREET SEGMENT	NEARBY ATTRACTORS	SAFETY AND ACCESS CHALLENGES
1	California St	Medical center	Speeding
2	Arguello Blvd	Place of worship, schools	Lack of safer biking facilities
3	Arguello Blvd / Cornwall St	Schools, medical center	Lots of families with children cross Arguello where there is no crosswalk Cars speed from Arguello onto Cornwall

3.7 ANZA VISTA STUDY AREA FEEDBACK

Figure 3-22. Map of the Anza Vista study area



The Anza Vista study area contains the Kaiser Permanente San Francisco Medical Center, Sagebrook Senior Living, San Francisco Day School, and a number of places of worship. There are two designated Slow Streets in the southern half of the study area (Golden Gate Avenue and Lyon Street). The eastern edge of the study area overlaps with EPCs in Japantown and Western Addition.

Figure 3-23. Slow Street and roundabout on Lyon St



Figure 3-24. Pedestrian crossing street near Kaiser Permanente medical facility



The Anza Vista study area received 40 survey responses. Transportation Authority staff held a pop up event at St. Cyprian's Episcopal Church on Saturday, June 22, 2024 to engage with residents and visitors in the neighborhood. The top responses for key survey questions are outlined below, along with a summary of main feedback received at in-person events.

What are some of the main reasons you travel to this area?

- Grocery shopping (83%)
- General shopping (68%)
- Social or recreational trips (50%)

Grocery shopping was the top trip purpose in this area. There are two large grocery stores (Trader Joe's and Lucky), and a Target in the study area.

How do you usually get to this area?

- Walk (73%)
- Drive (50%)
- Muni (40%)

Compared to other study areas, Anza Vista had a higher driving mode share. Although biking was not in the top three modes used, the mode share was still higher relative to other study areas (33% of respondents bike in this area).

What are some of the safety and access challenges you experience in this area?

- Cars drive too fast (73%)
- Poor visibility at crosswalks (43%)
- Poor sidewalk conditions (30%)

Other survey comments mentioned aggressive drivers and challenges for cyclists (e.g., insufficient bike infrastructure, feeling unsafe while biking).

What types of safety treatments would you like to see in this area?

- Traffic calming measures (64%)
- Crosswalk improvements (64%)
- Sidewalk improvements (60%)

Locations with Safety and Access Challenges

During the outreach process, survey respondents and attendees of in-person events identified specific locations in Anza Vista that have safety and access challenges. Table 3-4 summarizes the locations, nearby land uses that attract vulnerable road users, and the safety and access challenges that residents or visitors experience at these locations.

Most of the comment responses in the survey referred to the area near the intersection of Masonic Ave and Geary Blvd. Although location #7 (the residential area of Anza Vista) was not in the original study area, the location received multiple survey comments regarding speeding and pedestrian safety issues. For this reason, the study team decided to include the location in the list of potential places to receive safety treatments.

Table 3-4. Summary of safety and access challenges in the Anza Vista study area

#	INTERSECTION / STREET SEGMENT	NEARBY ATTRACTORS	SAFETY AND ACCESS CHALLENGES
1	Masonic Ave / Euclid Ave	Grocery store	Crossing Euclid is scary as a pedestrian Bike access to Trader Joe's disappears at this intersection
2	Geary Blvd between Masonic Ave and Presidio Ave	Medical center, shopping	Biking on this section of the network is scary
3	Masonic Ave / Geary Blvd	Medical center, shopping	Intersection is confusing for cars, pedestrians, and cyclists
4	Masonic Ave / Anza St	Schools, shopping	Aggressive drivers Cyclists feel unsafe turning from Anza to Masonic
5	Masonic Ave	Schools, places of worship	Cyclists feel unsafe with the existing bike lane design
6	Turk St	Places of worship	Cars drive too fast
7	Residential area of Anza Vista	Medical center, places of worship, shopping	Traffic speeds are too high

3.8 CATHEDRAL HILL STUDY AREA FEEDBACK

Figure 3-25. Map of the Cathedral Hill study area



The Cathedral Hill study area contains the CPMC Van Ness campus, some large places of worship, including the Cathedral of Saint Mary of the Assumption, a preschool and a Montessori school. This study area overlaps with EPCs in Japantown and Western Addition.

Twenty respondents gave feedback for the Cathedral Hill study area. The top responses for key survey questions are outlined below.

What are some of the main reasons you travel to this area?

- General shopping (50%)
- Social or recreational trips (45%)
- Grocery shopping (40%)

Figure 3-26. Large pedestrian crossing in Cathedral Hill



How do you usually get to this area?

- Muni (60%)
- Bike (60%)
- Walk (50%)

Cathedral Hill had the highest bike mode share of all the study areas. This is also the only study area where driving was not one of the top three modes used.

What are some of the safety and access challenges you experience in this area?

- Cars drive too fast (70%)
- Hard to find bike parking (45%)
- Poor sidewalk conditions (40%)

Other survey comments mentioned aggressive drivers and lack of bike infrastructure.

What types of safety treatments would you like to see in this area?

- Bike improvements (70%)
- Traffic calming measures (65%)
- Crosswalk improvements (55%)

Locations with Safety and Access Challenges

During the outreach process, survey respondents identified specific locations in Cathedral Hill that have safety and access challenges. Table 3-5 summarizes the locations, nearby land uses that attract vulnerable road users, and the safety and access challenges that residents or visitors experience at these locations.

Compared to other study areas, Cathedral Hill did not receive as many survey responses and there were fewer specific locations identified that needed safety treatments. One of the safety challenges, the narrow sidewalk on Franklin Street, cannot be addressed using the quick-build toolkit.

Table 3-5. Summary of safety and access challenges in the Cathedral Hill study area

#	INTERSECTION / STREET SEGMENT	NEARBY ATTRACTORS	SAFETY AND ACCESS CHALLENGES
1	Geary Blvd / Laguna St	Place of worship, senior living, restaurants, shopping	Cars violate no right on red rule
2	Franklin between Post and Sutter	Preschool, healthcare, place of worship	Sidewalk is narrow
3	Cleary Court	Place of worship, schools	Cut-through traffic is very dangerous Regular sideshows and unsafe speeding at Cleary and Geary

4. Proposed Safety Treatments and Locations

The study team used the safety and access challenges identified in the survey combined with feedback on preferred treatment types to make a proposal for locations that most need safety and access improvements for further detailed design and implementation. The study team developed a set of proposed quick-build treatments that could be implemented in the near-term with the budget of \$430,000 in remaining NTP capital funds. For some locations, the study team also identified a pipeline of additional improvements and community ideas for other projects that could be implemented in the future with more funding.

The study team was also interested in whether there was any relationship between types of land uses (e.g., parks, schools, medical centers, etc.) and respondents' preference for safety treatments, across the district as a whole. In general, there was no correlation since respondents' preferred treatments were similar throughout the district. For example, speeding was a major issue raised by respondents in every study area and traffic calming measures such as speed humps were the most popular safety treatment to address speeding.

However, the study team did find some interesting patterns that could be explored in other districts in San Francisco:

- The **type of existing transportation infrastructure around the land use** had an impact on the preferred safety treatment. For example, the Pacific Heights and Anza Vista study areas have more existing bike infrastructure so many survey comments were related to bike improvements.

- The **modes that people use to access land uses** also had an impact on preferred safety treatment. For example, medical centers have more pick up/drop off and driving trips. The preferred treatments were traffic calming and traffic signal improvements. Meanwhile, schools and parks have more pedestrian and cyclist trips, so preferred treatments were traffic calming, sidewalk and crosswalk improvements, and bike improvements.

The project team selected priority locations for safety and access improvements based community interest and feedback, feasibility of addressing challenges with the quick-build toolkit, and the safety priorities identified by survey respondents. These proposals are summarized in Table 4-1 below. Near-term treatments will be implemented as a next phase of this project. Medium- and long-term treatments are not in the quick-build toolkit and will require additional study and funding.

Table 4-1. Summary of proposed safety treatments

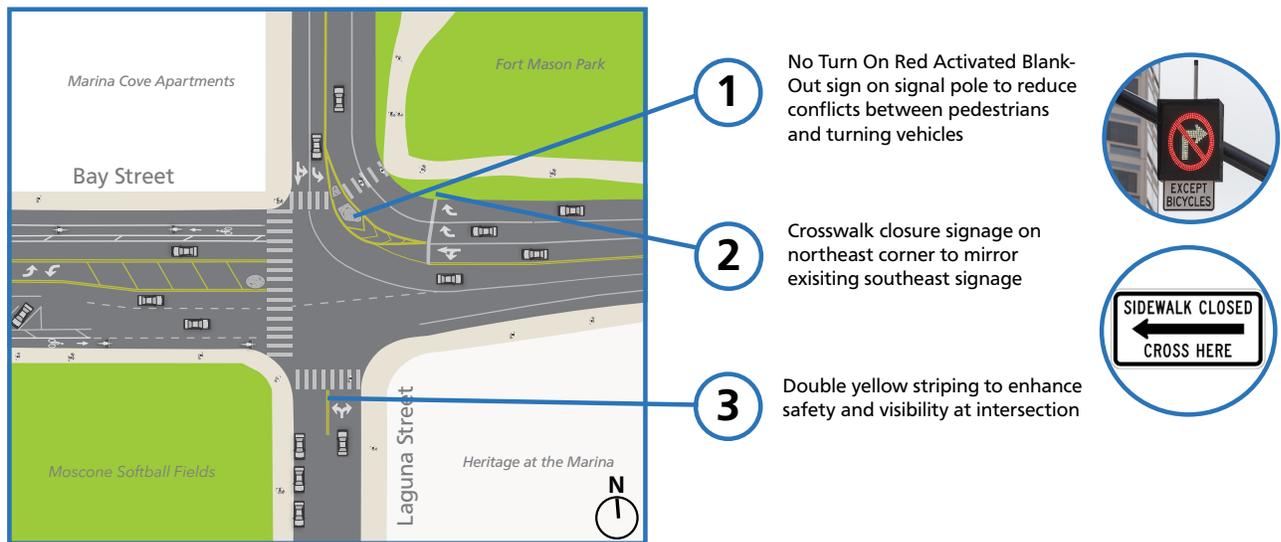
STUDY AREA	INTERSECTION	PROPOSED TREATMENTS
Marina	Bay St / Laguna St	<p>Near-term:</p> <ul style="list-style-type: none"> • Install a blank-out “No Right Turn on Red” sign on the north side of the intersection to limit right turn violations • Stripe the northbound Laguna double yellow centerline to formalize the lanes and help with turning movements onto Laguna • Install crosswalk closure sign at SE corner of intersection to clarify the existing prohibited crossing at the NE corner of Bay/Laguna (see next bullet for Long-Term proposal to upgrade this location to a complete intersection)
		<p>Medium- to Long-term:</p> <ul style="list-style-type: none"> • Bike and pedestrian improvements, including a bike ramp to provide an alternate route to the bike path in Fort Mason, extending the eastbound bike lane buffer, and reconstructing the median island on Laguna to widen the crosswalk. • Median island reconstruction on Bay Street and realign eastbound traffic on Bay Street. • Study reconfiguring the intersection to allow all/pedestrian movements for a complete intersection. Subsequent capital project design could include curb ramps, new crosswalks, lane allocation or realignment, and bulb-outs, etc., to improve pedestrian visibility and safety.
Pacific Heights	Clay St / Webster St	<p>Near-term:</p> <ul style="list-style-type: none"> • Install traffic calming devices (e.g., speed humps, speed tables, or speed cushions) on Webster Street from Washington Street to Sacramento Street to reduce vehicle speeds.
	Washington St	<ul style="list-style-type: none"> • Install traffic calming devices (e.g., speed humps, speed tables, or speed cushions) on Washington Street from Buchanan Street to Laguna Street to reduce vehicle speeds • Implement color curb changes at Clay/Webster to better balance goods and passenger delivery needs and reduce double parking.

STUDY AREA	INTERSECTION	PROPOSED TREATMENTS
Anza Vista	Masonic Ave / Geary Blvd Masonic Ave / Anza St	<p>Near-term:</p> <ul style="list-style-type: none"> Round the concrete island nose at Masonic/Geary to make it easier for cyclists to enter the southbound bike lane on Masonic Ave. Pavement markings and new signage to improve bike wayfinding from WB Geary to SB Masonic Add a bike box for cyclists turning from northbound Masonic Avenue to westbound Anza Street No Right Turn on Red for eastbound Geary onto southbound Masonic Lead Pedestrian Interval at all crossings on Geary Blvd
Anza Vista	Residential area of Anza Vista	<p>Near-term:</p> <ul style="list-style-type: none"> Install traffic calming devices (e.g., speed humps, speed tables, or speed cushions) on Anzavista Avenue, Barcelona Avenue, Encanto Avenue, Fortuna Avenue, Terra Vista Avenue, and O'Farrell Street to slow vehicle speeds
Presidio Heights	TBD locations	<p>Medium-term:</p> <ul style="list-style-type: none"> Identify short- and long-term secure bike parking locations near major attractors (parks, schools, etc.) to increase bike access
Cathedral Hill	Post St / Laguna St Post St / Franklin St O'Farrell St / Franklin St Eddy St / Franklin St Sutter St / Gough St	<p>Near-term:</p> <ul style="list-style-type: none"> Install painted safety zones at up to 5 intersections in Cathedral Hill with a high number of recent turn-based collisions

While the residential area of Anza Vista was not in one of the original five study areas, there were many survey comments about speeding being a major issue in this neighborhood, so this location was added to the list of proposed locations and treatments.

4.1 MARINA: PEDESTRIAN VISIBILITY IMPROVEMENTS AT LAGUNA STREET/BAY STREET

Figure 4-1. Quick-build proposals at Laguna Street / Bay Street

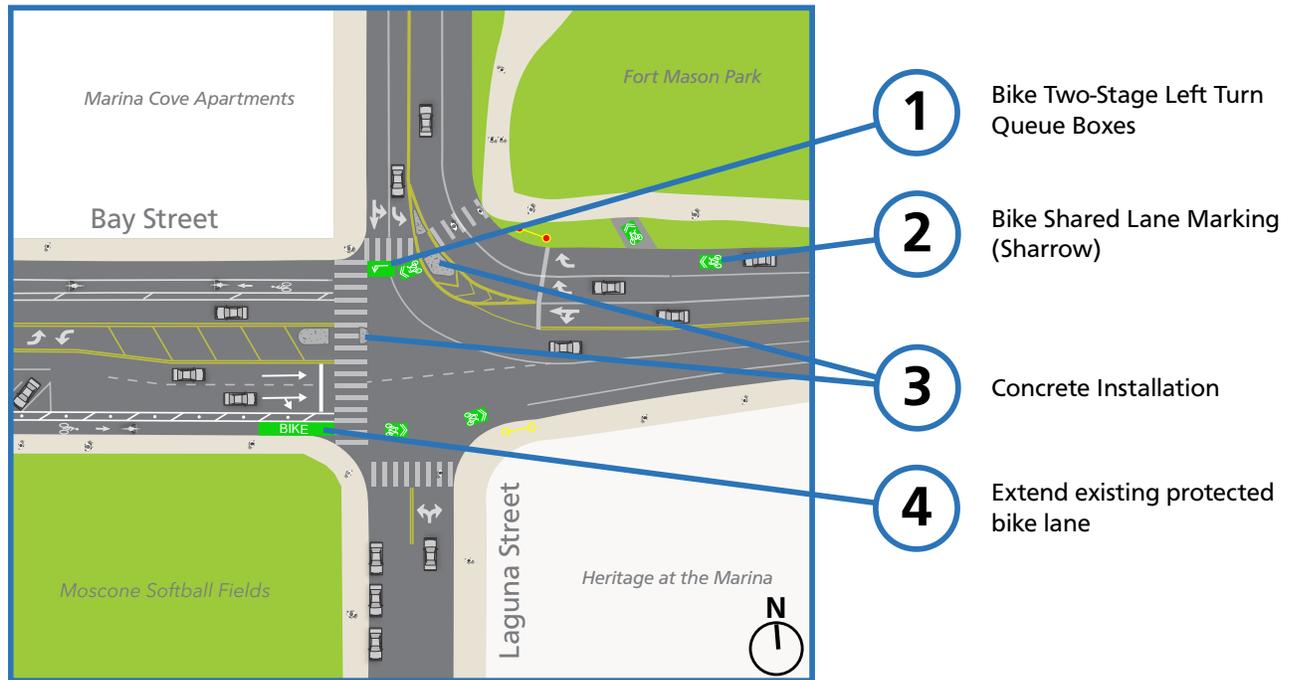


The Laguna Street/Bay Street intersection in the Marina study area provides access to Marina Middle School and Moscone Park. The main safety challenge identified through community engagement was that drivers frequently violate the “no right on red” sign turning from westbound Bay Street to northbound Laguna Street. This affects pedestrians crossing Laguna Street on the north side of the intersection.

The study team’s near-term proposals for the Laguna Street/Bay Street intersection build on SFMTA’s ongoing Vision Zero program improvements to the High-Injury Network and other nearby projects. Elsewhere in the Marina neighborhood, there are seven intersections on the high-injury network that are receiving improvements as part of SFMTA’s Vision Zero Quick-Build Toolkit program. This includes six intersections along Greenwich Street from Broderick Street to Fillmore Street, and at the intersection of Broderick Street and Lombard Street. In October 2024, SFMTA activated a new pedestrian signal head at Bay Street and Laguna Street and added Lead Pedestrian Intervals at signals on Bay Street from Laguna Street to Stockton Street as part of the [Vision Zero Signal Retiming Project](#). There is also a bulb-out planned at the southeast corner of the intersection as part of a redevelopment project.

The study team’s near-term proposal is to increase the visibility of pedestrians and cyclists at this crossing. A blank out LED “No Right Turn” sign is recommended to increase compliance with the no right on red restriction for drivers turning from westbound Bay Street onto northbound Laguna Street. Blank out signs use LEDs to make signs more noticeable to drivers and are more visible in any light or weather conditions. Other near-term recommendations include adding pedestrian warning signs, adding crosswalk closure signage on the southeast corner to clarify the existing prohibited crosswalk at the northeast corner of the intersection, and double yellow striping on the south side of the intersection to help with turning movements onto Laguna Street.

Figure 4-2. Potential long-term treatments for the Bay Street / Laguna Street intersection



The study team identified several potential long-term cyclist and pedestrian improvements. Through video observations, the study team found that cyclists were traveling on westbound Bay Street, where there is no bike path, and parallel to an existing bike path in Fort Mason Park. A potential long-term improvement could add sharrow markings on Bay Street to increase cyclist visibility and add a mid-block bike ramp connecting Bay Street to the existing bike path in Fort Mason. This can help cyclists more easily access the existing bike path. Another potential long-term improvement is reconstructing the median island on the crosswalk on the north side of Laguna Street with a wider opening, aligned with the width of the crosswalk, which could allow cyclists to more easily use the crosswalk to connect between the Fort Mason bike path and the bike lane on the west side of the intersection.

The study team also observed that the existing protected eastbound bike lane on Bay Street could be extended until the intersection to reduce conflicts between cyclists and vehicles turning right from Bay Street onto Laguna Street. This recommendation could be combined with reconstructing the median island and realigning the eastbound Bay Street traffic lanes to provide more space for the bike lane and for turning vehicles.

In the long-term, the study team recommends studying a full intersection redesign with SFMTA which could include reallocating or realigning travel lanes, bikeway and signal upgrades, new crosswalks, and pedestrian refuge islands. Nearby segments of Bay Street (from Octavia to the Embarcadero) are on the Vision Zero High Injury

Network. Laguna Street from Bay Street to Francisco Street is included in the North Star Network of SFMTA's Biking and Rolling Plan, with the recommendation to upgrade the existing facility to a fully traffic calmed, shared street. The intersection study can be coordinated with a parallel effort evaluating the feasibility of a new bikeway through Fort Mason to improve access and safety. This bikeway concept is part of a broader National Park Service-led study. The proposed alignment would connect cyclists between the Bay/Laguna intersection and the Bay/Van Ness intersection. The long-term Bay/Laguna intersection study could incorporate design measures to improve bicycle movements through the intersection and strengthen connections to the proposed Fort Mason bikeway.

4.2 PACIFIC HEIGHTS: TRAFFIC CALMING

Two locations in the Pacific Heights study area were identified as locations with high traffic speeds: the Clay Street/Webster Street intersection, which provides access to the CPMC Pacific Heights campus, and the segment of Washington Street west of Lafayette Park. Community members also noted pedestrian conflicts for those crossing Webster Street to get from the parking garage to the medical center. Site observations by the study team showed that double parking contributed to pedestrian visibility challenges. SFMTA has implemented recent improvements at this intersection, including repainting crosswalks and new concrete bulb-outs.

The study team's near-term recommendation is to install traffic calming devices on Webster Street from Sacramento Street to Washington Street, and on Washington Street from Buchanan Street to Laguna Street. To address double parking issues, the SFMTA will study and implement color curb changes to better balance space for goods and passenger loading near the Clay/Webster intersection.

Figure 4-3. Potential traffic calming devices:



* The exact type and number of traffic calming devices will be determined in the detailed design phase.

Figure 4-4. Quick-build proposals in Pacific Heights

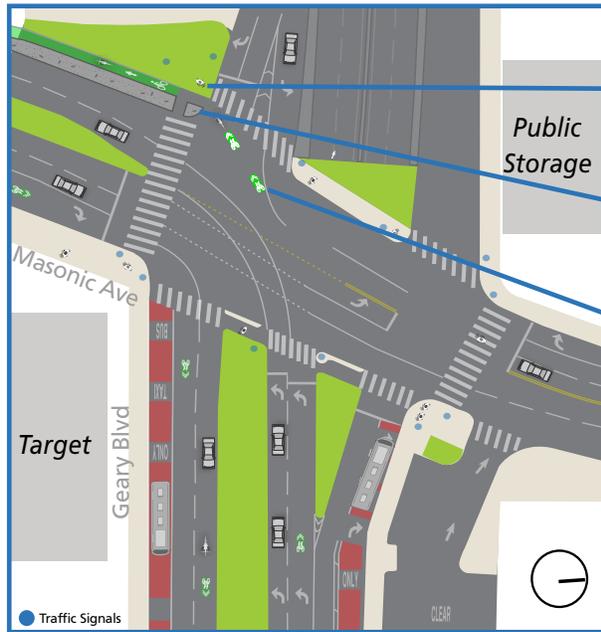


4.3 ANZA VISTA: PEDESTRIAN AND CYCLIST SAFETY AT MASONIC AVE/GEARY BLVD

Masonic Ave/Geary Blvd is a major intersection with a mixture of car, pedestrian, and cyclist traffic, in addition to the 38, 38R, and 43 Muni lines. Nearby attractions include grocery stores (Trader Joe's and Target), the Kaiser Permanente San Francisco campus, and the University of San Francisco campus. The study team heard feedback about pedestrian and cyclist visibility challenges and cyclist wayfinding challenges near this intersection. In particular, cyclists had difficulty navigating to the bike lane entrance on Masonic Ave on the south side of the intersection, and completing the left turn from Masonic Ave onto Anza St.

Near-term recommendations include: 1) No Turn on Red signage to reduce conflicts between pedestrians and turning vehicles; 2) rounding the concrete island nose at Geary Blvd to improve visibility and access to the Masonic bikeway; 3) additional pavement markings on Geary Blvd to enhance visibility for people who bike and roll; 4) a bike box at Masonic/O'Farrell for those traveling westbound onto Anza; and 5) Lead Pedestrian Intervals at all remaining crosswalks to enhance pedestrian visibility.

Figure 4-5. Quick-build proposals at Geary/Masonic



- 1 No Turn On Red signage to reduce conflicts between pedestrians and turning vehicles
- 2 Rounding the island at Geary to improve visibility and access to the Masonic bikeway
- 3 Pavement markings at Geary to enhance visibility for people who bike and roll
- 4 Lead Pedestrian Intervals at all remaining crosswalks to enhance pedestrian visibility



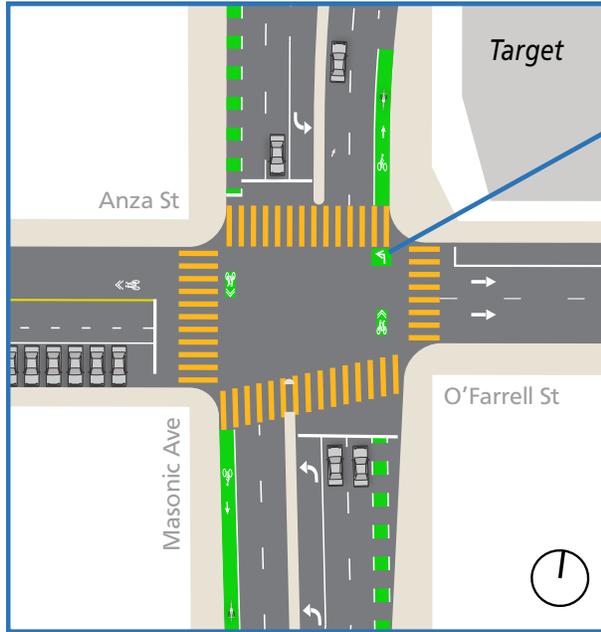
Figure 4-6. Example of a rounded concrete island nose at the entrance to the bike lane on Van Ness Avenue and McAllister Street.



Figure 4-7. Current concrete island nose at the entrance to the Masonic Ave bike lane. The sharp, 90-degree entrance makes it hard for cyclists to see the entrance to the bike lane.



Figure 4-8. Quick-build proposal at Masonic/O’Farrell/Anza



1 Bike box at Masonic/O’Farrell for those traveling westbound onto Anza



4.4 ANZA VISTA: TRAFFIC CALMING IN ANZA VISTA RESIDENTIAL AREA

This residential area of Anza Vista has access to shopping and schools. The study team received comments about high vehicle speeds and cut-through traffic on several streets in this area. SFMTA recently implemented a road diet on O’Farrell Street from Masonic Avenue to St. Joseph’s Avenue using pavement markings and striping. To further address speeding, the study team’s near-term recommendation is to install traffic calming measures on Anzavista Avenue, Barcelona Avenue, Encanto Avenue, Fortuna Avenue, Terra Vista Avenue, and O’Farrell Street.

Figure 4-9. Quick-build proposals in the Anza Vista residential neighborhood



4.5 PRESIDIO HEIGHTS: SECURE BIKE PARKING LOCATIONS

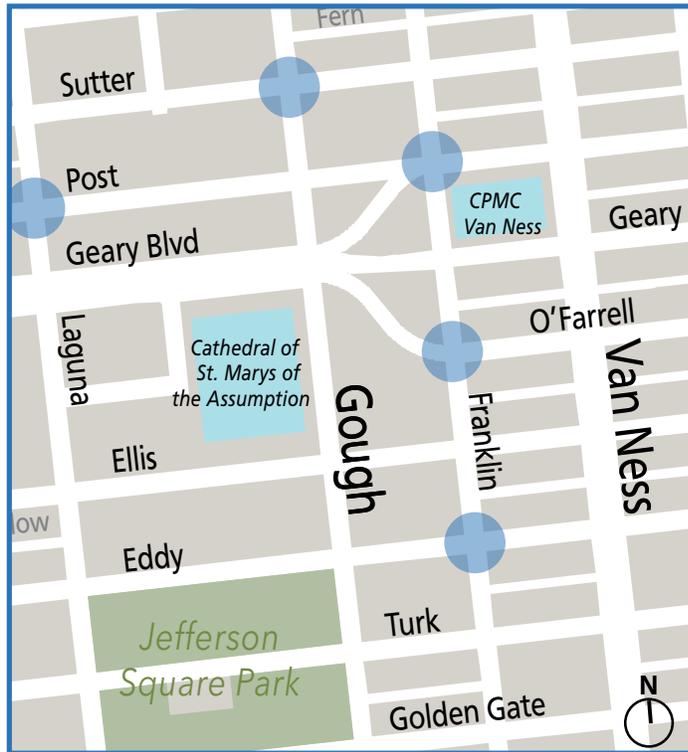
Feedback from the Presidio Heights study area, where there is a high bike mode share, showed a strong community desire for bike improvements and bike parking. Prior outreach efforts in the city have found that bike theft is a concern and lack of secure bike parking locations is a barrier to bike use. In Presidio Heights, the study team is recommending bike parking locations to support planned improvements to bike infrastructure on Arguello Boulevard through the SFMTA-led [Arguello Safety Project](#). The Arguello Safety Project may also implement other quick-build safety improvements to address issues of active transportation safety.

In the medium-term, the study team recommends exploring locations for short- and long-term secure bike parking. Bike parking could be located at daylighting sites, taking advantage of free curb space and helping reinforce parking restrictions near crosswalks to improve the visibility of people crossing the street.

4.6 CATHEDRAL HILL: PEDESTRIAN VISIBILITY IMPROVEMENTS

To improve pedestrian visibility at crosswalks, the study team is recommending a combination of daylighting and painted pedestrian safety zones where feasible at multiple intersections across Cathedral Hill and Presidio Heights. Intersections for painted safety zones were prioritized based on the number of recent collisions and proximity to land uses that draw vulnerable road users. Daylighting near crosswalks can be paired with installing bike parking to help reinforce parking restrictions.

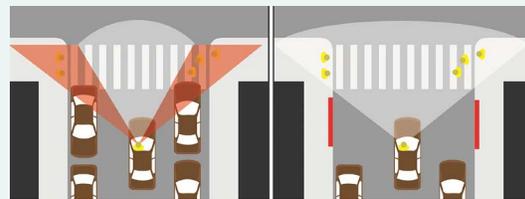
Figure 4-10. Potential painted safety zone locations in Cathedral Hill



WHAT IS DAYLIGHTING?

Daylighting is a way to improve the visibility of people crossing the street. By keeping the area near crosswalks clear of parked cars, people walking and people driving or riding on the street can see each other better. This is especially important for children, who are shorter and more likely to be blocked from view in intersections by parked cars. Daylighting at 80 intersections in the Tenderloin led to a 14% decrease in reported collisions.¹

In October 2023, Governor Newsom signed Assembly Bill 413 which adds 20 feet of daylighting to all intersections. With AB 413, California joins more than 40 other states that also mandate daylighting.²



1 <https://www.sfmta.com/media/14930/download?inline>

2 https://www.sfmta.com/sites/default/files/reports-and-documents/2024/01/crb_memo_daylighting_-_other_states.pdf

5. Community Engagement Round 2

The second round of community engagement aimed to gauge the level of support for and gather feedback on recommended safety treatments in the study areas. The study team conducted community engagement in fall 2025 through both online and in-person events. In-person events included three pop-up events and five presentations to merchant and neighborhood associations. The study team also distributed an online survey through social media, newsletters, emails, and mailers. The survey was open from October to November 2025 and received 92 responses. The majority of respondents (about 70%) were new to the study, and had not participated in the first phase of outreach in summer 2024, which asked participants about the safety and access challenges faced when traveling in District 2.

5.1 SURVEY DEMOGRAPHICS

The survey received the most responses from the Pacific Heights, Western Addition, Japantown area, which includes both the Pacific Heights and Anza Vista study areas. The survey also received many responses from the Marina neighborhood, but fewer respondents in the Presidio Heights and Cathedral Hill study areas. There were also a small number of respondents who live outside of District 2. Compared to the first round of outreach, a higher percentage of respondents were residents in the Pacific Heights/ Western Addition/ Presidio Heights/ Japantown neighborhood (55% in round 2 vs. 39% of respondents in round 1). There were slightly fewer respondents from the Marina/ Cow Hollow neighborhood (28% in round 2 vs. 30% in round 1).

The study team compared the race/ ethnicity, income, and age of survey respondents to the 2023 American Community Survey (ACS) Five-Year Estimates for District 2. Figure 5-1 shows an underrepresentation of Hispanic/ Latino respondents and overrepresentation of Caucasian/ white, Black/ African American and Asian respondents. In comparison to the first round, the second round of outreach engaged with a slightly more diverse population, with a higher percentage of Asian respondents.

WHAT ARE PAINTED SAFETY ZONES?

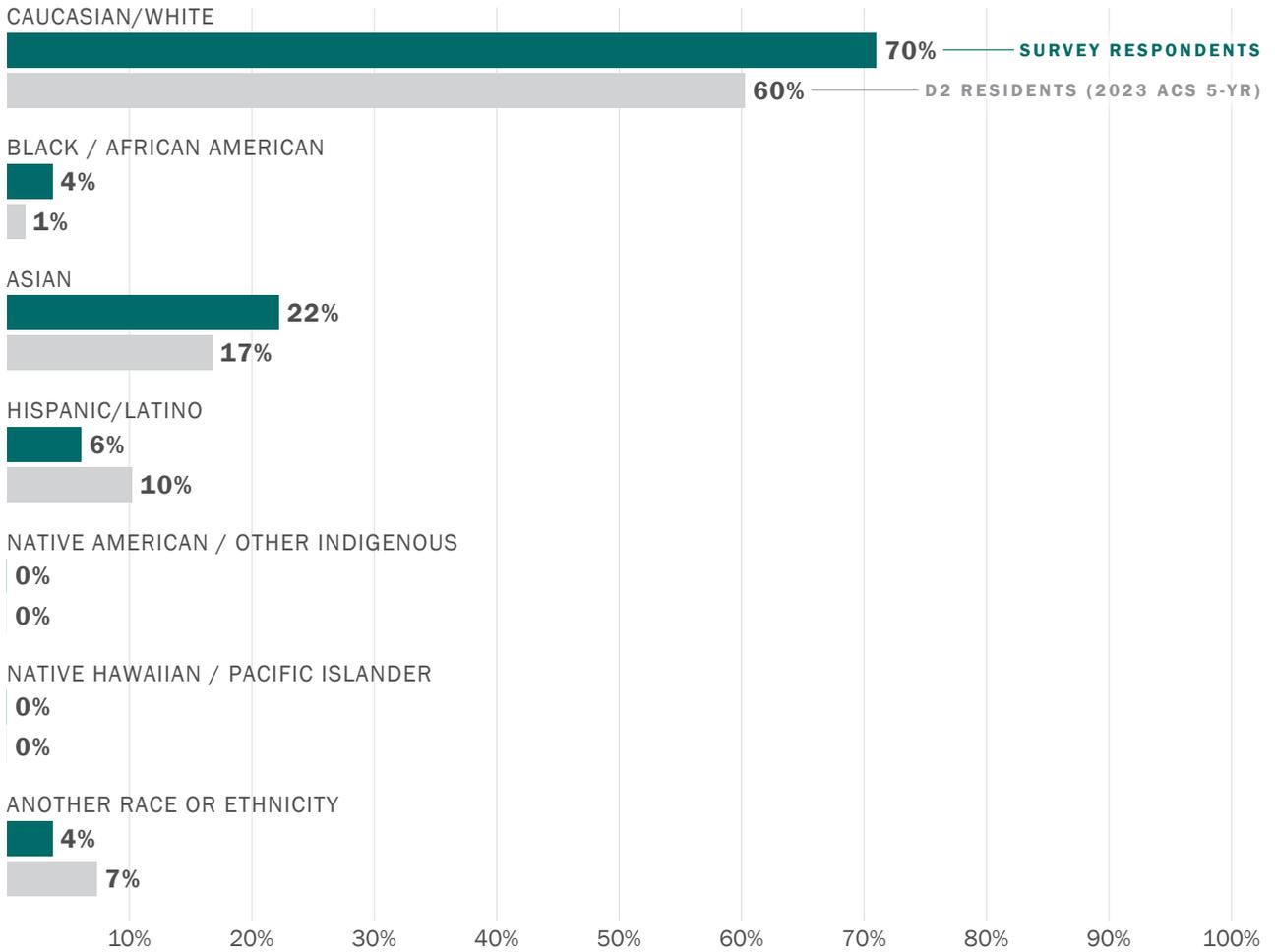
Painted safety zones are a painted buffer around sidewalk corners to make pedestrians more visible to people driving. They also encourage yielding and slow down drivers making turns. In 2016, SFMTA found that painted safety zones slowed turning speeds by up to 55% and increased the number of drivers who fully yielded to pedestrians by 25%.¹



¹ <https://www.sfmta.com/getting-around/walk/pedestrian-improvements-toolkit/painted-safety-zones>

However, these findings may not represent all survey respondents, as 29% of respondents skipped the demographics questions and 15% selected "Prefer not to say" for their race/ethnicity.

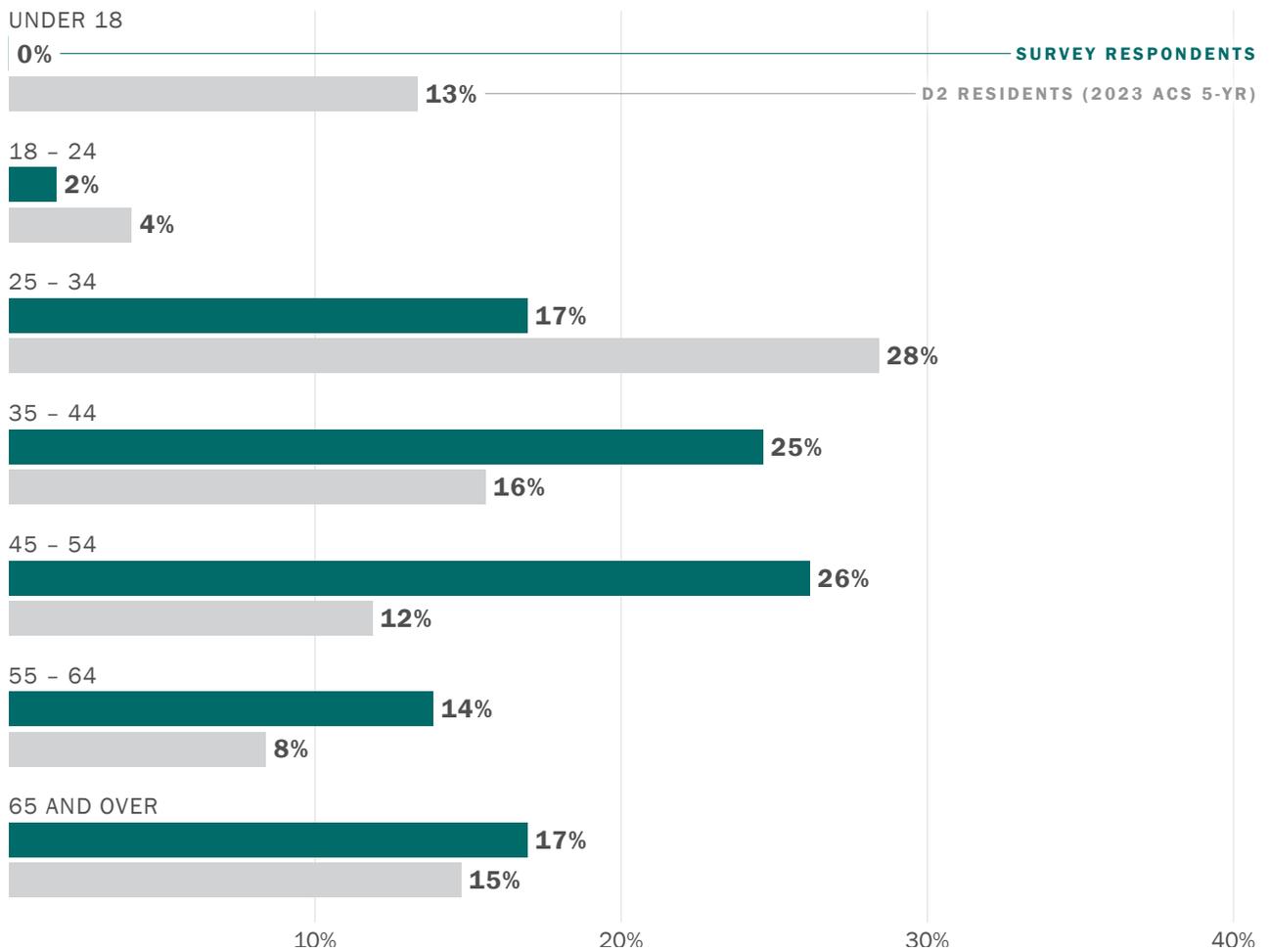
Figure 5-1. Race and ethnicity of round 2 survey respondents compared to D2 residents



Note: chart excludes 14% of respondents who selected "Prefer not to say"
[Download chart data \(CSV\)](#)

The age of survey respondents skewed older than that of the district as a whole. About 80% of respondents were 35 or older, compared to 55% of District 2 residents.

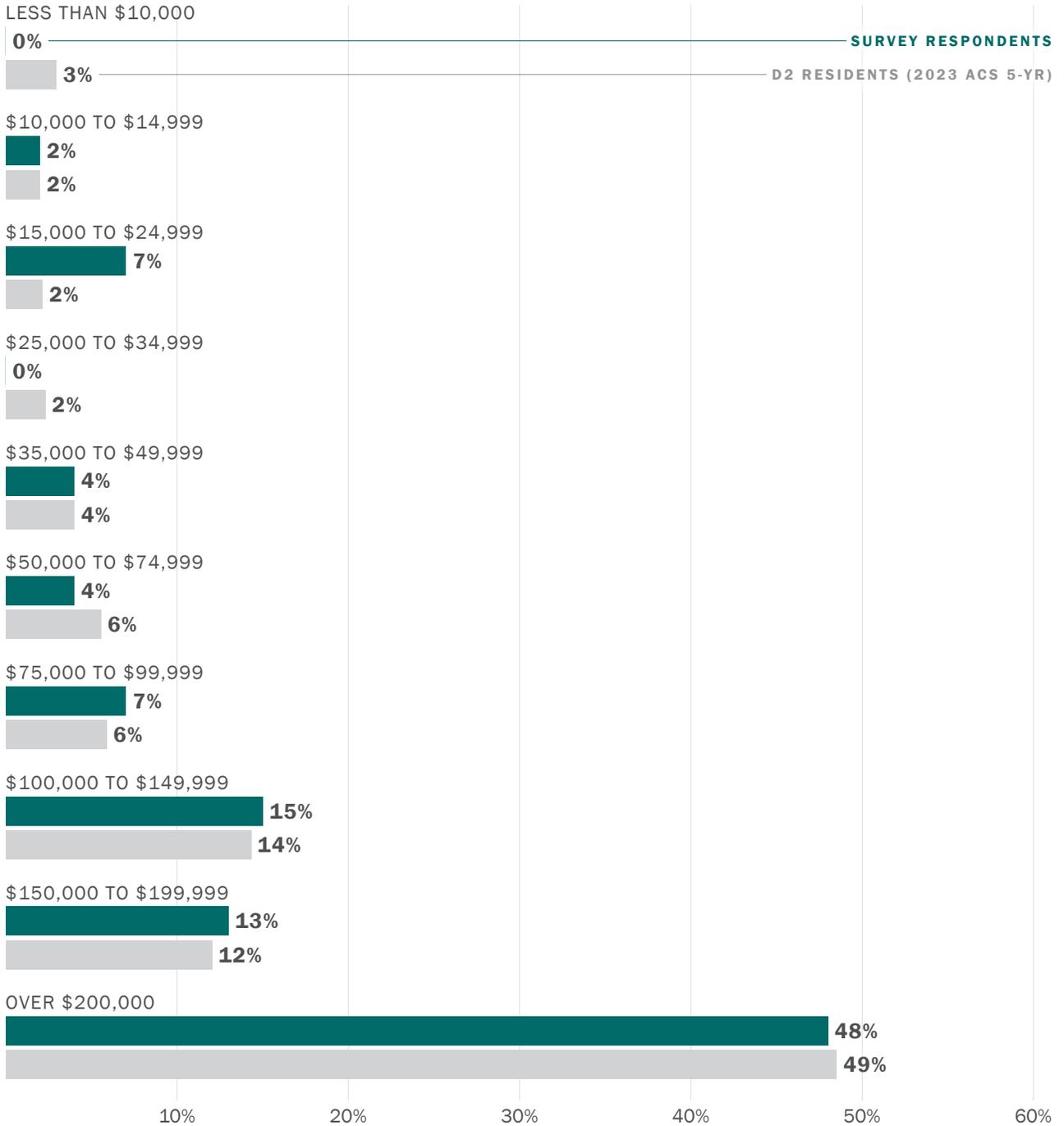
Figure 5-2. Age of round 2 survey respondents compared to D2 residents



Note: chart excludes 10% of respondents who selected "Prefer not to say"
[Download chart data \(CSV\)](#)

In general, survey respondents had similar income levels compared to District 2 overall. However, about 29% of survey respondents skipped demographics questions, and another 26% of respondents selected "Prefer not to say" for the household income question.

Figure 5-3. Annual household income of round 2 survey respondents compared to D2 residents



Note: chart excludes 46% of respondents who selected "Prefer not to say"
[Download chart data \(CSV\)](#)

5.2 MAIN FINDINGS

The survey asked respondents to provide feedback on proposed quick-build measures in one or more study areas. The findings show that, in general, community members support the proposed recommendations. Specific feedback for each of the recommendations is summarized in the following sections.

Marina: Pedestrian and Cyclist Safety

The proposal for the Bay/Laguna intersection in the Marina received 48 survey responses. The majority of survey respondents supported two of the proposed quick-build changes: installing an LED “No Right Turn on Red” sign (75% support) and adding double yellow striping to the south side of the intersection (71% support). Fewer respondents supported adding a crosswalk closure sign to the east side of the intersection, but there were still more respondents who supported the proposal than those who did not (42% support, 35% do not support, and 23% neutral).

Community members who attended pop-up events and neighborhood association meetings were also generally supportive of the quick-build recommendations, with the exception of the crosswalk closure sign. Community members questioned whether it would make more sense to add a crosswalk to the east side of the intersection, where there is currently no crosswalk, rather than installing a crosswalk closure sign, which was seen as restrictive to pedestrian movement. However, the project team shared that the current intersection configuration does not allow for a crosswalk to be added, due to the double channelized right turn lane from westbound Bay Street onto northbound Laguna Street. Instead, this idea could be explored as part of an intersection redesign, which was proposed as a medium- to long-term recommendation.

A medium-term recommendation to study a full intersection redesign at Bay/Laguna would study reconfiguring the intersection to allow movements like a more traditional intersection. Adding a crosswalk on the east side of the intersection, as mentioned by community members in outreach, is an option that could be explored as part of this study. About 70% of survey respondents supported the recommendation to study a full intersection redesign. Capital work to implement the future intersection redesign study recommendations would happen in the long-term.

Outside of the proposed recommendations, community members also shared feedback on other issues at the Bay/Laguna intersection. Community members pointed out gaps in the bike network, such as the lack of a bike lane on the east side of Bay Street and limited connectivity between the Presidio and the Embarcadero through this area of District 2. Survey respondents also suggested increasing the pedestrian crossing time at the intersection and adding a northbound left turn arrow for cars on Laguna Street.

Safety issues on Lombard Street, particularly with speeding vehicles and conflicts between vehicles and pedestrians, were also a common topic among survey respondents and pop-up and community meeting attendees. Additionally, Lombard Street was the site of two pedestrian fatalities in 2024.

SFMTA, SFCTA, and Caltrans have been coordinating on potential improvements along this corridor. In response to the fatalities, Caltrans planned to add pavement markings to reinforce the 25 mph speed limit and SFMTA retimed the corridor to reduce the green timing at off-peak hours.

Additional recommendations include No Turn on Red regulations, adding high visibility backplates to improve signal visibility, and a double fine zone for speeding on Lombard. A corridor-level placemaking project on Lombard Street, with education around driver safety, could encourage drivers to slow down when using the street.

Pacific Heights: Traffic Calming

The proposal for the Clay/Webster intersection in Pacific Heights received 42 survey respondents, with the majority of respondents supporting the proposals to install traffic calming on Webster Street and Washington Street (64% of respondents), and to evaluate the balance of white and yellow curb space at Clay/Webster (63% of respondents).

At in-person outreach events, more attendees were opposed to the proposal to add traffic calming on Webster Street. Many community members shared that they had not observed high traffic speeds to be an issue on Webster Street, and that instead, traffic was often congested due to the high incidence of double parking. The congestion on Webster Street has led to cars making illegal u-turns on the street to avoid congestion, which causes further pedestrian/ vehicle conflicts. Community members suggested that the study team consider traffic calming at the intersection of Laguna/Sacramento or Laguna/Clay instead. Another major issue that community members identified was the number of scooters using sidewalks and causing conflicts with pedestrians.

In response to outreach feedback, the study team decided to shift the traffic calming proposal on Webster Street to Laguna Street from Sacramento Street to Clay Street instead. This would help slow traffic speeds near Lafayette Park.

Figure 5-4. Quick-build recommendations in Pacific Heights



Anza Vista: Traffic Calming

The proposal for traffic calming in the Anza Vista residential neighborhood received 46 survey responses. The study team proposed traffic calming on six streets in this neighborhood. Five of the six streets had the majority of respondents supporting the proposal. The streets with the highest share of respondent support were: O’Farrell Street (78%), Terra Vista Avenue (75%), and Anzavista Avenue (66%). Barcelona Avenue and Fortuna Avenue had 51% of survey respondents supporting traffic calming proposals and Encanto Avenue had 49% support. Findings were similar at the pop-up event held in the Anza Vista neighborhood, with O’Farrell Street, Terra Vista Avenue, and Anzavista Avenue receiving the most support for traffic calming. At the pop-up event, community members shared that Barcelona, Fortuna, and Encanto Avenues were “smaller” streets with less traffic, and therefore may require fewer traffic calming interventions.

At the neighborhood pop-up event, community members also shared other suggestions, including adding crosswalks to improve pedestrian visibility and stop signs to slow down vehicle speeds. Community members specifically identified the following intersections as places that could benefit from a stop sign: O’Farrell and Lyon, Terra Vista and Baker, and Terra Vista and Anzavista. Community members had also observed non-compliance with the road diet on O’Farrell Street, which reduced the number of traffic lanes from two to one using painted markings. Many vehicles were still using O’Farrell as a two-lane street, even after the road diet was implemented.

The City Center parking lot exit was also raised as an issue, as community members had observed vehicles exiting the parking lot and the electric vehicle charging station driving the wrong way on O'Farrell to get to Anzavista Avenue.

Finally, community members were concerned about the new T&T supermarket, expected to open in winter 2026 at 2675 Geary Boulevard near the intersection of Geary Boulevard and Masonic Avenue, which could increase traffic to the area and worsen existing issues with cut-through traffic and congestion. The T&T supermarket may also increase the amount of commercial traffic using the streets in the neighborhood, which community members said was an existing issue because of the Target and Kaiser facility that both receive a large amount of deliveries.

In response to outreach feedback, the SFMTA will implement traffic calming measures at O'Farrell Street, and Terra Vista, Anzavista, Barcelona, Fortuna, and Encanto Avenues. Regarding the suggestion for a stop sign at the O'Farrell/Lyon intersection, there is no crash pattern at this intersection and it is unlikely that a stop sign would be recommended. Furthermore, Lyon Street already has a stop sign and stop bar. The crosswalks on this street will also be updated to high-visibility crosswalks after repaving is complete. SFMTA will also review the community suggestions for stop signs at the Terra Vista/Anzavista intersections, and other measures to address safety conflicts in the neighborhood such as crosswalks and reinforcing the existing road diet on O'Farrell. The Terra Vista/Baker location has already been evaluated by the SFMTA Operations division and found that the collision history at this intersection did not warrant a full stop sign. However, daylighting has been recommended by SFMTA at this intersection and will be implemented by the Operations division.

Anza Vista: Pedestrian and Cyclist Safety

The proposals for pedestrian and cyclist safety at the Geary/Masonic intersection received 48 survey responses. Overall, a majority of respondents support the proposals, with the highest support for Lead Pedestrian Intervals (78%), cyclist wayfinding with pavement markings through the intersection (76%), and No Turn on Red signage (72%). Installing a bike box at the intersection of Masonic Avenue and O'Farrell Street and rounding the concrete island nose at the bike lane entrance both received support from 58% of respondents.

Lead Pedestrian Intervals were also the most popular proposal among attendees at pop-up events, along with cyclist wayfinding with pavement markings. Other comments from community members included improving wayfinding and signage for cars navigating the Geary/Masonic intersection.

Turk Boulevard was also often mentioned in outreach as a location with high vehicle speeds, particularly between Masonic Avenue and Divisadero Street. Turk Boulevard from Arguello Boulevard to Masonic Avenue was previously identified as an area

with opportunity for further improvements in the Transportation Authority's [District 1 Multimodal Transportation Study](#). Safety analysis of Turk Boulevard in District 1 found several intersections with comparatively high pedestrian and bicyclist crash severity scores. The District 1 Multimodal Transportation Study considers a concept to improve bicycle connectivity and safe access to transit, including separated bike lanes, curb extensions, and bus boarding platforms. In the future, a study of Turk Boulevard from Arguello Boulevard to Divisadero Street could address these issues more comprehensively.

Presidio Heights: Secure Bike Parking

The study team asked community members about priority locations for short-term and long-term secure bike parking in the Presidio Heights neighborhood. This question received 30 responses in the survey. The most popular locations for bike parking were along Arguello Boulevard and near Claire Lilienthal Elementary School. About one-third of respondents stated that they did not want more bike parking in the neighborhood.

In community meetings, community members shared that adding more simple bike parking was sufficient, rather than more complex bike lockers or bike hangars. This bike parking could be combined with daylighting to reinforce parking restrictions near crosswalks. In addition, larger e-bikes take up more space at bike racks, and as the number of e-bikes continues to grow in San Francisco, this should be taken into account when allocating bike parking.

Cathedral Hill: Pedestrian Visibility Improvements

In Cathedral Hill, the study team proposed traffic safety measures, such as painted safety zones, at five intersections with a high number of recent turn-based collisions and asked respondents to select priority locations. This question received 29 responses in the survey. The top three priority locations to receive traffic safety measures based on survey responses were: Post Street and Franklin Street (79% of respondents), O'Farrell Street and Franklin Street (76%), and Eddy Street and Franklin Street (62%).

Attendees at pop-up events were also supportive of proposed pedestrian visibility improvements in Cathedral Hill. One attendee shared that there are many assisted living facilities in Cathedral Hill, so there are many seniors and people with mobility challenges using the sidewalks and crossing the street who would benefit from these improvements.

6. Final Recommendations and Funding and Implementation Plan

The project team developed planning level cost estimates for the design and implementation of near-term quick-build recommendations, and cost estimates for design or further study of medium- and long-term recommendations. The near-term quick-build recommendations can be funded with \$430,000 of previously allocated sales tax funds from the Neighborhood Transportation Program, which are reserved in the Transportation Authority's Prop K transportation sales tax program, pending completion of this plan. The Transportation Authority Board may release these funds for the scope of work proposed below and following the adoption of this final report. For the medium- and long-term recommendations, the project team has identified potential funding sources, summarized below.

The cost estimates for near-term, quick-build recommendations are summarized in the table below. Recommendations were finalized and prioritized based on findings from the second round of community engagement.

Table 6-1. Planning-level cost estimates for near-term recommendations

LOCATION	NEAR-TERM QUICK-BUILD RECOMMENDATION	COST ESTIMATE
Laguna St / Bay St	Pedestrian visibility improvements, including a blank-out "No Right Turn" sign, updated warning signs, and striping	\$12,000
Clay St / Webster St	Color curb changes	N/A ¹ (refer to Color Curb Team)
Washington St Laguna St	Traffic calming near Lafayette Park ³	\$60,000
Presidio Heights	Identify bike parking locations along Arguello Blvd and near Claire Lillienthal Elementary School	N/A ² (refer to Bike Parking Program)
Masonic Ave / Geary Blvd	Pedestrian and bike wayfinding improvements, including LPI and pavement markings Round concrete island nose at Masonic/Geary	\$16,000
Anza Vista Residential Neighborhood	Speed humps or cushions on various streets in the Anza Vista Residential Neighborhood ³	\$280,000
Cathedral Hill	Intersection Safety (e.g. daylighting, PSZ)	\$60,000
Total		\$428,000

1 Cost not applicable – this recommendation will be referred to SFMTA's Color Curb Team, with follow up work funded through other sources.

2 Cost not applicable – this recommendation will be referred to SFMTA's Bike Parking Program, with follow up work funded through other sources. The Transportation Fund for Clean Air (TFCA) supports bicycle, pedestrian, and other transportation projects that help clean the air by reducing motor vehicle emissions. TFCA has previously funded the installation of bike parking in San Francisco.

3 Traffic calming devices such as speed humps or cushions require further detailed design and are subject to Fire Department review. The cost estimate is based on an initial assessment of the number of traffic calming devices to be installed, but the exact number and location will not be determined until the detailed design phase.

The table below summarizes the estimated cost and funding sources for design and further study of medium- and long-term study recommendations.

Table 6-2. Planning-level cost estimate for medium- and long-term recommendation

LOCATION	MEDIUM- AND LONG-TERM RECOMMENDATION	COST ESTIMATE
Laguna St / Bay St	Study and design of bike lane improvements and connections to Fort Mason Park Study full intersection redesign	\$200,000 – \$250,000 ¹
Laguna St / Bay St intersection	Construction phase of intersection redesign	TBD

6.1 LOCAL SOURCES

Proposition L Half-cent Sales Tax

In 2022, San Francisco voters approved Proposition L (Prop L), the Sales Tax for Transportation, which directs half-cent sales tax funds to a 30-year Expenditure Plan that identifies projects and programs to be funded by the sales tax. The Expenditure Plan describes the types of projects eligible for funds under each of its 28 programs. This project's recommendations, which are focused on pedestrian and cyclist safety, may be eligible under the following Prop L program:

- **Safer and Complete Streets:** This program funds improvements to the transportation system to make it safer for all users.

Proposition D Traffic Congestion Mitigation Tax (TNC Tax)

The Proposition D Traffic Congestion Mitigation Tax (TNC Tax) was passed by San Francisco voters in 2019. The TNC Tax charges a 1.5% tax on shared TNC rides and 3.25% for all other TNC rides. The Transportation Authority's share of 50% of TNC Tax revenues are available for street safety projects including pedestrian or bicycle safety projects, traffic calming, and traffic signal upgrades and re-timing.

Proposition AA Vehicle Registration Fee

Proposition AA is a voter-approved \$10 annual vehicle registration fee that funds local street repair and reconstruction, pedestrian and bicycle safety improvements, and transit reliability and mobility improvements throughout San Francisco. Given its small size – less than \$5 million in revenue per year – Prop AA is used to support small, high-impact projects that provide tangible benefits to the public in the short term, and only funds design and construction phases of projects.

¹ Cost estimates are based on initial estimates for the cost of a traffic and circulation study of the Bay/Laguna intersection and detailed design costs for bike lane improvements. Capital costs to implement future projects would need to be determined through the study and detailed design phase.

Prop AA projects are split into three categories:

- Street Repair and Reconstruction (50% of Prop AA funds)
- Pedestrian Safety (25%)
- Transit Reliability and Mobility Improvements (25%)

Prop AA could fund the design and construction phases for projects that include pedestrian improvements.

General Fund

Some discretionary funding may be available within the General Fund budgeting process for the types of recommendations included in this plan.

The following regional, state, and federal funding sources are also available to implement pedestrian safety recommendations. These funding sources are intended to fund larger projects, and may not be appropriate for the relatively lower cost (\$200,000 to \$250,000) long-term bike improvement recommendation at Bay Street / Laguna Street. However, the programs listed below are possible sources for the implementation of recommendations from a future study. Some additional recommendations for future study are also listed below

6.2 REGIONAL, STATE, AND FEDERAL SOURCES

Senate Bill 1 (SB 1) Sustainable Communities Planning Grants

California Senate Bill 1 (SB 1) was signed into law on April 28, 2017. SB 1 provides \$5.4 billion annually toward transportation in California, funding a wide variety of transportation projects through many different grant programs. Among those, SB 1 provides approximately \$25 million in funds for Sustainable Communities Grants each grant cycle, which are intended to support strategies to achieve the state's greenhouse gas reduction target of 40 and 80 percent below 1990 levels by 2030 and 2050, respectively.

Active Transportation Program

The state Department of Transportation (Caltrans) provides grants to encourage increased use of active modes of transportation. This highly competitive program could fund the bike and pedestrian safety infrastructure recommendations that stem from future studies but the program emphasizes projects that benefit disadvantaged communities and measurably increase walking and biking. Only projects requesting more than \$250,000 are eligible. Therefore, ATP is an unlikely funding source for the project recommendations but could fund implementation of recommendations from future studies for the Bay Street/Laguna Street intersection.

Highway Safety Improvement Program (HSIP) Grant

The Highway Safety Improvement Program (HSIP) is one of the core federal-aid programs to states. The purpose of the HSIP program is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads, including non-State-owned public roads and roads on tribal land. Example safety projects include but are not limited to crosswalk markings, rapid flashing beacons, curb extensions, speed feedback signs, median islands, and other pavement markings. In California, HSIP prioritizes projects based on a benefit-to-cost ratio. Projects along roadways with a relatively high crash history (e.g., Lombard Street) may be able to achieve a competitive benefit-to-cost ratio and be funded through HSIP.

Safe Streets for All (SS4A) Grant Program

Through the Infrastructure Investments and Jobs Act, USDOT provides funding for several types of projects, including funding for active transportation projects and programs. One program, the Safe Streets for All (SS4A) Grant Program, can fund bike safety improvements.

6.3 ADDITIONAL RECOMMENDATIONS

In addition to these specific medium- and long-term projects, the study team heard community feedback about broader issues in the district such as speeding, double parking, and scooter use on sidewalks. Below is a list of recommendations for these issues that could be addressed with further funding.

- Support SFMTA efforts to increase street safety, which could include future expansion of the Speed Safety Camera program. The Speed Safety Camera program launched in 2025 at 33 locations across the city and has already demonstrated that automated speed enforcement cameras can help slow traffic speeds on city streets.¹ The pilot is expected to last for five years.
- Support recommendations in the Street Safety Act, which articulates the next generation of traffic safety strategies for San Francisco.
- Advance recommendations from the Biking and Rolling Plan², such as bike facility upgrades on Arguello Blvd and Presidio Ave.
- Conduct comprehensive parking and curb studies along commercial corridors (e.g., Chestnut Street and Fillmore Street³) and near locations with a high volume of passenger pick up and drop off.

¹ <https://www.sfmta.com/blog/our-speed-cameras-are-working-initial-evaluation-shows-drivers-are-slowing-down>

² <https://www.sfmta.com/reports/biking-and-rolling-plan-final-version>

³ SFMTA is currently conducting the [Fillmore Street Transit and Safety Project](#) to improve Muni reliability, travel times, capacity, accessibility, and safety on the corridor.

- Leverage insights on parking inventory from SFMTA's digital curb program to better manage limited curb space.

Finally, there were some streets, including Turk Boulevard and Lombard Street, that were often mentioned in outreach as needing safety improvements. Recommendations for these streets are summarized below.

- Conduct a comprehensive study of Turk Boulevard from Arguello Boulevard to Divisadero Street, including recommendations to slow vehicle speeds and increase pedestrian safety. This study would build off the concepts initially identified in the District 1 Multimodal Transportation Study approved by the Transportation Authority in 2024.
- Conduct a corridor-level placemaking project on Lombard Street with education around driver behavior to encourage drivers to slow down when using the street. Implement additional safety measures, such as No Turn on Red regulations, adding high visibility backplates to improve signal visibility, and a double fine zone for speeding.

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San Francisco County Transportation Authority
Neighborhood
program



RESOLUTION ADOPTING THE DISTRICT 2 SAFETY STUDY FINAL REPORT

WHEREAS, The District 2 Safety Study (Study) was recommended by former Commissioner Catherine Stefani for Prop K half-cent sales tax funds from the Transportation Authority's Neighborhood Transportation Program; and

WHEREAS, The Study was intended to identify and develop recommendations to address safety challenges and barriers to access near land uses that attract vulnerable road users, with a particular emphasis on improvements that could be implemented in the short-term; and

WHEREAS, The Study team, led by the Transportation Authority and the San Francisco Municipal Transportation Authority (SFMTA), identified five study areas throughout the district; and

WHEREAS, Through community outreach, the Study team identified more specific intersection- and corridor-level locations with safety challenges and gaps in access and used this information to guide the development of safety treatments at these locations; and

WHEREAS, The attached District 2 Safety Study Final Report identifies near-term, quick-build improvements, including traffic calming measures, improved bike and pedestrian signage and wayfinding, and color curb changes, as well as longer term recommendations at six locations throughout the District; and

WHEREAS, The final report includes a discussion of cost estimates, potential funding sources, and next steps for implementation; and

WHEREAS, The near-term recommendations are intended to be funded with District 2 Neighborhood Program funds, held in reserve for implementation of the Study recommendations following completion of the Study; and

WHEREAS, The Transportation Authority Community Advisory Committee considered the District 2 Safety Study Final Report at its February 26, 2026, meeting and unanimously adopted a motion of support for its adoption; now, therefore, be it



RESOLVED, That the Transportation Authority hereby adopts the attached District 2 Safety Study Final Report; and be it further

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

Attachment:

1. District 2 Safety Study Final Report

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Memorandum

AGENDA ITEM 5

DATE: March 3, 2026

TO: Transportation Authority Board

FROM: Maria Lombardo - Chief Deputy Director

SUBJECT: 3/10/2026 Board Meeting: Appoint Kat Siegal and Venecia Margarita as the District 5 and District 9 Representatives, Respectively, to the Community Advisory Committee

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Per Section 5.2(a) of the Administrative Code, each Commissioner shall nominate one member to the Community Advisory Committee (CAC). Neither staff nor CAC members make recommendations regarding CAC appointments.</p> <p>SUMMARY</p> <p>There are three open seats on the 11-member CAC for Districts 3, 5, and 9 as the result of the prior District 3 representative resigning from the CAC, and term expirations for the representatives from Districts 5 and 9. Commissioner Mahmood has indicated his intent to renominate Kat Siegal to the District 5 seat and Commissioner Fielder has indicated her intent to nominate Venecia Margarita for the District 9 seat. The District 3 office is in the process of evaluating potential candidates. CAC members serve for a 2-year term. There are no term limits. The current roster of CAC members is included in Attachment 1. Applications for the two CAC candidates are included in Attachment 2.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input checked="" type="checkbox"/> Other: CAC Appointment
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BACKGROUND

As described in the Transportation Authority’s Administrative Code, the CAC shall provide input to the Transportation Authority in:

1. Defining the mission of the Transportation Authority;



2. Reflecting community values in the development of the mission and program of the Transportation Authority, and channeling that mission and program back to the community;
3. Defining criteria and priorities for implementing the Expenditure Plan programs consistent with the intention of the half-cent sales tax funding purposes; and
4. Monitoring the Transportation Authority's programs and evaluating the sponsoring agencies' productivity and effectiveness.

DISCUSSION

The Board appoints 11 members to the CAC and each Commissioner nominates one member to the committee. Per Section 5.2(a) of the Administrative Code, the CAC:

"...shall include representatives from various segments of the community, such as public policy organizations, labor, business, seniors, people with disabilities, environmentalists, and neighborhoods, and reflect broad transportation interests. The committee is also intended to reflect the racial and gender diversity of San Francisco residents."

An applicant must be a San Francisco resident to be considered eligible for appointment. Applicants are asked to provide residential location and areas of interest but provide ethnicity and gender information on a voluntary basis. CAC applications are distributed and accepted on a continuous basis. CAC applications were solicited through the Transportation Authority's website, Commissioners' offices, and email blasts to community-based organizations, advocacy groups, business organizations, and at public meetings attended or hosted by the Transportation Authority. Applications can be submitted through the Transportation Authority's website at sfcta.org/cac.

All applicants have been advised that they need to appear in person before the Board in order to be appointed unless they have previously appeared. If a candidate is unable to appear before the Board on the first appearance, they may appear at the following Board meeting in order to be eligible for appointment.

FINANCIAL IMPACT

The requested action would not have an impact on the adopted Fiscal Year 2025/26 budget.

CAC POSITION

None. The CAC does not make recommendations on the appointment of CAC members.

SUPPLEMENTAL MATERIALS

- Attachment 1 - CAC Roster
- Attachment 2 - CAC Applications
- Attachment 3 - Resolution



Community Advisory Committee Members

Name	Gender	Ethnicity*	District	Neighborhood	Affiliation / Interest	First Appointed	Term Expiration
VACANT			3				
Kat Siegal	F	C	5	Cole Valley / Haight Ashbury	Disabled; Environment; Social and racial justice ; Labor; Neighborhood; Public Policy; Senior; Other	February 2022	February 2026
Margarita Venecia	F	H/L	9	Portola	Business; Disabled; Environment; Social and racial justice; Labor; Neighborhood; Public Policy; Senior; Youth, undocumented communities	February 2024	February 2026
Sara Barz	F	C	7	Sunnyside	Business; Environment; Social and racial justice; Neighborhood; Public Policy	July 2022	July 2026
Rachael Ortega	F	C	8	NP	Business; Environment; Social and racial justice; Neighborhood; Public Policy	October 2022	October 2026
Jerry Levine	M	C	2	Cow Hollow	Business; Neighborhood; Public policy	November 2018	February 2027
Zameel Imaduddin	M	A	11	District 11	Student	March 2025	March 2027
Sean Kim	M	A	1	Central Richmond	Business; Disabled; Environment; Social and racial justice; Labor; Neighborhood; Public Policy; Senior	May 2023	May 2027
Phoebe Ford	F	C	4	Central Sunset	Business; Environment; Neighborhood	September 2023	September 2027
Austin Milford-Rosales	M	C	6	Mission Bay/SOMA	Environment; Public Policy	October 2023	October 2027
Najuawanda Daniels	F	AA	10	NP	Social and racial justice; Labor; Neighborhood; Public Policy	September 2022	October 2027

***A - Asian | AA - African American | AI - American Indian or Alaska Native | C - Caucasian | H/L - Hispanic or Latino | NH - Native Hawaiian or Other Pacific Islander | ME - Middle Eastern
* NP - Not Provided (Voluntary Information)**



**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

San Francisco County Transportation Authority Application for Membership on the Community Advisory Committee

Kat	Siegal	Female	
FIRST NAME	LAST NAME	GENDER (OPTIONAL)	
Caucasian, European, or White		No	
ETHNICITY (OPTIONAL)		IDENTIFY AS HISPANIC, LATINO, OR LATINX? (OPTIONAL)	
District 5	Cole Valley / Haight Ashbury [redacted]	[redacted]	
HOME SUPERVISORIAL DISTRICT	NEIGHBORHOOD OF RESIDENCE	HOME PHONE	HOME EMAIL
[redacted]	[redacted]	[redacted]	[redacted]
STREET ADDRESS OF HOME	CITY	STATE	ZIP
[redacted]	[redacted]	[redacted]	[redacted]
WORK SUPERVISORIAL DISTRICT	NEIGHBORHOOD OF WORKPLACE	WORK PHONE	WORK EMAIL
[redacted]	[redacted]	[redacted]	[redacted]
STREET ADDRESS OF WORKPLACE CITY		STATE	ZIP

Statement of qualifications:

I am a district 5 resident and daily Muni rider. I walk, bike, and use public transit for my transportation. I follow local transportation policy closely. I am particularly concerned with increasing public transit service, coverage, accessibility, and affordability; creating a broader and more robust network of bike infrastructure; and improving pedestrian safety and access. I am on the board of Market Street Railway, a nonprofit working to preserve San Francisco's unique transit history. I am also an active member and volunteer with the San Francisco Transit Riders, a public transit advocacy group. Professionally I am a software engineer, and I try to use my technical skills to make information about transit more accessible to the public. Past projects of mine have included muniroutes.com, an interactive guide to 2020 Muni route suspensions and demographics of the affected ridership; transitrecovery.com, which tracks post-pandemic transit service and ridership levels for agencies across the country; and streetcar.live, which provides realtime location information and vehicle history for Muni's historic streetcar fleet.

Statement of objectives:

If appointed my objective will be to advocate for investments in sustainable, safe transportation modes accessible to all San Franciscans and street infrastructure that prioritizes transit riders, pedestrians, and cyclists. I will favor projects that will help the city eliminate traffic violence, promote climate-friendly transportation options, reduce private auto dependence, and improve mobility and access for all residents. I will center transit equity and mobility justice in all of my recommendations. I will aim to represent the specific transportation needs of the district 5 community, particularly our most vulnerable road users, and to help inform residents about CTA initiatives that will impact them.

San Francisco County Transportation Authority
Application for Membership on the Community Advisory Committee

Please select all categories of affiliation or interest that apply to you:

Disabled; Environment; Social and racial justice ;Labor; Neighborhood; Public Policy;
Senior

**Can you commit to attending regular meetings (about once a month for the
Transportation Authority CAC, or once every two to three months for
project CACs):**

Yes

By entering your name and date below, and submitting this form, you certify that all the
information on this application is true and correct.

Kat Siegal

2/1/2026

NAME OF APPLICANT

DATE



San Francisco County Transportation Authority

Application for Membership on the Community Advisory Committee

Margarita	Venecia	Female	
FIRST NAME	LAST NAME	GENDER (OPTIONAL)	
ETHNICITY (OPTIONAL)		Yes	
IDENTIFY AS HISPANIC, LATINO, OR LATINX? (OPTIONAL)			
District 9	Portola	[redacted]	[redacted]
HOME SUPERVISORIAL DISTRICT	NEIGHBORHOOD OF RESIDENCE	HOME PHONE	HOME EMAIL
[redacted]	[redacted]	[redacted]	[redacted]
STREET ADDRESS OF HOME	CITY	STATE	ZIP
[redacted]	[redacted]	[redacted]	[redacted]
WORK SUPERVISORIAL DISTRICT	NEIGHBORHOOD OF WORKPLACE	WORK PHONE	WORK EMAIL
[redacted]	[redacted]	[redacted]	[redacted]
STREET ADDRESS OF WORKPLACE CITY		STATE	ZIP

Statement of qualifications:

As a long time resident of San Francisco, it would be a humble honor to serve as an Advisory Committee Member for the San Francisco County Transportation Authority. I have been involved in the community serving as a social worker, community organizer, counselor, and volunteer in different capacities to assist in uplifting the voices of people that are marginalized including low-income, people of color, youth, undocumented immigrants, children and youth in foster care, LGBTQ community, and people with illness and disabilities. The needs of all people of the city and county of San Francisco need to be heard. I will do my best to show up ethically, humbly, and responsibly to represent the people of San Francisco. Thank you for your time and the opportunity.

Statement of objectives:

If appointed, my objective will be to ensure that marginalized communities voices are heard loud and clear. Representation matters. I am here to ensure that those voices are represented and heard. I will be humble in my delivery and I will utilize all of my cultural competency skills to ensure that I am respectful and ethical in my delivery. My values and ethics are firmly grounded and I will show up with the best version of myself during my term as an Advisory Committee Member for County Transportation Board.

San Francisco County Transportation Authority
Application for Membership on the Community Advisory Committee

Please select all categories of affiliation or interest that apply to you:

Business; Disabled; Environment; Social and racial justice; Labor; Neighborhood; Public Policy; Senior; Youth, undocumented communities

Can you commit to attending regular meetings (about once a month for the Transportation Authority CAC, or once every two to three months for project CACs):

Yes

By entering your name and date below, and submitting this form, you certify that all the information on this application is true and correct.

Venecia Margarita **1/29/2026**

NAME OF APPLICANT DATE



RESOLUTION APPOINTING KAT SIEGAL AS THE DISTRICT 5 REPRESENTATIVE,
AND VENECIA MARGARITA AS THE DISTRICT 9 REPRESENTATIVE TO THE
COMMUNITY ADVISORY COMMITTEE OF THE SAN FRANCISCO COUNTY
TRANSPORTATION AUTHORITY

WHEREAS, Section 131265(d) of the California Public Utilities Code, as implemented by Section 5.2(a) of the Administrative Code of the San Francisco County Transportation Authority, requires the appointment of a Community Advisory Committee (CAC) consisting of 11 members; and

WHEREAS, There are currently vacancies on the CAC for a District 5 representative and a District 9 representative due to term expirations for current members; and

WHEREAS, At its March 10, 2026 meeting, Commissioner Mahmood nominated Kat Siegal as the District 5 CAC representative and Commissioner Fielder nominated Venecia Margarita as the District 9 CAC representative; and

WHEREAS, Both candidates spoke to their interest and qualifications for serving on the CAC at the March 10, 2026 Board meeting; and

WHEREAS, The Board reviewed and considered the applicants' qualifications and experience and recommended appointing Kat Siegal and Venecia Margarita to serve on the CAC for a period of two years; now therefore, be it

RESOLVED, That the Board hereby appoints Kat Siegal as the District 5 representative and Venecia Margarita as the District 9 representative to serve on the CAC of the San Francisco County Transportation Authority for a two-year term; and be it further

RESOLVED, That the Executive Director is authorized to communicate this information to all interested parties.



**AGENDA ITEM 6
STATE LEGISLATION - MARCH 2026**

(Updated March 4, 2026)

To view documents associated with the bill, click the bill number link.

Staff are recommending approval of new support positions on Assembly Bill (AB) 1421 (Wilson), AB 1837 (Gonzalez) and AB 2308 (Haney) as shown in **Table 1**. We have also added AB 2276 (Soria) and Senate Bill (SB) 1411 (Stern) to the Watch list.

Table 1. Recommended New Positions

Recommended Positions	Bill # Author	Title and Summary
Support	AB 1421 Wilson D	<p>Vehicles: Road Usage Charge Technical Advisory Committee.</p> <p>This bill would require the California Transportation Commission (CTC), in consultation with the California State Transportation Agency (CalSTA), to consolidate and prepare research and recommendations related to a road user charge or a mileage-based fee system. The bill would require the CTC to submit a report to the Legislature by no later than January 1, 2027.</p> <p>We recommend supporting the bill to advance work on a statewide mileage-based road charge. The value of the gas tax is currently declining due, in part, to the greening of the vehicle fleet, limiting its long-term viability. A mileage-based fee would better reflect actual road usage and help shore up state transportation revenue, so it is critical the state continue exploring a possible transition to this new charging mechanism.</p>



Support	AB 1837 Gonzalez D	<p>Video imaging of parking violations.</p> <p>This bill would extend the authorization for public transit operators to use camera enforcement technology on buses to enforce parking violations in transit-only lanes and at transit stops indefinitely, lifting the January 1, 2027 sunset in current law. It also expands the eligible use of the cameras to enforce parking violations in bike lanes and for double parking.</p> <p>We recommend supporting this bill to further reduce delays to transit, bicyclists, and other road users. This strategy has proved successful in transit lanes - SFMTA's current camera enforcement program has resulted in a 20% reduction in transit delays. The State Legislation Committee has approved a support position on this bill, at the request of SFMTA.</p>
Add to Watch List	AB 2276 Soria D	<p>Vehicles: active intelligent speed assistance devices.</p> <p>This bill, also known as the "Stop Super Speeders Act," would establish a statewide 5-year pilot program requiring drivers convicted of severe speeding-related offenses, including reckless driving and speeding over 100 miles per hour, to install active Intelligent Speed Assistance (ISA) devices in their vehicles before getting back on the road. These aftermarket devices use location-based technology to actively limit a motor vehicle's speed to posted or preset speed limits. Under the pilot program, courts would order the installation of an ISA device based on the severity and number of the driver's prior convictions, with installation terms increasing for repeat offenders. The bill would require an income-based fee structure.</p> <p>We are currently consulting with SFMTA and others on the provisions of the bill, which could potentially reduce speeding by high-risk drivers on San Francisco's roadways and improve traffic safety.</p>



<p>Support</p>	<p>AB 2308 Haney D</p>	<p>Redevelopment: successor agency debt: City and County of San Francisco.</p> <p>This legislation would authorize San Francisco’s Office of Community Investment and Infrastructure, which serves as the successor agency to the former San Francisco Redevelopment Agency, to extend its existing Net Tax Increment (NTI) pledge for formerly state-owned parcels around the Salesforce Transit Center. This would give the City the ability to extend its current agreement with the Transbay Joint Powers Authority (TJPA) to capture future tax increment funding for The Portal. The current agreement extends to 2050, and TJPA has proposed extending it an additional 25 years, to 2075.</p> <p>We recommend supporting this legislation to allow TJPA to continue discussions with the City about extending the NTI in support of The Portal. If approved, this could provide additional local revenue options as the project seeks to secure the additional funding needed to access the \$3.4 billion in federal funding anticipated for the project.</p>
<p>Add to Watch List</p>	<p>SB 1411 Stern D</p> <p>Co-authors: Allen D Durazo D Gonzalez D</p>	<p>Greenhouse Gas Reduction Fund: funding conditions: high-speed rail.</p> <p>The new cap-and-invest spending plan, approved last year, commits \$500 million a year to the High-Speed Rail project. Current law prohibits the California High Speed Rail Authority from expending cap-and-invest funding outside of the Merced to Bakersfield segment until June 30, 2030. This bill would allow the use of cap-and-invest funds outside this initial segment for activities that maximize the efficiency of delivering the project.</p> <p>If approved, this could potentially provide an opportunity to seek cap-and-invest funding for The Portal, as well as the many transit projects in Northern and Southern California that would provide joint benefits to the High-Speed Rail project. We will reach out to the bill’s authors to discuss their intent behind the bill and speak with TJPA about how it could be leveraged to help secure additional funding for the project.</p>

SUPPLEMENTAL MATERIALS

- Attachment 1 - Resolution



San Francisco
County Transportation
Authority

BD031026

RESOLUTION NO. 26-XX

RESOLUTION ADOPTING SUPPORT POSITIONS ON ASSEMBLY BILL (AB) 1421 (WILSON), AB 1837 (GONZALEZ), AND AB 2308 (HANEY)

WHEREAS, The Transportation Authority approves a set of legislative principles to guide transportation policy advocacy in the sessions of the Federal and State Legislatures; and

WHEREAS, With the assistance of the Transportation Authority's legislative advocate in Sacramento, staff has reviewed pending legislation for the current Legislative Session and analyzed it for consistency with the Transportation Authority's adopted advocacy principles and for impacts on transportation funding and program implementation in San Francisco and recommended adopting a support position on Assembly Bill (AB) 1421 (Wilson), AB 1837 (Gonzalez), and AB 2308 (Haney), as shown in Attachment 1; and

WHEREAS, At its March 10, 2026 meeting, the Board reviewed and discussed AB 1421, AB 1837, and AB 2308; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts support positions on AB 1421, AB 1837, and AB 2308; and be it further

RESOLVED, That the Executive Director is directed to communicate this position to all relevant parties.

Attachment:

1. State Legislation - March 2026



Memorandum

AGENDA ITEM 7

DATE: February 19, 2026

TO: Transportation Authority Board

FROM: Anna LaForte - Deputy Director of Policy & Programming

SUBJECT: 3/10/2026 Board Meeting: Appropriate \$75,000 in Prop L Funds, with Conditions, for Federal Autonomous Vehicle Policy Development

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Appropriate \$75,000 in Prop L funds, with conditions, for Federal Autonomous Vehicle Policy Development.</p> <p>SUMMARY</p> <p>San Francisco is a leader in autonomous vehicle (AV) testing and deployment in the United States, with experience and expertise to inform federal policy development and decision-making, and to share with other jurisdictions in this fast-developing arena. With this request, Transportation Authority staff will provide technical analysis and apply San Francisco’s experience and policy priorities toward shaping current major federal AV policy initiatives. For example, Congress is actively considering the Safely Ensuring Lives Future Deployment and Research in Vehicle Evolution (SELF DRIVE) Act, which would establish the first comprehensive statutory framework for AVs, including manufacturer-developed safety cases, expanded federal preemption of state and local regulation, and the creation of a national AV crash data repository. The full scope of work is detailed in the allocation request form (Attachment 5). The request includes a waiver to Prop L policy to allow these funds to be used for expenditures prior to Board approval of the subject request, starting February 1, 2026.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fund Allocation <input checked="" type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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BACKGROUND

Guided by the San Francisco Board of Supervisors 2022 AV Policy Resolution (No. 529-22), federal legislative platform and Board adopted studies such as the



Conceptual Safety-focused AV Permitting Framework Study, the proposed funding request will support staff's work to apply San Francisco's experience and policy priorities toward shaping current major federal AV policy initiatives. This provides a once in a lifetime opportunity to influence how this technology is deployed and regulated, not just at the national level but also in San Francisco, with myriad impacts to all modes of travel within the city and beyond.

DISCUSSION

We are seeking a \$75,000 appropriation of Prop L funds to support San Francisco's participation in federal AV policy development in 2026, as described below:

- At the federal level, Congress is actively considering the SELF DRIVE Act, which would establish the first comprehensive statutory framework for AVs, including manufacturer-developed safety cases, expanded federal preemption of state and local regulation, and the creation of a national AV crash data repository.
- Representative Kevin Mullin, D-C.A. has requested that the Transportation Authority provide technical advisory support to him and his staff as he advances AV safety and data reporting bills.
- Transportation Authority staff have also been invited by the Federal Highway Administration to participate in a peer exchange program aimed to leverage the experience of first adopter cities to inform and strengthen current federal policy and regulations, and to benefit new cities starting to experience AV operations.

Transportation Authority staff will develop a federal AV policy strategy and action plan and provide technical assistance to federal policy makers on legislative and regulatory priorities. We will also review and summarize federal legislative and regulatory proposals and develop technical and policy feedback to authors, San Francisco's federal delegation, and policymakers. We would periodically report out to the Community Advisory Committee (CAC) and Board on these Federal AV policy development efforts at the call of the Transportation Authority chair.

Attachment 1 summarizes the subject funding request, and Attachment 2 includes a brief description of the scope of work. Attachment 3 summarizes the staff recommendation, including special conditions. Attachment 5 provides the Allocation



Request Form, with more information on scope, schedule, budget, funding, and special conditions.

This request includes a waiver to Prop L policy to allow funds to be used for project expenditures incurred February 1, 2026, prior to Board approval of this request. Earlier this year, discussions began on draft language for the new SELF Drive Act, and Representative Mullin requested technical support from the Transportation Authority. To be responsive to the federal legislative timeline and the Representative's request, we began this work prior to the approval of this appropriation request to maximize its impact on the fast-moving development of bill language and amendments.

FINANCIAL IMPACT

The recommended action would appropriate \$75,000 in Prop L funds. The appropriation would be subject to the Fiscal Year Cash Flow Distribution Schedule contained in the attached Allocation Request Form.

Attachment 4 shows the approved Fiscal Year 2025/26 allocations and appropriations to date, with associated annual cash flow commitments as well as the recommended appropriation and cash flow amounts that are the subject of this memorandum.

Sufficient funds are included in the Transportation Authority's approved FY 2025/26 budget. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distributions in those fiscal years.

CAC POSITION

The CAC considered this item at its February 25, 2026 meeting and unanimously adopted a motion of support for the staff recommendation.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Summary of Request
- Attachment 2 - Project Description
- Attachment 3 - Staff Recommendations
- Attachment 4 - Prop L Allocation Summary: FY 2025/26
- Attachment 5 - Allocation Request Form
- Attachment 6 - Resolution

Attachment 1: Summary of Requests Received

Source	EP Line No./ Category ¹	Project Sponsor ²	Project Name	Current Prop L Request	Total Cost for Requested Phase(s)	Leveraging		Phase(s) Requested	District(s)
						Expected Leveraging by EP Line ³	Actual Leveraging by Project Phase(s) ⁴		
Prop L	28	SFCTA	Federal Autonomous Vehicle Policy Development	\$ 75,000	\$ 75,000	68%	0%	Planning	Citywide
TOTAL				\$ 75,000	\$ 75,000				

Footnotes

- ¹ "EP Line No./Category" is the Prop L Expenditure Plan line number referenced in the Prop L Strategic Plan (e.g. Citywide/Modal Planning).
- ² Acronym: SFCTA (San Francisco County Transportation Authority)
- ³ "Expected Leveraging By EP Line" is calculated by dividing the total non-Prop L funds expected to be available for a given Prop L Expenditure Plan line item by the total expected funding for that Prop L Expenditure Plan line item over the 30-year Expenditure Plan period. For example, expected leveraging of 90% indicates that on average non-Prop L funds should cover 90% of the total costs for all projects in that program, and Prop L should cover only 10%.
- ⁴ "Actual Leveraging by Project Phase" is calculated by dividing the total non-Prop L, non-Prop AA, or non-TNC Tax funds in the funding plan by the total cost for the requested phase or phases. If the percentage in the "Actual Leveraging" column is lower than in the "Expected Leveraging" column, the request (indicated by yellow highlighting) is leveraging fewer non-Prop L dollars than assumed in the Expenditure Plan. A project that is well leveraged overall may have lower-than-expected leveraging for an individual or partial phase.

Attachment 2: Brief Project Descriptions¹

EP Line No./ Category	Project Sponsor	Project Name	Prop L Funds Requested	Project Description
28	SFCTA	Federal Autonomous Vehicle Policy Development	\$75,000	San Francisco continues to be an epicenter of autonomous vehicle (AV) testing and deployment in the United States, and has a deep well of experience and expertise in this fast-developing arena. Guided by the Transportation Authority’s AV policy resolution, federal legislative platform and Board adopted studies such as the Conceptual Safety-focused AV Permitting Framework Study, the proposed funding request will support the Transportation Authority’s engagement in current major federal policy initiatives such as the Safely Ensuring Lives Future Deployment and Research in Vehicle Evolution (SELF DRIVE) Act. We anticipate completing the scope of this request by December 2026.
TOTAL			\$75,000	

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations¹

EP Line No./ Category	Project Sponsor	Project Name	Prop L Funds Recommended	Recommendations
28	SFCTA	Federal Autonomous Vehicle Policy Development	\$75,000	<p>Special conditions: The recommended allocation is conditioned upon amendment of the Citywide/Modal Planning 5YPP to add the subject project with funds from the Citywide Modal Planning Placeholder. See attached 5YPP amendment for details.</p> <p>Recommendation includes a waiver to Prop L policy to allow funds to be used for retroactive expenses incurred since February 1, 2026.</p>
TOTAL			\$ 75,000	

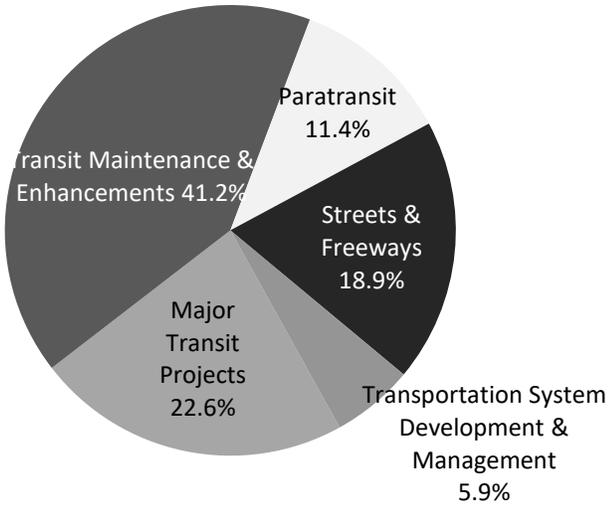
¹ See Attachment 1 for footnotes.

**Attachment 4.
Prop L Summary - FY2025/26**

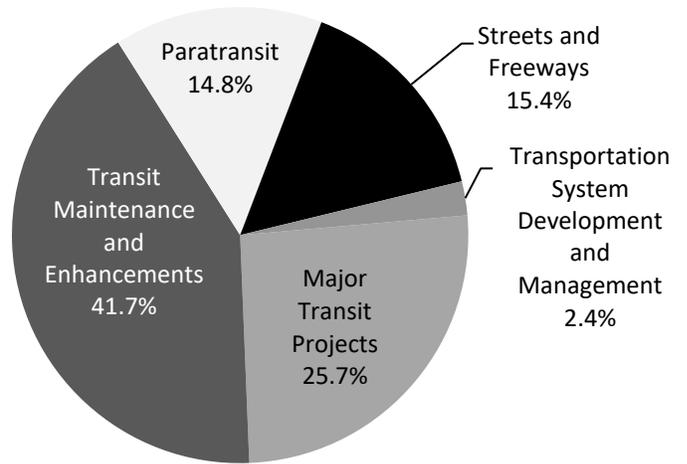
PROP L SALES TAX						
FY 2025/26	Total	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Prior Allocations	\$ 64,879,863	\$ 30,305,000	\$ 23,805,700	\$ 10,209,753	\$ 559,410	\$ -
Current Request(s)	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -
New Total Allocations	\$ 64,954,863	\$ 30,305,000	\$ 23,880,700	\$ 10,209,753	\$ 559,410	\$ -

The above table shows maximum annual cash flow for all FY 2025/26 allocations and appropriations approved to date, along with the current recommended appropriation.

Prop L Expenditure Plan



Prop L Investments To Date (Including Pending Allocations)



San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2025/26
Project Name:	Federal Autonomous Vehicle Policy Development
Primary Sponsor:	San Francisco County Transportation Authority

EXPENDITURE PLAN INFORMATION

PROP L Expenditure Plans	Citywide and Modal Planning
Current PROP L Request:	\$75,000
Supervisory District	Citywide

REQUEST

Brief Project Description

San Francisco continues to be an epicenter of autonomous vehicle (AV) testing and deployment in the United States. The Transportation Authority has a deep well of experience and expertise in this fast-developing arena. Congress is currently advancing several AV policy initiatives that would shape how AVs use public roadways, including their impact on other modes (e.g. walking, biking, transit, emergency response, other vehicles). The proposed funding request will support the Transportation Authority's engagement in current major federal policy initiatives and provision of technical support.

Detailed Scope, Project Benefits and Community Outreach

See attached

Project Location

Citywide

Is this project in an Equity Priority Community?	No
Does this project benefit disadvantaged populations?	No

Project Phase(s)

Planning/Conceptual Engineering (PLAN)

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop L 5YPP/Prop AA Strategic Plan?	Project Drawn from Placeholder
Is requested amount greater than the amount programmed in the relevant 5YPP or Strategic Plan?	Less than or Equal to Programmed Amount
PROP L Amount	\$75,000.00

Justification for Necessary Amendment

Funding requested from the Citywide Modal Planning Placeholder which has \$150,000 programmed in FY 2025/26. See the attached 5YPP scoring table that includes the subject project.

Retroactive reimbursement requested from February 1, 2026: In mid-January, the office of Rep. Kevin Mullin (D - CA) requested the Transportation Authority's technical support to inform the office's work on federal AV policy and legislative initiatives. Because discussions around the proposed AV policy framework (SELF Drive Act) and other AV-related legislation were already proceeding, it was necessary to begin work shortly following the request.

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2025/26
Project Name:	Federal Autonomous Vehicle Policy Development
Primary Sponsor:	San Francisco County Transportation Authority

ENVIRONMENTAL CLEARANCE

Environmental Type:	Categorically Exempt
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PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering (PLAN)	Jan-Feb-Mar	2026	Oct-Nov-Dec	2026
Environmental Studies (PA&ED)				
Right of Way				
Design Engineering (PS&E)				
Advertise Construction				
Start Construction (e.g. Award Contract)				
Operations (OP)				
Open for Use				
Project Completion (means last eligible expenditure)			Oct-Nov-Dec	2026

SCHEDULE DETAILS

- Task 1: February 1, 2026 - December 31, 2026
- Task 2: February 1, 2026 - December 31, 2026
- Task 3: February 1, 2026 - December 31, 2026

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2025/26
Project Name:	Federal Autonomous Vehicle Policy Development
Primary Sponsor:	San Francisco County Transportation Authority

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
EP-228: Citywide and Modal Planning	\$75,000	\$0	\$0	\$75,000
Phases In Current Request Total:	\$75,000	\$0	\$0	\$75,000

COST SUMMARY

Phase	Total Cost	PROP L - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering	\$75,000	\$75,000	prior work
Environmental Studies	\$0		
Right of Way	\$0		
Design Engineering	\$0		
Construction	\$0		
Operations	\$0		
Total:	\$75,000	\$75,000	

% Complete of Design:	0.0%
As of Date:	01/31/2026
Expected Useful Life:	N/A

**San Francisco County Transportation Authority
Prop L/Prop AA/Prop D TNC Allocation Request Form**

PLANNING PHASE - MAJOR LINE ITEM BUDGET

BUDGET SUMMARY				
Agency	Task 1 - Project Management	Task 2 - AV Policy Development and Technical Assistance	Task 3 - Education and Peer Exchange	Total
SFCTA	\$ 5,000	\$ 30,000	\$ 5,000	\$ 40,000
Consultants	\$ -	\$ 25,000	\$ -	\$ 25,000
Travel			\$ 5,000	
Contingency		\$ 5,000	\$ -	\$ 5,000
Total	\$ 5,000	\$ 60,000	\$ 10,000	\$ 75,000

*List out significant direct costs here (e.g. Printing).

DETAILED LABOR COST ESTIMATE - BY AGENCY						
SFCTA	Hours	Base Hourly Rate	Overhead Multiplier	Fully Burdened Hourly Cost	FTE	Total
Deputy Director	20	\$ 112.64	2.59	\$ 291.74	0.01	\$ 5,835
Senior Public Policy Manager	42	\$ 85.40	2.59	\$ 221.19	0.02	\$ 9,290
Principal Transportation Planner	123	\$ 77.85	2.59	\$ 201.63	0.06	\$ 24,876
Total	185				0.09	\$ 40,000

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2025/26
Project Name:	Federal Autonomous Vehicle Policy Development
Primary Sponsor:	San Francisco County Transportation Authority

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
Total PROP L Requested:	\$75,000	Total PROP L Recommended	\$75,000

SGA Project Number:		Name:	Federal Autonomous Vehicle Policy Development
Sponsor:	San Francisco County Transportation Authority	Expiration Date:	06/30/2027
Phase:	Planning/Conceptual Engineering	Fundshare:	100.0%

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY2026/27	Total
PROP L EP-228	\$75,000	\$75,000

Deliverables

1. Upon completion of Task 2 (anticipated December 31, 2026), provide AV policy strategy and action plan as well as a summary of federal AV legislation and feedback provided by the Transportation Authority.
2. Upon completion of Task 3 (anticipated December 31, 2026), provide summary of engagement activities and their outcomes.
3. SFTCA will periodically report to the Community Advisory Committee and Transportation Authority Board on Federal AV policy development efforts, at the call of the Transportation Authority Chair.

Special Conditions

1. The recommended allocation is conditioned upon amendment of the Citywide/Modal Planning 5YPP to add the subject project with funds from the Citywide Modal Planning Placeholder. See attached 5YPP amendment for details.
2. Recommendation includes a waiver to Prop L policy to allow funds to be used for retroactive expenses incurred since February 1, 2026, when engagement on federal AV policy development was initiated.

Metric	PROP AA	TNC TAX	PROP L
Actual Leveraging - Current Request	No PROP AA	No TNC TAX	0.0%
Actual Leveraging - This Project	No PROP AA	No TNC TAX	0.0%

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2025/26
Project Name:	Federal Autonomous Vehicle Policy Development
Primary Sponsor:	San Francisco County Transportation Authority

EXPENDITURE PLAN SUMMARY

Current PROP L Request:	\$75,000
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1) The requested sales tax and/or vehicle registration fee revenues will be used to supplement and under no circumstance replace existing local revenues used for transportation purposes.

Initials of sponsor staff member verifying the above statement:

AC

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Jean Paul Velez	Anna LaForte
Title:	Principal Transportation Planner, Technical Policy	Deputy Director for Policy & Programming
Phone:	555-5555	(415) 522-4805
Email:	jean.paul@sfcta.org	anna.laforte@sfcta.org

Federal Autonomous Vehicle Policy Development

Purpose/Context

San Francisco continues to be an epicenter of autonomous vehicle (AV) testing and deployment in the United States and has a deep well of experience and expertise to share with other jurisdictions and to inform federal policy development and decision-making in this fast-developing arena.

Guided by the Transportation Authority's AV policy resolution, federal legislative platform and Board adopted studies such as the Conceptual Safety-focused AV Permitting Framework Study, the proposed funding request will support staff's work to apply San Francisco's experience and policy priorities toward shaping current major federal AV policy initiatives:

- At the federal level, Congress is actively considering the Safely Ensuring Lives Future Deployment and Research in Vehicle Evolution (SELF Drive) Act, which would establish the first comprehensive statutory framework for AVs, including manufacturer-developed safety cases, expanded federal preemption of state and local regulation, and the creation of a national AV crash data repository.
- Rep. Kevin Mullin, D-C.A. has requested that the Transportation Authority provide technical advisory support to him and his staff as he advances AV safety and data reporting bills.
- The Transportation Authority was also invited by the Federal Highway Administration to participate in a peer exchange program aimed to leverage the experience of first adopter cities in the benefit of new cities adopting AV operations and to inform and strengthen current federal policy and regulations.

Scope by Task

Task 1. Project Management

- Conduct ongoing management of the project, including monitoring schedule and budget with internal agency staff and management
- Procurement of consultant support (develop scopes, evaluate proposals, execute contracts)

Deliverables:

1. Monthly reporting on project status (budget and schedule)

Task 2. AV Policy Development and Technical Assistance

- Develop federal AV policy strategy and an action plan to implement strategy. Prioritize and implement actions, including engaging other jurisdictions and interests (community, industry, labor, business, environmental).
- Provide technical assistance to federal policy makers on legislative and regulatory priorities.
- Review federal legislative and regulatory proposals (e.g. SELF Drive Act, AV Safety Data Act, NHTSA regulations) and develop technical and policy feedback to authors, San Francisco's federal delegation, and policymakers.
- Consultant services will provide support for technical analysis, regulatory review, and procedural guidance.

Deliverables:

1. AV policy strategy and action plan
2. Summary of input provided to authors and policymakers as well as the bills' status

Task 3. Education and Peer Exchange

- Participate in FHWA AV policy peer exchange program, which will bring together a core group of states and cities with significant AV deployments to exchange their experiences, best practices, and lessons learned. The peer exchange will allow Transportation Authority staff to elevate San Francisco's AV challenges and needs to FHWA and inform the agency's future federal AV regulation and policy development.
- Share San Francisco's experiences and lessons learned and to advocate for AV safety assurance, data sharing, and the overall management of AV deployments. Identify novel solutions developed and applied elsewhere that could be considered in San Francisco.
- Leveraging technical work from Task 2, share findings with broader audiences of interest including legislators, regulatory bodies, academia, and peer cities.

Deliverables:

1. Summary of engagement activities performed, input provided, and lessons learned

Prop L Project Submissions Evaluation - EP 28 Citywide/Modal Planning

		Prop L-Wide Criteria						
District	Projects	Project Readiness	Relative Level of Need or Urgency (time sensitive)	Benefits to Disadvantaged Populations	Level and Diversity of Community Support	Leveraging	Safety	Total
Citywide	AV Safety Metrics & Standards	3	0	5	1	1	4	14
TBD	Citywide Modal Planning Placeholder	<i>This is a placeholder. Project(s) will be scored at time of allocation.</i>						
Citywide	Federal AV Policy Development	5	4	2	1	0	4	16
Citywide	Curbside Electric Vehicle Charging Pilot Outreach & Evaluation	5	0	3	1	1	2	12
2, 3, 6	Embarcadero Mobility Resilience Plan	5	4	0	1	4	3	17
Citywide	San Francisco Transportation Plan (SFTP) 2050+	5	0	5	3	4	4	21
Citywide	San Francisco Transportation Plan (SFTP) 2055	4	0	5	3	2	4	18
	Total Possible Score	5	4	5	5	4	4	27

Project Scoring Key: Projects are assessed using Transportation Authority Board adopted Prop L-wide criteria and program specific prioritization criteria. In general, the better a project meets the criteria as defined, the more points the project is assigned.

Project Readiness: Highest possible score is 5. Project is likely to need funding in the fiscal year proposed. Factors to be considered include, but are not limited to adequacy of scope, schedule, budget and funding plan relative to current project status (e.g. expect more detail and certainty for a project about to enter construction than design); whether prior project phases are completed or expected to be completed before beginning the next phase; and whether litigation, community opposition or other factors pose a significant risk to project advancement, as proposed.

Prop L Project Submissions Evaluation - EP 28 Citywide/Modal Planning

	<p>Relative Level of Need or Urgency (time sensitive): Highest possible score is 4. Project needs to proceed in the proposed timeframe to enable construction coordination with another project (e.g. minimize costs and construction impacts), to support another funded or proposed project (e.g. signal conduit installation coordination with a street resurfacing project) or to meet timely use of funds deadlines associated with matching funds.</p>
	<p>Benefits to Disadvantaged Populations: Highest possible score is 5. Project provides direct benefits to disadvantaged populations, including communities historically harmed by displacement, transportation policies, and projects that utilized eminent domain. Project directly impacts the ability of disadvantaged populations to access transportation (e.g. new or enhanced infrastructure, new service or improved service, improved safety, etc.), whether or not the project is directly located in an Equity Priority Community. Points are based on the description of benefits presented in the Project Information Form.</p>
	<p>Level and Diversity of Community Support: Highest possible score is 5. Project has clear and diverse community support, including from disadvantaged populations and/or was developed out of a community-based planning process.</p> <p>Five points for a project that 1) is in an adopted community based plan or with evidence of diverse (neighborhood level and citywide) community support and 2) has documented support from disadvantaged populations.</p> <p>Three points for a project not in an adopted community based plan, but with evidence of support from <i>both</i> neighborhood stakeholders and citywide groups. Project does not have documented support from disadvantaged populations.</p> <p>One point for a project not in an adopted community based plan, but with evidence of support from <i>either</i> neighborhood stakeholders or citywide groups. Project does not have documented support from disadvantaged populations.</p> <p>Zero points for a project that was neither developed out of a community-based planning process nor has other forms of demonstrated community support.</p>
	<p>Leveraging: Highest possible score is 4. Project demonstrates actual or potential leveraging of Prop L funds, as indicated in the funding plan. Factors to consider include the status of other fund sources and the likely competitiveness for securing non-Prop L funds from discretionary sources.</p>
	<p>Safety: Highest possible score is 4. Project addresses documented safety issue(s), reduces potential conflict between modes, and/or increases security. Points are based on the safety information presented in the Project Information Form.</p>

2023 Prop L 5-Year Project List (FY 2023/24 - FY 2027/28)
 Citywide/Modal Planning (EP 28)
 Programming and Allocations to Date
 Pending March 2026 Board

Agency	Project Name	Phase	Status	Fiscal Year					Total
				2023/24	2024/25	2025/26	2026/27	2027/28	
SFCTA	AV Safety Metrics & Standards ¹	PLAN/CER	Programmed		\$0				\$0
SFCTA	AV Resource Portal ¹	PLAN/CER	Appropriated		\$100,000				\$100,000
TBD	Citywide Modal Planning Placeholder ²	PLAN/CER	Programmed			\$75,000			\$75,000
SFMTA	Curbside Electric Vehicle Charging Pilot Outreach & Evaluation	PLAN/CER	Programmed		\$150,000				\$150,000
SFMTA	The Embarcadero Mobility Resilience Master Plan	PLAN/CER	Allocated		\$150,000				\$150,000
SFCTA	San Francisco Transportation Plan (SFTP) 2050+	PLAN/CER	Appropriated		\$700,000				\$700,000
SFCTA	San Francisco Transportation Plan (SFTP) 2055	PLAN/CER	Programmed				\$700,000		\$700,000
SFCTA	Federal Autonomous Vehicle Policy Development ²	PLAN/CER	Pending			\$75,000			\$75,000
Total Programmed in 2023 5YPP				\$0	\$1,100,000	\$150,000	\$700,000	\$0	\$1,950,000
Total Allocated and Pending				\$0	\$950,000	\$75,000	\$0	\$0	\$1,025,000
Total Unallocated				\$0	\$150,000	\$75,000	\$700,000	\$0	\$925,000
Total Programmed in 2023 Strategic Plan				\$0	\$1,100,000	\$150,000	\$700,000	\$0	\$1,950,000
Deobligated Funds				\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Remaining Programming Capacity				\$0	\$0	\$0	\$0	\$0	\$0
Pending Allocation/Appropriation									
Board Approved Allocation/Appropriation									

FOOTNOTES:

- ¹ 5YPP amendment to fund AV Resource Portal (Resolution 2025-025, 12/17/2024):
 AV Safety Metrics & Standards: Reduced from \$100,000 to \$0 in FY2024/25.
 AV Resource Portal: Added project with \$100,000 in FY2024/25.
- ² 5YPP amendment to fund Federal Autonomous Vehicle Policy Development (Resolution 2026-0XX, 3/X/2026):
 Citywide Modal Planning Placeholder: Reduced from \$150,000 to \$75,000 in FY2025/26.
 Federal Autonomous Vehicle Policy Development: Added project with \$75,000 in FY2025/26.



RESOLUTION APPROPRIATING \$75,000 IN PROP L FUNDS, WITH CONDITIONS,
FOR FEDERAL AUTONOMOUS VEHICLE POLICY DEVELOPMENT

WHEREAS, San Francisco continues to be an epicenter of autonomous vehicle (AV) testing and deployment in the United States, with the Transportation Authority offering a deep well of experience and expertise to inform federal policy development and decision-making in this fast-developing arena; and

WHEREAS, The United States Congress is currently advancing several AV policy initiatives that would shape how AVs use public roadways, including their impact on other modes; and

WHEREAS, Guided by the Transportation Authority's AV policy resolution (Resolution 529-22), federal legislative platform, and Transportation Authority Board-adopted studies such as the Conceptual Safety-focused AV Permitting Framework Study, Transportation Authority staff prepared a scope of work to provide staff support for the Transportation Authority's engagement in current major federal policy initiatives and provision of technical support and has requested appropriation of \$75,000 in Prop L funds to fund the scope of work, as summarized in Attachments 1 and 2 and detailed in the attached allocation request form (Attachment 5); and

WHEREAS, The subject request seeks funds from the Citywide and Modal Planning Prop L Expenditure Plan program; and

WHEREAS, As required by the voter-approved Expenditure Plan, the Transportation Authority Board has adopted a 5-Year Prioritization Program (5YPP) for the aforementioned Prop L program; and

WHEREAS, the Transportation Authority's request for Federal AV Policy Development requires amendment of the Prop L Citywide and Modal Planning 5YPP to add the subject project, as detailed in the attached allocation request form, with funds from the Citywide Modal Planning placeholder; and



WHEREAS, In order to be responsive to federal legislative timelines and a request for technical support, staff began work in February 2026; and therefore, staff has requested a waiver to Prop L policy to allow retroactive expenditures starting February 1, 2026; and

WHEREAS, Transportation Authority staff recommended appropriating \$75,000 in Prop L funds, with conditions, for Federal AV Policy Development, as described in Attachment 3 and detailed in the attached allocation request form, which includes staff recommendations for the Prop L appropriation amount, required deliverables, timely use of funds requirements, special conditions, and the Fiscal Year Cash Flow Distribution Schedule; and

WHEREAS, The requested funds, if approved, will be included in the Transportation Authority's FY 2025/26 mid-year budget amendment and sufficient funds will be included in future budgets to cover the recommended cash flow distributions in those fiscal years; and

WHEREAS, At its February 25, 2026 meeting, the Community Advisory Committee was briefed on the subject request and unanimously adopted a motion of support for the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby amends the Prop L Citywide and Modal Planning 5YPP to add the Federal AV Policy Development project with \$75,000 in FY 2025/26 funds, as detailed in the attached allocation request form; and be it further

RESOLVED, That the Transportation Authority hereby appropriates \$75,000 in Prop L funds, with conditions, for Federal AV Policy Development as summarized in Attachment 3 and detailed in the attached allocation request form; and be it further

RESOLVED, That the Transportation Authority finds the appropriation of these funds to be in conformance with the priorities, policies, funding levels, and prioritization methodologies established in the Prop L Expenditure Plan, the Prop L Strategic Plan, and the Citywide and Modal Planning 5YPP; and be it further



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

RESOLVED, That the Capital Improvement Program of the Congestion Management Program is hereby amended, as appropriate.

Attachments:

1. Summary of Request Received
2. Brief Project Description
3. Staff Recommendations
4. Prop L Allocation Summary - FY 2025/26
5. Prop L Allocation Request Form



Memorandum

AGENDA ITEM 8

DATE: February 19, 2026
TO: Transportation Authority Board
FROM: Anna LaForte - Deputy Director for Policy and Programming
SUBJECT: 3/10/2026 Board Meeting: Appropriate \$97,000 in Prop L Funds, with Conditions, for Caltrain Governance 2026 Work Program and Ad Hoc Committee Support

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <p>Appropriate \$97,000 in Prop L funds, with conditions, for Caltrain Governance 2026 Work Program and Ad Hoc Committee Support</p> <p>SUMMARY</p> <p>At the January 8, 2026, meeting of the Caltrain Joint Powers Board (JPB), the JPB approved a motion directing the JPB’s Ad Hoc Committee on Governance to work this year to bring forward recommended amendments to Caltrain’s governing agreements, including addressing a number of related issues specified in the motion. At the Transportation Authority Board’s January 27, 2026, meeting, Commissioner Walton requested that the Transportation Authority provide staff support for Caltrain governance development activities during 2026, including Director Walton’s participation on the JPB Ad Hoc Committee. This effort is not included in the adopted Caltrain Maintenance 5-Year Prioritization Program (5YPP) . In order to preserve the existing programming in the 5YPP which serves as San Francisco's local match contribution to Caltrain's state of good repair capital program, we are requesting a Strategic Plan amendment to fund this request from off the top of the capital program to be repaid from the Caltrain Maintenance program in the next Strategic Plan and 5YPP update. We are also seeking a waiver to Prop L policy to allow the funds to be used for expenditures prior to Board approval of the subject request, starting February 1, 2026.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fund Allocation <input checked="" type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input type="checkbox"/> Other: _____
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BACKGROUND

Caltrain Governance Context. Caltrain is a joint powers entity, with three member agencies: the City and County of San Francisco (CCSF); the San Mateo County Transit District (SamTrans); and the Santa Clara Valley Transportation Authority (VTA). Since Caltrain's formation in 1991, SamTrans has served as the Managing Agency of the railroad. In 2008, the three member agencies entered into an amendment to one of Caltrain's governing agreements, the Real Property Ownership Agreement (RPOA), under which SamTrans could serve as the Managing Agency of Caltrain until it no longer wished to serve in that role, in exchange for foregoing certain interest payments on SamTrans' contribution to the purchase of the Caltrain right-of-way (ROW) in 1991.

In August 2020, the JPB adopted a resolution to place Measure RR on the ballot in the three Caltrain counties, with the measure proposing a one-eighth of one percent sales tax to be dedicated to the railroad's operations and capital improvements. In conjunction with placing Measure RR on the ballot, the JPB adopted a resolution expressing the JPB's desire to modify Caltrain's governance structure (including to allow the JPB to appoint the Caltrain Executive Director) and expressing the JPB's intent to reimburse SamTrans for its ROW investment.

Following the passage of Measure RR, the JPB considered numerous governance proposals. In August 2022, the member agencies entered into a Memorandum of Understanding (MOU) regarding Caltrain governance. Among other provisions, the MOU authorized the JPB to appoint its own Executive Director and established a first set of dedicated rail employees. The MOU recognized SamTrans' role as Managing Agency; however, the agreement narrowed the Managing Agency function, to consist of the provision of shared services and the employment of staff. The MOU also provided for the repayment to SamTrans of the other two member agencies' outstanding amounts for the original ROW investment; these payments, including by CCSF, have been completed.

Ad Hoc Committee and Work Program Activities. In 2025, the Governance Ad Hoc Committee of the JPB was appointed, with one member from each of the member agencies, in order to continue discussions on outstanding governance issues, including potential amendments to Caltrain's governing agreements. Some progress has been made to date, including the preparation of a draft Shared Services Agreement, which would be between Caltrain and SamTrans, to codify various procedures associated with SamTrans' provision of shared services to the railroad. In November 2025, JPB Director Pat Burt (one of VTA's representatives) requested a performance audit of the existing shared services arrangement. In addition, Caltrain has advanced discussions with



CalPERS to establish the railroad as an entity within the state retirement system, including to establish Caltrain as a “successor agency” to SamTrans for affected staff; Caltrain must also approve its own salary ordinance as part of this process.

In January 2026, JPB Chair Rico Medina requested that Director Walton serve as San Francisco’s representative on the Ad Hoc Committee going forward.

DISCUSSION

At Director Walton’s request, the JPB deliberated a motion concerning governance at its January 8, 2026, meeting. The motion, as amended and approved by the JPB, calls for the Ad Hoc Committee to “bring forward recommended amendments to Caltrain’s governing agreement including addressing the managing agency role, address the shared services agreement and provide at least an update (or a report) on the performance audit (requested by Director Burt), as well as address the successor agency and Caltrain’s own salary ordinance”.

In response to Commissioner Walton’s request at the January 27, 2026, meeting of the Transportation Authority Board, we have prepared a scope of work to provide staff support to the Caltrain governance work program and Ad Hoc Committee process. This scope includes the following major tasks:

- **Ad Hoc Committee Staff Support** - Caltrain plans to convene the Ad Hoc Committee on an approximately monthly basis during 2026. For each meeting, Transportation Authority staff will review meeting materials and prepare briefing analyses to support Director Walton’s participation.
- **Technical Review and Policy Analysis** - Caltrain’s governance work program will develop a number of key deliverables, including draft amendments to governing agreements and other deliverables (e.g., Performance Audit, Shared Services Agreement, Salary Ordinance). Transportation Authority staff will review these documents on behalf of San Francisco and prepare draft comments. We will also conduct additional policy analysis, as required, to facilitate effective review and input to governance proposals put forward through the Ad Hoc process.
- **Policy Coordination** - As governance-related items advance to the JPB, Transportation Authority staff will provide advice and recommendations, as appropriate, to San Francisco representatives. We will also coordinate at the staff level with other San Francisco agency representatives, including the Mayor’s Office and SFMTA.



This effort is not included in the adopted Caltrain Maintenance 5YPP. In order to preserve the existing programming in the 5YPP which serves as San Francisco's local match contribution to Caltrain's state of good repair capital program, we are requesting Board approval of a Strategic Plan amendment to fund this request from off the top of the capital program to be repaid from the Caltrain Maintenance program in the next Strategic Plan and 5YPP update cycle.

Attachment 1 summarizes the subject funding request, and Attachment 2 includes a brief description of the scope of work. Attachment 3 summarizes the staff recommendation, including special conditions. Attachment 4 provides the Allocation Request Form, with more information on scope, schedule, budget, funding, and special conditions.

FINANCIAL IMPACT

The recommended action would appropriate \$97,000 in Prop L funds. The appropriation would be subject to the Fiscal Year Cash Flow Distribution Schedule contained in the attached Allocation Request Form.

These funds will be included in the Transportation Authority's FY 2025/26 mid-year budget amendment. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distributions in those fiscal years.

As noted above, this request is for funds from off the top of the Prop L capital program to be repaid by the Caltrain Maintenance program in the next Strategic Plan and 5YPP update that will commence in Fiscal Year 2027/28. There is a negligible effect on the financing costs to the overall Prop L program associated with the recommended action.

CAC POSITION

The CAC considered this item at its February 25, 2026 meeting and unanimously adopted a motion of support for the staff recommendation.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Summary of Request
- Attachment 2 - Project Description
- Attachment 3 - Staff Recommendations
- Attachment 4 - Allocation Request Form
- Attachment 5 - Resolution

Attachment 1: Summary of Requests Received

Source	EP Line No./ Category ¹	Project Sponsor ²	Project Name	Current Prop L Request	Total Cost for Requested Phase(s)	Leveraging		Phase(s) Requested	District(s)
						Expected Leveraging by EP Line ³	Actual Leveraging by Project Phase(s) ⁴		
Prop L	Off the Top of Capital Program / 8 ⁵	SFCTA	Caltrain Governance 2026 Work Program and Ad Hoc Committee Support	\$ 97,000	\$ 97,000	82%	0%	Planning	6, 10, Citywide
TOTAL				\$ 97,000	\$ 97,000				

Footnotes

¹ "EP Line No./Category" is the Prop L Expenditure Plan line number referenced in the Prop L Strategic Plan (e.g. Caltrain Maintenance).

² Acronyms: SFCTA (San Francisco County Transportation Authority)

³ "Expected Leveraging By EP Line" is calculated by dividing the total non-Prop L funds expected to be available for a given Prop L Expenditure Plan line item by the total expected funding for that Prop L Expenditure Plan line item over the 30-year Expenditure Plan period. For example, expected leveraging of 90% indicates that on average non-Prop L funds should cover 90% of the total costs for all projects in that program, and Prop L should cover only 10%.

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

⁵ This effort is not included in the adopted Caltrain Maintenance 5YPP. In order to preserve the existing programming in the 5YPP which serves as San Francisco's local match contribution to Caltrain's state of good repair capital program, SFCTA staff is requesting a Strategic Plan amendment to fund this request from off the top of the capital program to be repaid from the Caltrain Maintenance program in the next Strategic Plan and 5YPP update cycle.

Attachment 2: Brief Project Descriptions¹

EP Line No./ Category	Project Sponsor	Project Name	Prop L Funds Requested	Project Description
Off the Top of Capital Program / 8	SFCTA	Caltrain Governance 2026 Work Program and Ad Hoc Committee Support	\$97,000	At the January 27, 2026, meeting of the SFCTA Board, Commissioner Walton requested that SFCTA provide technical and policy support on behalf of San Francisco for Caltrain governance development activities during 2026, including to support Director Walton’s participation on the JPB Ad Hoc Committee on Governance. Requested funds will fund SFCTA staff time and as-needed specialty consultant support to provide technical analysis and policy input on the 2026 Caltrain governance work program. SFCTA staff will also coordinate with Caltrain staff and other local and regional counterparts. Since the Ad Hoc Committee on Governance began its work to guide the 2026 work program in January 2026, we are seeking approval for retroactive reimbursement from February 1, 2026.
TOTAL			\$97,000	

¹ See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations¹

EP Line No./ Category	Project Sponsor	Project Name	Prop L Funds Recommended	Recommendations
Off the Top of Capital Program / 8	SFCTA	Caltrain Governance 2026 Work Program and Ad Hoc Committee Support	\$97,000	<p>Special condition: The requested allocation is conditioned upon amendment of the Prop L Strategic Plan to fund the project from off the top of the capital program to be repaid from the Caltrain Maintenance program in the next Strategic Plan and 5-Year Prioritization Program (5YPP) update.</p> <p>Note: This effort is not included in the adopted Caltrain Maintenance 5YPP. In order to preserve the existing programming in the 5YPP which serves as San Francisco's local match contribution to Caltrain's state of good repair capital program, SFCTA staff is recommending a Strategic Plan amendment to fund this request from off the top of the capital program to be repaid from the Caltrain Maintenance program in the next Strategic Plan and 5YPP update cycle.</p> <p>Special condition: Recommendation includes a waiver to Prop L policy to allow funds to be used for retroactive expenses incurred since February 1, 2026.</p>
TOTAL			\$ 97,000	

¹ See Attachment 1 for footnotes.

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2025/26
Project Name:	Caltrain Governance 2026 Work Program and Ad Hoc Committee Support
Primary Sponsor:	San Francisco County Transportation Authority

EXPENDITURE PLAN INFORMATION

PROP L Expenditure Plan	Prop L Off the Top of Capital Program/Caltrain Maintenance
Current PROP L Request:	\$97,000
Supervisory Districts	Citywide, District 06, District 10

REQUEST

Brief Project Description

At the January 27, 2026, meeting of the SFCTA Board, Commissioner Walton requested that SFCTA provide technical and policy support on behalf of San Francisco for Caltrain governance development activities during 2026, including to support Director Walton's participation on the JPB Ad Hoc Committee on Governance. Requested funds will fund SFCTA staff time and as-needed specialty consultant support to provide technical analysis and policy input on the 2026 Caltrain governance work program. SFCTA staff will also coordinate with Caltrain staff and other local and regional counterparts.

Detailed Scope, Project Benefits and Community Outreach

Background

In 2022, the Caltrain Joint Powers Board (JPB) and its three member agencies (CCSF, SMCTD, and VTA) entered into a Governance Memorandum of Understanding (2022 MOU). The MOU codified the parties' commitment to advance the governance of the railroad, including a dedicated Executive Director and an initial set of wholly-dedicated Caltrain staff. The MOU acknowledged SamTrans' role as Managing Agency, and the agreement defined the Managing Agency function as limited to the employment of staff and the provision of shared services. The MOU also provided for the repayment to San Mateo County of remaining obligations by San Francisco and Santa Clara County for San Mateo County's original investment in Caltrain's right-of-way; these financial obligations have been fulfilled.

On January 8, 2026, the Caltrain Board approved a motion (proposed by Director Walton, with amendments made during the meeting) concerning governance development, as follows:

Move that Caltrain Governance Ad Hoc Committee bring forward to the Caltrain Board within 6 months recommended amendments to Caltrain's governing agreement including addressing the managing agency role, address the shared services agreement and provide at least an update (or a report) on the performance audit (requested by Director Burt), as well as address the successor agency and Caltrain's own salary ordinance.

To respond to the motion, the Caltrain staff report identified a set of activities to be undertaken by Caltrain during 2026, including:

- Regular meetings of the JPB Ad Hoc Committee on Governance (consisting of Directors Shamann Walton, Jeff Gee, and Margaret Abe-Koga)
- Financial analysis
- Synthesis of prior studies
- Efficiency/performance review of shared services, as request by JPB Director Pat Burt

- Preparation of proposed amendments to Caltrain's governing agreements
- Other work as directed by the Ad Hoc Committee

In parallel to this work, there are other related workstreams advancing, including the development of Caltrain's salary ordinance, to enable participation in CalPERS.

SFCTA Scope of Work

At the January 27, 2026, meeting of the SFCTA Board, Commissioner Walton requested that SFCTA provide staff support on behalf of San Francisco for Caltrain governance development activities during 2026, including Director Walton's participation on the JPB Ad Hoc Committee on Governance. SFCTA staff will provide technical analysis and policy input on the following 2026 Caltrain governance work program in coordination with Caltrain staff and other local and regional counterparts, as well as the SF City Attorney's Office. Legal costs and tasks are not included in this scope of work or budget.

Task 1 -- Ad Hoc Committee Staff Support

Caltrain plans to convene the Ad Hoc Committee on an approximately monthly basis during 2026. For each meeting, SFCTA will review meeting materials and prepare briefing analysis to support Director Walton's participation on this Committee.

Task 2 -- Technical Review and Policy Analysis

Caltrain's governance work program will develop a number of key deliverables, including revisions / amendments to legacy governing agreements and the 2022 MOU and other deliverables (e.g., Shared Services Performance Review, Shared Services Agreement, Salary Ordinance). SFCTA will review these documents on behalf of San Francisco, and prepare draft comments. This task will be coordinated, as appropriate, with the City Attorney's office.

SFCTA will conduct policy analysis of Caltrain governance needs and opportunities, to further develop San Francisco input. This work may include review of prior Caltrain governance model options including organizational analysis, implementation considerations, financial assessment, and/or other relevant policy analyses. As needed, this technical analysis and policy review will be undertaken and/or supported by consultant resources. Consultant support is anticipated for: financial analysis of governance options or recommendations; review of the Shared Services Review interim and final deliverables; preparation of draft analyses to inform San Francisco input to other deliverables prepared for review through the Ad Hoc Committee process; and other review/technical development, as necessary/direct.

Task 3 -- Policy Coordination and Support

As governance-related items advance to the full Caltrain Board, SFCTA will provide advice and recommendations, as appropriate, to the San Francisco representatives to the JPB. SFCTA will also coordinate at the management and executive level with other San Francisco agency representatives, including the Mayor's Office and SFMTA.

Request for Retroactive Reimbursement

Retroactive reimbursement requested from February 1, 2026: On January 27, 2026, Commissioner Walton requested that Transportation Authority staff conduct a time-sensitive work program to support San Francisco's participation in the JPB Governance Ad Hoc Committee and in the associated 2026 work program of Caltrain governance efforts. Because this work program had already commenced (earlier in January 2026), it was necessary to begin work shortly following the request.

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Project Location

No Location Provided

Is this project in an Equity Priority Community?	No
Does this project benefit disadvantaged populations?	No

Project Phase(s)

Planning/Conceptual Engineering (PLAN)

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop L 5YPP/Prop AA Strategic Plan?	New Project
Is requested amount greater than the amount programmed in the relevant 5YPP or Strategic Plan?	Greater than Programmed Amount
PROP L Amount	\$97,000.00

Justification for Necessary Amendment

As described in the scope section, on January 8, 2026, the Caltrain Board approved a motion concerning governance development for the railroad and in response, Caltrain staff identified a set of activities to be undertaken in 2026. At the January 27 SFCTA Board meeting, Commissioner Walton requested that SFCTA provide staff support on behalf of San Francisco for Caltrain governance development activities during the current calendar year. This effort is not included in the adopted Caltrain Maintenance 5YPP. In order to preserve the existing programming in the 5YPP which serves as San Francisco's local match contribution to Caltrain's state of good repair program, SFCTA staff is requesting a Strategic Plan amendment to fund this request from off the top of the capital program to be repaid from the Caltrain Maintenance program in the next Strategic Plan and 5YPP update cycle.

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2025/26
Project Name:	Caltrain Governance 2026 Work Program and Ad Hoc Committee Support
Primary Sponsor:	San Francisco County Transportation Authority

ENVIRONMENTAL CLEARANCE

Environmental Type:	Categorically Exempt
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PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering (PLAN)	Jan-Feb-Mar	2026	Oct-Nov-Dec	2026
Environmental Studies (PA&ED)				
Right of Way				
Design Engineering (PS&E)				
Advertise Construction				
Start Construction (e.g. Award Contract)				
Operations (OP)				
Open for Use				
Project Completion (means last eligible expenditure)				

SCHEDULE DETAILS

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2025/26
Project Name:	Caltrain Governance 2026 Work Program and Ad Hoc Committee Support
Primary Sponsor:	San Francisco County Transportation Authority

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
EP-200: Prop L Off the Top	\$97,000	\$0	\$0	\$97,000
Phases In Current Request Total:	\$97,000	\$0	\$0	\$97,000

COST SUMMARY

Phase	Total Cost	PROP L - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering	\$97,000	\$97,000	Staff estimate based on scope of work
Environmental Studies	\$0		
Right of Way	\$0		
Design Engineering	\$0		
Construction	\$0		
Operations	\$0		
Total:	\$97,000	\$97,000	

% Complete of Design:	N/A
As of Date:	N/A
Expected Useful Life:	N/A

San Francisco County Transportation Authority

Prop L/Prop AA/Prop D TNC Allocation Request Form

MAJOR LINE ITEM BUDGET

BUDGET SUMMARY				
Agency	Task 1 - Ad Hoc Committee Staff Support	Task 2 - Technical Review and Analysis	Task 3 - Policy Coordination and Support	Total
SFCTA	\$ 29,100	\$ 21,594	\$ 9,700	\$ 60,394
Consultant	\$ -	\$ 36,606	\$ -	\$ 36,606
Total	\$ 29,100	\$ 58,200	\$ 9,700	\$ 97,000

DETAILED LABOR COST ESTIMATE			
Position	Total Hours for Nine Months	Rate	Total
Deputy Director	45	\$ 276	\$ 12,415
Rail Program Manager	90	\$ 291	\$ 26,213
Principal Planner	108	\$ 202	\$ 21,766
Consultant Support	122	\$ 300	\$ 36,606
Total	365		\$ 97,000

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2025/26
Project Name:	Caltrain Governance 2026 Work Program and Ad Hoc Committee Support
Primary Sponsor:	San Francisco County Transportation Authority

SFCTA RECOMMENDATION

Resolution Number:		Resolution Date:	
Total PROP L Requested:	\$97,000	Total PROP L Recommended	\$97,000

SGA Project Number:		Name:	Caltrain Governance 2026 Work Program and Ad Hoc Committee Support
Sponsor:	San Francisco County Transportation Authority	Expiration Date:	06/30/2027
Phase:	Planning/Conceptual Engineering	Fundshare:	100.0%

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY2025/26	FY2026/27	Total
PROP L EP-200	\$60,000	\$37,000	\$97,000

Deliverables

1. SFCTA will report periodically to the Transportation Authority Board on Caltrain governance activities, at the call of the Transportation Authority Chair.
2. At the conclusion of the work program overseen by the Ad Hoc Committee, SFCTA staff will prepare a summary report, describing outcomes for San Francisco and anticipated next steps.

Special Conditions

1. The requested allocation is conditioned upon amendment of the Prop L Strategic Plan to fund the project from off the top of the capital program to be repaid from the Caltrain Maintenance program in the next Strategic Plan and 5YPP update.
2. Recommendation includes a waiver to Prop L policy to allow funds to be used for retroactive expenses incurred since February 1, 2026.

Metric	PROP AA	TNC TAX	PROP L
Actual Leveraging - Current Request	No PROP AA	No TNC TAX	0.0%
Actual Leveraging - This Project	No PROP AA	No TNC TAX	0.0%

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2025/26
Project Name:	Caltrain Governance 2026 Work Program and Ad Hoc Committee Support
Primary Sponsor:	San Francisco County Transportation Authority

EXPENDITURE PLAN SUMMARY

Current PROP L Request:	\$97,000
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1) The requested sales tax and/or vehicle registration fee revenues will be used to supplement and under no circumstance replace existing local revenues used for transportation purposes.

Initials of sponsor staff member verifying the above statement:

AW

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Jesse Koehler	Anna LaForte
Title:	Rail Program Manager	Deputy Director for Policy & Programming
Phone:	(415) 522-4823	(415) 522-4805
Email:	jesse.koehler@sfcta.org	anna.laforte@sfcta.org



RESOLUTION APPROPRIATING \$97,000 IN PROP L FUNDS, WITH CONDITIONS,
FOR CALTRAIN GOVERNANCE 2026 WORK PROGRAM AND AD HOC
COMMITTEE SUPPORT

WHEREAS, At the January 8, 2026, Caltrain Joint Powers Board (JPB) meeting, the JPB approved a motion directing the JPB's Ad Hoc Committee on Governance to work in 2026 to bring forward recommended amendments to Caltrain's governing agreements, including addressing several related issues specified in the motion; and

WHEREAS, At the January 27, 2026, Transportation Authority Board meeting, Commissioner Walton requested that the Transportation Authority provide staff support for Caltrain governance development activities during 2026, including his participation on the JPB Ad Hoc Committee; and

WHEREAS, Transportation Authority staff prepared a scope of work to provide staff support for the Caltrain governance work program and Ad Hoc Committee process and an appropriation request for \$97,000 in Prop L funds to fund the work program, as summarized in Attachments 1 and 2 and detailed in the Allocation Request Form (Attachment 4); and

WHEREAS, The subject effort is not included in the adopted Prop L Caltrain Maintenance 5YPP, and in order to preserve the existing programming in the 5YPP which serves as San Francisco's local match contribution to Caltrain's state of good repair capital program, staff requested Board approval of a Prop L Strategic Plan amendment to fund the appropriation from off the top of the capital program to be repaid from the Caltrain Maintenance program in the next Strategic Plan and 5YPP update cycle; and

WHEREAS, The requested Strategic Plan amendment would result in a negligible impact to the assumed level of financing costs for the 30-year Prop L program; and



WHEREAS, Because the Caltrain Ad Hoc Committee on Governance began its work to guide the 2026 Caltrain governance work program efforts in January 2026, Transportation Authority staff requested a waiver to Prop L policy to allow retroactive expenditures starting February 1, 2026; and

WHEREAS, Transportation Authority staff recommended appropriating \$97,000 in Prop L funds, with conditions, as described in Attachment 3 and detailed in the Allocation Request Form included in Attachment 4, which includes staff recommendations for the Prop L appropriation amount, required deliverables, timely use of funds requirements, special conditions, and Fiscal Year Cash Flow Distribution Schedule; and

WHEREAS, The requested funds, if approved, will be included in the Transportation Authority's FY 2025/26 mid-year budget amendment and sufficient funds will be included in future budgets to cover the recommended cash flow distributions in those fiscal years; and

WHEREAS, At its February 25, 2026, meeting, the Community Advisory Committee was briefed on the subject request and unanimously adopted a motion of support for the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby amends the Prop L Strategic Plan to fund the Caltrain Governance 2026 Work Program and Ad Hoc Committee Support appropriation with \$97,000 in FY 2025/26 funds from off the top of the capital program to be repaid from the Caltrain Maintenance program in the next Strategic Plan and 5YPP update cycle, as summarized in the attached allocation request form; and be it further

RESOLVED, That the Transportation Authority hereby appropriates \$97,000 in Prop L funds, with conditions, for the Caltrain Governance 2026 Work Program and Ad Hoc Committee Support as summarized in Attachment 3 and detailed in the attached allocation request form; and be it further



RESOLVED, That the Transportation Authority finds the appropriation of these funds to be in conformance with the priorities, policies, funding levels, and prioritization methodologies established in the Prop L Expenditure Plan and the Prop L Strategic Plan; and be it further

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

RESOLVED, That the Capital Improvement Program of the Congestion Management Program is hereby amended, as appropriate.

Attachments:

1. Summary of Request Received
2. Brief Project Description
3. Staff Recommendations
4. Allocation Request Form



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



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



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



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-



- 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.



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.



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



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.



- 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



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



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



- 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.



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



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.



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



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.



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



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



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



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



- 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),



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.



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 Bypass 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



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.



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.



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



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).



- 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.



- 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).



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



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



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.



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.



- **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



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



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.



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.



2. **MYSTREETSF.SFCTA.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



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,



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.



RESOLUTION ADOPTING A REVISED SALARY STRUCTURE, AMENDING THE EXISTING EMPLOYMENT AGREEMENT AND SETTING THE ANNUAL COMPENSATION FOR THE EXECUTIVE DIRECTOR FOR 2026

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

WHEREAS, On December 7, 2022, through Resolution 23-25, the Board amended the employment agreement with Tilly Chang to extend the term of the agreement to December 31, 2025; and

WHEREAS, Through Resolution 23-25, the Board also adopted a revised salary structure which changed the salary range for the Executive Director position to \$239,682 - \$326,501, without any pre-set steps; and

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

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

WHEREAS, On December 10, 2025, the Personnel Committee met and extensively considered the Executive Director's performance and other factors; and

WHEREAS, On February 23, 2026, the Personnel Committee met, and after further consideration of the Executive Director's performance and other factors, recommended adopting \$298,015 - \$395,066 as the revised salary structure; and amending the employment agreement to extend the term until December 31, 2026; now, therefore, be it further

RESOLVED, That the Transportation Authority hereby adopts a revised salary structure of \$298,015 - \$395,066 for the Executive Director; and be it further

RESOLVED, That the Transportation Authority hereby sets the Executive Director's compensation for 2026 at \$365,930, effective March 16, 2026; and be it



further

RESOLVED, That the Transportation Authority hereby amends the employment agreement to extend the term until December 31, 2026.



Memorandum

AGENDA ITEM 11

DATE: March 2, 2026

TO: Transportation Authority Board

FROM: Cynthia Fong - Deputy Director for Finance and Administration

SUBJECT: 3/10/2026 Board Meeting: Adopt 9 New Job Classifications, Revised Organization Chart, and Revised Salary Structure; Approve the Use of Up to \$2,375,000 over a Five-Year Period (\$475,000 per year) from the Agency’s Program and Operating Reserve; and Amend the Prop L Strategic Plan Annual Program Administration and Operating Allowance from 7.9 Percent to 8.3 Percent, for Fiscal Years 2026/27 to 2030/31

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> • Recommend adoption of 9 new job classifications • Recommend adoption of revised organization chart • Recommend adoption of revised salary structure • Recommend approval of the use of up to \$2,375,000 over a five-year period (\$475,000 per year) from the agency’s Program and Operating Reserve, and amendment of the Prop L Strategic Plan annual Program Administration and Operating allowance (Prop L Allowance) from 7.9 percent to 8.3 percent, for Fiscal Years (FYs) 2026/27 to 2030/31 <p>SUMMARY</p> <p>Following completion of our triennial salary survey and strategic planning effort, we are recommending the subject actions to keep our labor rates competitive and to enable successful implementation of the agency’s 5-year initiatives (including investment in people, succession pathways, and organizational development). The recommendations include: revisions to the agency’s job classifications to add 9 new classifications (Attachment 1); a revised organization chart (Attachment 2) that includes two new additional full-time</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input checked="" type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input checked="" type="checkbox"/> Other: Job Classifications, Organization Chart, and Salary Structure
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<p>equivalent staff positions (offset by anticipated shifts of two positions to the Treasure Island Mobility Management Agency (TIMMA) organization, which we propose to present to the TIMMA Board for consideration later this year); a revised salary structure (Attachment 3), to bring wages in line with market conditions; and approval of the use of up to \$2,375,000 from the agency’s Program and Operating Reserve, requiring an increase in our Prop L Allowance from 7.9% to 8.3% for FY 2026/27 through FY 2030/31. This funding need has been reduced from the December 9 Personnel Committee item, in part, through the identification of additional offsetting cost savings and organizational efficiencies. If approved, the recommended agency Prop L Allowance increase will be implemented through a concurrent amendment to the Prop L Strategic Plan.</p>	
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BACKGROUND

Our goal is to optimize personnel recruitment and retention by making every effort to compensate employees fairly and equitably and to remain competitive with peer agencies in our compensation practices. Rather than using the “step” compensation structure found in many public agencies, with standard percentage increments established between steps and automatic salary increases based on seniority, cost of living, or other indices, salary adjustments are based primarily on staff performance, market research/data, and budget considerations. Consequently, and as called for in our Personnel Manual, periodic reviews of the job classification structure are performed to benchmark the Transportation Authority’s remuneration package against comparable agencies and to recommend modifications to our job classifications and salary structure, as appropriate. We commissioned the last compensation study in 2022, and, in July 2022, the Board adopted four new job classifications and a revised salary structure for all positions, except for the Executive Director. In May 2023, the Board adopted three revised job classifications and a revised organization chart. In February 2024, the Board adopted five new classifications and a revised organization chart. The current Board-approved organization chart is provided as Attachment 4.

We contracted with Arthur J. Gallagher & Co. (Gallagher), a human resources consulting firm experienced in compensation and employee benefits surveys and analysis, to conduct a total compensation study for the agency. The study included a



comprehensive review of our job classifications, descriptions, base compensation, and benefits.

DISCUSSION

Proposed New Job Classifications. We have prepared 9 new job classification descriptions, in conjunction with the recommended revised organization structure discussed below. The new job classifications are intended to better align with the agency's near-term work program and organizational development goals (5-Year Initiatives, as proposed to the Personnel Committee in December 2025), including facilitating staff advancement, preparing for operating roles as shared services staff to TIMMA, increasing operational efficiencies, and helping to maintain a healthy agency culture. The new position descriptions are provided in Attachment 1 and include the following:

- *Chief Financial Officer (CFO)* - reclassification of the Deputy Director for Finance and Administration position, to align with the breadth of this division's responsibilities and create a second chief-level position with responsibility (with the Chief Deputy Director) for strategic work program leadership and coordination across divisions.
- *Director of Strategy* - responsible for helping to set and achieve agency-wide work program and strategic objectives, promoting organizational development, coordination and change management across the agency, and facilitating internal and external collaboration, on behalf of the Executive Director and executive team.
- *Partnerships and Innovation Manager* - responsible for an overall work program to advance innovative mobility policy, project finance/innovative funding partnerships, and transportation technology, including through collaborations with a wide range of groups and stakeholders.
- *Projects Reporting Manager* - responsible for developing, implementing, and maintaining tools to charter, monitor, report, and evaluate agency projects and special initiatives, ensuring they stay within budget and schedule.
- *Human Resources (HR) Specialist* - responsible for managing recruitment/hiring processes, supporting compliance with employment laws, and facilitating staff development activities.



- *Document Controls Specialist* - responsible for maintaining and updating agency records, documenting agency procedures, responding to information requests, preparing contracts, and assisting with Board and Committee processes/meetings.

In addition to these 6 positions, the following 3 new job classifications are proposed to provide succession pathways and flexibility for staff to progress within the agency: Assistant Deputy Director for Data and Forecasting; Principal Graphic Designer; and Executive Assistant. If the 9 new job classifications are approved, we will have a total of 58 job classifications, some of which are inactive but retained for future flexibility.

Proposed Revised Organization Chart. Since the last revisions to the agency's organization structure in February 2024, we have continued to monitor our work program activities, workload management, and staff development needs. Our proposed 2026 agency workplan requires a reorganization of staff resources to address work program needs, provide for staff development, and attract and retain high quality personnel. The recommended revised organization chart is provided as Attachment 2.

The recommended organization chart reflects two additional full-time equivalent Transportation Authority staff positions (Director of Strategy and HR Specialist), to be offset by the proposed transfer of two existing (and currently unfilled) positions designated for TIMMA to a forthcoming TIMMA-specific organization structure, as TIMMA prepares to become an operating agency with its own dedicated staff. The TIMMA organization chart is anticipated to be brought forward to the TIMMA Committee and TIMMA Board for consideration later this year, pending approval of funding agreements with the Treasure Island Development Authority (TIDA).

In addition to adding two new full-time equivalent staff positions, the proposed Transportation Authority organization chart reflects 14 recommended reclassifications of certain existing positions, in order to accommodate other new job classifications, provide for title and level alignment, and facilitate staff growth pathways. The following table presents the recommended re-classified positions.



Existing Position	Recommended Re-classified Position
1. Deputy Director for Finance & Administration	Chief Financial Officer
2. Manager (Data & Forecasting; formerly Tech., Data & Analysis)	Partnerships & Innovation Manager
3. Principal Management Analyst	Projects Reporting Manager
4. Administrative Assistant	Document Controls Specialist
5. Principal Transportation Modeler	Assistant Deputy Director for Data & Forecasting
6. Senior Graphic Designer	Principal Graphic Designer
7. Administrative Assistant	Executive Assistant
8. Communications Manager	Senior Communications Specialist
9. Senior Program Analyst	Principal Program Analyst
10. Senior Transportation Planner (Policy & Programming)	Principal Transportation Planner (Policy & Programming)
11. Senior Transportation Planner (Policy & Programming)	Transportation Planner (Policy & Programming)
12. Senior Transportation Modeler	Transportation Modeler
13. Transportation Planner (Planning)	Senior Transportation Planner (Planning)
14. Staff Accountant	Senior Accountant

Compensation Study Methodology. To determine appropriate agencies for comparison, together with Gallagher, we defined our labor market (a group of organizations with which an agency competes in terms of recruiting and retaining personnel). This included several agencies that are not in our immediate geographic vicinity but that conduct work similar to ours, and that have a similar organizational structure. Gallagher and Transportation Authority management agreed on the following 8 agencies to be used as comparators for the purposes of the study:

- SFMTA / City and County of San Francisco
- Alameda County Transportation Commission
- Contra Costa Transportation Authority
- San Francisco Bay Area Rapid Transit District
- Golden Gate Bridge, Highway & Transportation District
- Metropolitan Transportation Commission (MTC)
- Orange County Transportation Authority
- Santa Clara Valley Transportation Authority



Gallagher compiled and analyzed the results of the compensation review, which provided the basis for the proposed changes to the salary structure. Since comparators would not be 100% equivalent to our classifications, rather than identifying possible matches by job titles at comparable agencies, Gallagher analyzed each class description before including it as a comparator. Gallagher evaluated comparators to our classifications considering factors such as education, experience, scope and complexity of work performed, level of authority and responsibility, and working conditions.

Proposed Revised Salary Structure. Gallagher, with consultation from Transportation Authority staff, concluded that most of our salaries are below those of the comparator agencies. Salaries, overall, are between 4% to 19% below market, with the average at 13%. For example, our communication specialists in the Executive division were below by 7%, while management/program analyst staff in the Finance and Policy and Programming divisions were below by 19%.

Based on the study results and recognizing that market conditions in San Francisco are highly competitive, we consulted with Gallagher to develop the proposed salary structure detailed in Attachment 3. The revised structure is intended to provide a level of compensation reflective of the marketplace, attract and retain employees, ensure internal alignment, and support organizational development. It is important to note that it has been approximately 3.5 years since salary range adjustments to positions were last made. Further, escalating market conditions for labor have also become increasingly evident in our recent recruitments. This helps to account for the gap between the Transportation Authority's currently approved salary structure and those of its comparator agencies. If the Board approves the revised salary structure on March 10, 2026, we would implement it effective March 16, 2026.

Gallagher also conducted an evaluation of our current benefits package and gathered benefits data from the comparator agencies. The survey was comprehensive and consisted of employee costs for group health plans; retirement and deferred compensation savings plans; professional development programs; paid days off including vacation, sick leave and holidays; and policy questions relating to these benefits. Overall, our benefits program is competitive with other comparator agencies, and we are not recommending changes to our benefits package at this time. We are recommending an average salary adjustment of 13% to implement the findings of our salary survey.



Funding Context. Our Agency's program administration and operating costs, including labor costs, are funded through a combination of sources, including grants, regional planning funds provided by MTC, and designated funds from programs administered by the Transportation Authority, among other sources. The Board-approved Prop L Strategic Plan allows 7.9% of sales tax annual proceeds to be used for program administration and operating costs (Prop L Allowance) for the sales tax program.

Prior Program Administration and Operating Allowance Changes. Our Program Administration and Operating allowance from sales tax revenues was last modified by the Board in May 2014 (as part of the Prop K program), 12 years ago, in concert with a reorganization that added 8 new positions to the agency's staff team. At that time, the Board approved an increase in the agency's Program Administration and Operating allowance of 1.5%, comprised of a 1.2% increase from 6.7% to 7.9% to support expansion of the agency's staffing and a one-year 0.3% increase to implement a new Enterprise Resource Planning/Accounting system, resulting in 8.2% in FY 2014/15. The Program Administration and Operating Allowance reverted to 7.9% thereafter, until the last 5 years of the Prop K Expenditure Plan period where it gradually decreased to 1% (in FY 2033/34). The Board-approved Prop L Strategic Plan carried forward the same 7.9% allowance level, with a gradual decrease to 1% in FY 2052/53, the last year of the Prop L Expenditure Plan period.

Historic Decrease in Sales Tax Revenue. Over the past six years, we have weathered the severe drop in sales tax revenues and high inflationary environment without needing to increase the agency's Prop L Allowance or tap into agency reserves, by carefully managing our budgetary resources. During the 10 years preceding the COVID-19 pandemic (FY 2009/10 through FY 2018/19), sales tax revenues grew 5.1% per year on average, while post-pandemic sales tax average annual growth over the past six years fell to -0.1% (FY 2019/20 through FY 2024/25), though it is slowly improving (1.7% average growth from FY 2022/23 to FY 2024/25). Revenues have still not fully recovered in San Francisco, in contrast to our neighboring counties, and we are unable to maintain our normal practice of adjusting staff salaries in accordance with our triennial compensation survey results and pursuit of organizational development strategies. Historic declines in sales tax revenues since the pandemic (25% drop from 2019 to 2021; flat revenues of approximately \$110 million for the past 3 years) have affected our ability to afford these changes.



Fiscal Policy: Program and Operating Reserve. The Transportation Authority's Fiscal Policy, last approved by the Board in July 2024, specifies that the agency "shall allocate not less than five percent (5%) and up to fifteen percent (15%) of the estimated net annual sales tax revenue as a hedge against an emergency occurring during the budgeted fiscal year." Consistent with the Fiscal Policy, our annual budget includes this reserve amount, typically at the 10% level. In FY 2025/26, the budgeted amount of the Program and Operating Reserve is \$10,838,760 in the Prop L Sales Tax Program, and we adjust it annually as a new reserve amount in the Board-approved budget.

Five-Year Outlook and Scenario Analysis. We have undertaken an assessment of forecasted costs and funding sources over a medium-term horizon of approximately the next five years. We have considered multiple scenarios, including consideration of options that would modestly increase our Prop L Allowance, for a five-year period, in order to bridge the time it may take for San Francisco's economy to recover and/or for new revenue sources to be secured. Our December 2025 memorandum to the Personnel Committee indicated that fully implementing the recommended salary structure and re-organization could require an up to 0.6 percentage point increase in Prop L Allowance, from 7.9% to 8.5%. Since December, we have further developed consideration of offsetting budget savings and efficiencies, to reduce the anticipated funding impact.

Proposed Use of Agency Program and Operating Reserve and Amendment of Prop L Program Administration and Operating Allowance (Prop L Allowance).

We are now recommending the approval of the use of up to \$2,375,000 over a five-year period (\$475,000 per year) from the agency's Program and Operating Reserve, to support agency program administration and operating costs, and the amendment of the Prop L Allowance from 7.9 percent to up to 8.3 percent, for FY 2026/27 through FY 2030/31. This reduced increase would be supported, in part, by implementing approximately \$225,000 per year in offsetting cost savings and efficiencies.

In addition, we have also prepared a comparative alternative, with a lower funding need, with this option reflecting a phased implementation of salary adjustments and a deeper level of budget reductions, with associated impacts to the agency's work program. These scenarios are summarized in the following table.



Option	Supplemental Funding Need	Salary Structure Implementation	Budget Offsets (cost reductions)	Considerations
<i>December 2025 Memorandum</i>	+0.6% increase to Prop L Allowance (to 8.5%) ~\$700k/year, for five-year period	One-Time	No additional offsets	<ul style="list-style-type: none"> • Brings salary ranges to market • Provides sufficient funding to implement org changes over time • Reduces Prop L revenues for projects by ~\$3.5M over five years (out of ~\$596M total revenue, 0.6%)
Modified Staff Recommendation	+0.4% increase to Prop L Allowance (to 8.3%) \$475k/year, for five-year period	One-Time	~\$225k/year	<ul style="list-style-type: none"> • Brings salary ranges to market • Provides sufficient funding to implement org changes over time • Includes efficiencies and cost-savings • Reduces Prop L revenues for projects by ~\$2.4M over five years (out of ~\$596M total revenue; 0.4%)
Alternative to Staff Recommendation	+0.2% increase to Prop L Allowance (to 8.1%) \$300k/year, for five-year period	Phased (Half in Year 1; Half in Year 2)	~\$300k/year	<ul style="list-style-type: none"> • Smaller increase in needed funding • Provides salary adjustment over time • Includes efficiencies and cost-savings • Medium magnitude of cost reductions, with some impacts to work program capacity • Reduces Prop L revenues for projects by ~\$1.5M over five years (out of ~\$596M total revenue; 0.2%)

Our recommendation to secure additional funding for a five-year period by drawing on the agency’s Program and Operating Reserve is intended to recognize the unprecedented impact of the pandemic on agency finances and to bridge the time it may take for San Francisco’s economy to recover and/or for new revenue sources to be secured. This reflects the reality of slower growth rates of agency revenues combined with the need to address budget and staffing pressures that are impacting our ability to deliver our work program, retain and attract staff, and plan for the future. If revenues recover in the next five years, the Board may wish to direct the reimbursement of excess revenues to the Prop L sales tax program.

FINANCIAL IMPACT

Salary adjustments for existing, budgeted staff positions would result in additional expenditures of up to approximately \$266,000 in FY 2025/26. Sufficient funding is available in the FY 2025/26 adopted budget to accommodate these adjustments to salaries. In FY 2026/27, the estimated impact of the recommended salary adjustments for existing positions would be approximately \$912,000, representing an estimated 13% increase in salary expenditures. We plan to implement the



recommended reorganization (re-classified and new positions) over the next several years, as our work program warrants. The reorganization will be funded by a combination of current/future regional, state, and federal grants and Prop L sales tax revenues.

The recommended actions would provide sufficient funding to maintain salary adjustments in future years and to implement the recommended reorganization over time. Specifically, we would use up to \$475,000 per year in funding from the agency's Program and Operating Reserve, for a five-year period starting in FY 2026/27, to support Prop L program administration and operating costs, with an associated increase to our Prop L Allowance from 7.9% to 8.3%, implemented through a concurrent Prop L Strategic Plan amendment. Over this same period, we would pursue approximately \$225,000 in offsetting cost reductions and efficiencies, to be identified through each year's annual budget.

In the event that the recommended salary adjustments were to be approved without increasing the Prop L Allowance, we would need to pursue up to approximately \$700,000 in budget reductions and work program cuts, including holding certain unfilled positions vacant. These changes would significantly impact our capacity in planning, engineering, advocacy, and data/forecasting, as well as reduce our ability to pursue organizational development and change management initiatives.

The recommended increase to our Prop L Allowance would reduce sales tax revenues that would otherwise be available to projects by up to \$2,375,000 over a five-year period. We will work to minimize the impact to projects through the next Prop L Strategic Plan update in FY 2027/28, when we will true up actual revenues and expenditures, update sales tax projections, review financing and interest rate assumptions, etc. The recommended funding of approximately \$2,375,000 over a 5-year period compares to total forecasted sales tax revenues over this timeframe of approximately \$596,000,000 (0.4%).

ALTERNATIVES

1. Recommend adoption of 9 new job classifications, revised organization chart, and revised salary structure; approval of the use of up to \$2,375,000 over a five-year period (\$475,000 per year) from the agency's Program and Operating Reserve and amendment of the Prop L Strategic Plan annual Program Administration and Operating Allowance from 7.9 percent to 8.3 percent, for FYs 2026/27 to 2030/31, as recommended by staff.



2. Recommend adoption of 9 new job classifications, revised organization chart, and revised salary structure; approval of the use of up to \$1,500,000 over a five-year period (\$300,000 per year) from the agency's Program and Operating Reserve and amendment of the Prop L Strategic Plan annual Program Administration and Operating Allowance from 7.9 Percent to 8.1 percent, for FYs 2026/27 to 2030/31.
3. Defer action, pending additional information or further staff analysis.

CAC POSITION

None. The CAC does not take action on personnel matters.

SUPPLEMENTAL MATERIALS

- Attachment 1 - Proposed New Job Classifications (9)
- Attachment 2 - Proposed Revised Organization Chart
- Attachment 3 - Proposed Revised Salary Structure (Salary Ranges)
- Attachment 4 - Current Organization Chart
- Attachment 5 - Resolution



**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

Job Description

EXECUTIVE DIVISION **Executive Assistant**

The San Francisco County Transportation Authority plans, funds, and delivers transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco. The agency is a locus of transportation planning and policy innovation, serving as the designated county Congestion Management Agency (CMA) for San Francisco and the administrator of San Francisco's transportation sales tax and other voter-approved funding programs.

SUMMARY

The Executive Assistant provides proactive support by independently handling critical administrative tasks to contribute to the overall successful day to day operations of the agency. This position provides administrative and clerical support to the Executive Director, serving as a contact to the public for the agency, and works closely with the executive team, agency staff, and external parties.

Reports to: Chief Deputy Director

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Manages complex calendars, schedules meetings, and ensures executives are prepared for them. Organizes meetings and manages logistics for both internal and external events.
- Facilitate meeting coordination or personally performs meeting room set up, orders catering, escorts guest to the meeting and enters names in the security system.
- Arranges and coordinates all aspects of business travel, including flights, hotels, and transportation. Submits expense reports, timesheets, reimbursements, manages documents (e.g. finalizing correspondence, letters of support).
- Assists with project coordination, tracking action items and providing support on special initiatives and handles various office-related tasks, as assigned by the Executive Director and Chief Deputy Director.
- Assists the Clerk of the Transportation Authority as needed with preparation and distribution of agenda packets, preparation of minutes, posting of materials on the website, clerking meetings, and other duties.
- Facilitate meeting coordination or personally performs meeting room set up, orders catering, escorts guest to the meeting and enters names in the security system.
- Supports other work program priorities as assigned.

SUPERVISORY RESPONSIBILITIES:

May supervise interns.

MINIMUM QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: One (1) year of relevant experience.

Knowledge: Thorough knowledge of a broad range of administrative procedures such as office practices, systems and policies. General knowledge of personal computers in a Windows environment, and computer file maintenance. Knowledge of word processing, spreadsheet, e-mail management, virtual meeting platforms, and related software. Proficiency with standard (MS Office) computer spreadsheet, word processing, database management and other office administration software.

Skills and Abilities: Provide varied, responsible and confidential office administrative assistance; learn, interpret and apply policies and procedures; organize work, set priorities, meet critical deadlines and follow up on assignments with a minimum of direction; work in a demanding environment with changing priorities and deadlines; use discretion with confidential materials and information. Requires considerable ability to organize and carry out projects with minimal instruction; make sound work decisions in accordance with rules, regulations, policies and procedures; compose concise, factual and grammatically correct business correspondence and reports maintain a wide variety of office records and reports of some complexity; maintain a record-keeping system; operate and troubleshoot standard office equipment including but not limited to personal computers, copiers and postage machines; speak effectively and write clearly and concisely. Ability to communicate professionally and effectively with senior management, officials, other staff, vendors, other agencies, and members of the public.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Annual Compensation Range: \$XXX,XXX - \$XXX,XXX...

Adopted XXX XX, XXX, Resolution XX-XX



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Job Description

EXECUTIVE DIVISION Principal Graphic Designer

The San Francisco County Transportation Authority plans, funds, and delivers transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco. The agency is a locus of transportation planning and policy innovation, serving as the designated county Congestion Management Agency (CMA) for San Francisco and the administrator of San Francisco's transportation sales tax and other voter-approved funding programs.

SUMMARY

The Principal Graphic Designer sets the vision and influences overall product/brand direction, setting design standard and for the development, implementation, and coordination of a wide variety of creative and complex graphic artwork for public information and promotional materials, website design and maintenance, and multimedia communications.

Reports to: Director of Communications

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Provides art direction, oversees execution, and coordinates a diverse range of high-impact creative assets for public-facing communications, public outreach campaigns, and promotional initiatives. Supervises and enforces brand standards and visual and messaging consistency across internal & external communications, and serves as the senior creative authority managing staff designers and guiding and reviewing their work.
- Works with agency staff to design public facing materials, ensuring alignment with agency objectives and brand identity, and makes editorial suggestions to improve and clarify the content. Serves as the go-to expert on design systems, tools, and processes, sharing knowledge across the team. Creates and maintains maps using GIS and design software.
- Agency lead overseeing the development and organizational structure of the website. Manages web developer consultant for website backend infrastructure improvements, and maintains website content management system (CMS), including user accounts for staff, page redirects, and site performance.
- Develops and manages standardized templates for internal and external use ensuring the integrity of brand guidelines. Evaluate, recommend, and influence investment in new design software, tools, and equipment to enhance creative capabilities, efficiency, and output quality.
- Leads the development of and codifies new design capabilities and best practices. Provides recommendations to management on purchase of new programs and/or equipment and serves as a technical resource to staff when needed (uploading files to website, accessibility guidelines, and troubleshooting printing issues).
- Provide training, guidance and workshops to staff on best practices for visual and written communication, including accessibility standards. Train and guide staff on effective use of software and tools for public-facing documents, including agency-specific templates and website content.

- Recommends methods of visual presentations including theme, style, and format. Develops in-house and on-call capabilities for graphic design and multimedia materials production, for outreach and agency publications. Maintains agency photo library, obtains photography from various outside sources, photographs projects and other subjects as necessary, manipulated images as necessary.
- Supports other work program priorities as assigned.

SUPERVISORY RESPONSIBILITIES:

May supervise interns and external consultant teams.

MINIMUM QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: Completion of a bachelor's degree in graphic design or a related field is required. Seven (7) years of progressively responsible experience in producing graphic design for publication and the web, including production planning or closely related experience, that demonstrates the knowledge and ability to assume responsibility for all of the graphic production cycle.

Knowledge: Knowledge of Adobe Creative Cloud (Photoshop, InDesign, Illustrator), Apple and Windows computers and graphic software, including Microsoft Word and PowerPoint, and printing processes for multi-color, multi-page publications is a must. Understanding of web design principles and content management systems including Drupal; email platform Mailchimp, web design principles and content management systems including Drupal; email platform Mailchimp. Knowledge of principles and practices of photography, production planning and coordination, principles and contemporary practices of the design of graphic publications and production techniques including new technology development.

Skills and Abilities: Exercise creative skills in preparing a wide variety of creative and complex graphic artwork for public information and promotional materials. Plan, design, lay out, and create visual elements for marketing and public information materials, requiring research and interpretation of subject matter, from concept to delivery of material. Work independently and creatively; organize and handle multiple projects simultaneously. Prepare a variety of technical art work such as map templates to illustrate planning concepts. Operate digital cameras and download, store, and manipulate images. Adhere to budgets for all design projects; estimate production costs, and determine design, colors and graphics in accordance with expenditure and scheduling limitations. Communicate clearly and effectively, both orally and in writing.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Annual Compensation Range: \$XXX,XXX - \$XXX,XXX...
Adopted XXX XX, XXX, Resolution XX-XX



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Job Description

EXECUTIVE DIVISION **Director of Strategy**

The San Francisco County Transportation Authority plans, funds, and delivers transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco. The agency is a locus of transportation planning and policy innovation, serving as the designated county Congestion Management Agency (CMA) for San Francisco and the administrator of San Francisco's transportation sales tax and other voter-approved funding programs.

SUMMARY

The Director of Strategy helps set and achieve agency-wide work program and strategic objectives, promotes organizational development, coordination and change management across the agency, and facilitates internal and external collaboration, on behalf of the Executive Director and executive team. This role provides management-level support to the Board and Community Advisory Committee, leads coordination of critical issues facing the agency, oversees partnerships and innovation initiatives, and acts as a liaison with a wide range of stakeholders.

Reports to: Executive Director

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Oversees and facilitates development of the agency's 5-year strategic initiatives and/or strategic plan; monitors and supports implementation of these guiding documents and collaborates with agency management on an ongoing basis to prioritize agency strategies and strategic initiatives. Acts as a strategic partner to the Executive Director and other senior leaders, translating vision into actionable plans.
- Identifies growth opportunities and strategic risks for the agency. Evaluates agency performance against strategic goals and objectives. Develops and maintains processes to support internal management coordination, decision making and workflows.
- Leads, motivates, and guides project teams across different divisions to ensure they are working cohesively toward shared goals. Facilitates mentorship, promotes knowledge management within the organization and conducts conflict management support as needed.
- Provides internal peer review of project studies, reports, and other deliverables. Reviews Board memoranda and official Transportation Authority correspondence; makes presentations to the Board and Committee and may represent agency externally, including on partner agency projects and initiatives and the Executive Director before state, federal and regional agencies, boards, and commissions; and before local citizens in public meetings and hearing.
- Supports planning and preparation for monthly Board and Community Advisory Committee cycles.

- Supervises, develops, and evaluates professional and subordinate staff and counsels and disciplines staff.
- Supports other work program priorities as assigned.

SUPERVISORY RESPONSIBILITIES:

Supervises Partnerships and Innovations Manager and Projects Reporting Manager. May supervise external consultant teams.

MINIMUM QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: Completion of a graduate degree in an appropriate discipline such as transportation planning, public policy or civil engineering or related field is required. Eight (8) years of progressively responsible experience in transportation planning or a related field with at least three (3) years in a management role. Applicants may substitute completion of a graduate degree with two (2) years of additional qualifying experience

Knowledge: : Advanced knowledge of principles, techniques and methods of transportation planning; public policy development, transportation systems management and conceptual design (transit, pedestrian, bicycle and parking); advance knowledge of transportation fund sources and programming processes; GIS and other database methods. Advanced proficiency with standard computer spreadsheet, word processing, database management and presentation software.

Skills and Abilities: Ability to develop, manage, assign, direct, review and evaluate manage scope, schedules and budget for planning and policy studies, as well as staffing and support needs for own section, including familiarity with professional procurement processes, grants management, billing and invoicing. Strong project and program management skills, including consultant contract oversight for planning and policy studies; facilitate meetings; design public workshops and other outreach strategies; review transportation model inputs and outputs; design surveys and perform data analysis; conduct policy analysis and long-range planning; summarize data and prepare written reports and recommendations. Advanced presentation, writing and editing skills for a variety of communications media, including memoranda, technical reports, resolutions, plans and outreach materials.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Annual Compensation Range: \$XXX,XXX - \$XXX,XXX...
Adopted XXXX XX, XXXX, Resolution XX-XX



**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

Job Description

EXECUTIVE DIVISION

Partnerships and Innovation Manager

The San Francisco County Transportation Authority plans, funds, and delivers transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco. The agency is a locus of transportation planning and policy innovation, serving as the designated county Congestion Management Agency (CMA) for San Francisco and the administrator of San Francisco's transportation sales tax and other voter-approved funding programs.

SUMMARY

The Partnerships and Innovation Manager oversees or coordinates policy initiatives, strategic partnerships, and operational programs that advance San Francisco Transportation Plan goals and agency-wide objectives, under the supervision of the Director of Strategy. The Partnerships and Innovation Manager leads emerging mobility and technology policy, builds relationships and collaborates with a diverse set of internal and external stakeholders, and leads advancement of innovative funding, delivery and technology projects.

Reports to: Director of Strategy

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Plans, directs, and supports policy analysis and strategy development for emerging transportation technologies, mobility initiatives, and innovative business models/funding partnerships, including for autonomous vehicles, shuttles, and mobility management.
- Serves as subject matter expert with respect to new and emerging transportation technologies, in order to provide policy analysis, apply best practices to support program development in San Francisco, and disseminate lessons learned within the agency.
- Cultivates, manages, and maintains critical relationships and partnerships to support agency goals and programs, including with academia, government and regulatory bodies, advocacy organizations, community groups, and private sector entities, among others.
- Develops, manages, and evaluates innovative projects and pilot programs, to test and demonstrate new management approaches, technologies and operational practices.
- Coordinates internally across divisions to develop integrated strategies and provide coordinated policy and technical support to the executive team.
- Assists the Director of Strategy and executive team in the development and implementation of agency-wide strategies and special initiatives.
- Prepares Board memoranda and Transportation Authority correspondence, and presents before management, the Transportation Authority Board, other external agencies, and the public.
- Supports other work program priorities, as assigned.

SUPERVISORY RESPONSIBILITIES:

May supervise external consultant teams or interns.

MINIMUM QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: Completion of a bachelor's degree in Transportation Planning, Public Policy, Civil Engineering, Transportation Engineering or related field. Six (6) years of progressively responsible experience in transportation project and program management required, including at least two (2) years of demonstrated staff management experience. An equivalent combination of education and experience is acceptable.

Knowledge: Advanced knowledge of principles, practices, and techniques of project and program management; standard transportation planning principles and methods; public policy development; transportation fund sources, programming processes, and innovative finance methods; consultant contract preparation and oversight of consultant contracts for professional services; database management techniques; and proficiency with standard computer spreadsheet, word processing and presentation software.

Skills and Abilities: Ability to conduct policy analysis, summarize and present data and prepare written reports and recommendations; ability to develop and support grant proposals and business plans for policy initiatives or operational pilots; ability to develop and implement an effective project monitoring plan to ensure timely and cost-effective project delivery; ability to work and communicate with contractors, consultants, engineers, planners, and other internal and external stakeholders. Advanced presentation, writing and editing skills for a variety of communications media, including memoranda, technical reports, presentations to regulatory bodies, plans, and outreach materials.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Annual Compensation Range: \$XXX,XXX - \$XXX,XXX...

Adopted XXXX XX, XXXX, Resolution XX-XX



**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

Job Description

EXECUTIVE DIVISION Projects Reporting Manager

The San Francisco County Transportation Authority plans, funds, and delivers transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco. The agency is a locus of transportation planning and policy innovation, serving as the designated county Congestion Management Agency (CMA) for San Francisco and the administrator of San Francisco's transportation sales tax and other voter-approved funding programs.

SUMMARY

The Projects Reporting Manager role is responsible for developing, maintaining, and implementing tools to charter, monitor, report, and evaluate agency projects and special initiatives, ensuring they stay within budget and schedule. This role requires creating and managing project plans, leading and guiding teams, and preparing regular reports on project progress, budget, and risks for stakeholders. The position focuses heavily on communication, analysis, and strategic planning to meet business objectives and improve team performance.

Reports to: Director of Strategy

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Develops and maintains various agencywide dashboards, program management and project reports using tools and templates.
- Tracks project performance against goals, budget, and schedule by analyzing data on progress, cost, and workload, in order to generate reports, identify insights and trends agencywide across projects, and predict potential risks and issues before they become critical, allowing for proactive problem-solving.
- Coordinates internally with Project Managers and other division staff to create key metrics (earned value) and milestones (outreach/Board presentations) for projects. Assist the Director of Strategy to evaluate agency performance against strategic goals and objectives.
- Utilizes budget and accounting software to gather real-time data and generate reports efficiently. Ensure all reporting activities comply with organizational and external requirements.
- Supports other work program priorities as assigned.

SUPERVISORY RESPONSIBILITIES:

May supervise external consultant teams and interns.

MINIMUM QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: A bachelor's degree in public or business administration, finance, accounting, economics or related field from an accredited university, and six (6) years of progressively responsible experience in complex financial/fiscal analysis, economic analysis, contract administration, or legislative/ administrative policy analysis is required, including at least two (2) years of demonstrated staff management experience. An equivalent combination of education and experience is acceptable.

Knowledge: : Knowledge of principles and techniques of governmental organization and management; principles and techniques of financial/fiscal analysis; principles and techniques of economic and policy analysis; principles and techniques of generally accepted accounting principles and government accounting standards; application of statistical and other analytical methods; applicable local, state, and federal laws and regulations; principles involved in the development and implementation of complex systems and procedures; methods, procedures, and techniques needed for negotiations of contract terms, change orders, cost estimates and modifications; advanced proficiency with standard computer spreadsheet, word processing, database management and presentation software.

Skills and Abilities: Ability to collect, synthesize, and analyze a wide variety of information; conduct difficult analytical studies involving complex administrative and financial systems and procedures; work with authority and efficiency to identify and define problems, determine methodology, evaluate data, make recommendations with appropriate justification and develop/implement a plan of action; establish and maintain effective communication with senior management, officials, other staff, vendors, or other agencies; negotiate effectively; speak effectively and write clearly and concisely

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Annual Compensation Range: \$XXX,XXX - \$XXX,XXX...

Adopted XXX XX, XXX, Resolution XX-XX



**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

Job Description

DATA & FORECASTING DIVISION Assistant Deputy Director

The San Francisco County Transportation Authority plans, funds, and delivers transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco. The agency is a locus of transportation planning and policy innovation, serving as the designated county Congestion Management Agency (CMA) for San Francisco and the administrator of San Francisco's transportation sales tax and other voter-approved funding programs.

SUMMARY

The Assistant Deputy Director for the Data & Forecasting Division has full responsibility for complex modeling projects and assists the Deputy Director in managing the division, including transportation modeling, data organization and forecasting, Geographic Information Systems (GIS), and general information technology support and systems planning. The Assistant Deputy Director also supports the Deputy Director's participation in planning, organizing and facilitating the activities of the Transportation Authority, and providing a wide range of professional support and executive level policy counsel.

Reports to: Deputy Director for Data & Forecasting

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Assists in planning, coordination, design, development, and implementation of all data and forecasting services. Provides general information technology, modeling and GIS support to internal and external contacts.
- Leads or assists in maintenance, development and application of travel demand forecasting model and Geographic Information Systems (GIS) activities.
- Reviews project budgets, scope and performance measures; selects and manages consultants and contracts; facilitates technical and project meetings; reviews and reports on progress and deliverables; and corresponds with partnering agencies. Duties include developing proposals, grant applications, and appropriation requests.
- Negotiates and resolves complex planning and policy issues with federal, state and regional transportation agencies and San Francisco project sponsors. Leads or assists in the development and negotiation of agreements with other agencies, as required by the Deputy Director.
- Represents the Transportation Authority in federal, regional, state and local transportation task forces, professional associations and technical and policy advisory groups. Reviews and comments on relevant transportation plans and studies produced by other agencies.
- Provides recommendations on all data and forecasting related matters and assists the Deputy Director in fielding inquiries from Board members.
- Develops, negotiates and recommends to the Deputy Director the approval of contracts and cooperative agreements with other governmental agencies, consultants and private

contractors, as needed, and is responsible for monitoring their implementation.

- Reviews Board memoranda and official Transportation Authority correspondence; makes presentations to the Board and Committees and may represent the Deputy Director before state, federal and regional agencies, boards, and commissions; and before local citizens in public meetings and hearings.
- Supervises, develops, and evaluates professional and subordinate staff and counsels and disciplines staff.
- Assists in the development and management of the annual work plan for the division and establishes work activity priorities and staff assignments.
- Supports other work program priorities as assigned.

SUPERVISORY RESPONSIBILITIES:

Supervises Senior Transportation Modelers and Transportation Modelers. May supervise interns and external consultant teams.

MINIMUM QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: Completion of a graduate degree in an appropriate discipline such as transportation planning, data science, computer science, information systems, civil engineering, geography or related field and six (6) years of experience in transportation planning, travel demand forecasting or GIS analysis for transportation planning purposes, with at least two (2) years in a management role. Applicants may substitute completion of a graduate degree with two (2) years of additional qualifying experience

Knowledge: : Advanced knowledge of principles, techniques and methods of transportation planning; activity- based travel model concepts and structures; intensive computer system administration and maintenance; environmental impact assessment process per California Environmental Quality Act guidelines; computer programming in Python and C++ languages; ArcGIS and open GIS platforms. Advanced understanding of data analysis techniques, and data management principles. Advanced knowledge of program and project management principles and techniques used in leading and supporting multiple information technology programs and projects.

Skills and Abilities: Demonstrated ability to develop, manage, assign, direct, review and evaluate manage scope, schedules and budget for planning and policy studies, as well as staffing and support needs for own section, including familiarity with professional procurement processes, grants management, billing and invoicing. Strong project and program management skills, including consultant contract oversight for planning and policy studies; facilitate meetings; design public workshops and other outreach strategies; review transportation model inputs and outputs; design surveys and perform data analysis; conduct policy analysis and long-range planning; summarize data and prepare written reports and recommendations. Advanced presentation, writing and editing skills for a variety of communications media such as memoranda, technical reports, plans, and outreach materials.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Annual Compensation Range: \$XXX,XXX - \$XXX,XXX...

Adopted XXXX XX, XXXX, Resolution XX-XX



**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

Job Description

FINANCE & ADMINISTRATION DIVISION Chief Financial Officer

The San Francisco County Transportation Authority plans, funds, and delivers transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco. The agency is a locus of transportation planning and policy innovation, serving as the designated county Congestion Management Agency (CMA) for San Francisco and the administrator of San Francisco's transportation sales tax and other voter-approved funding programs.

SUMMARY

The Chief Financial Officer (CFO) manages the Transportation Authority's accounting, finance and administrative support functions, including financial systems, capital finance, financial planning, budgeting, investments, risk management, procurement, contracting, technology and human resources. The CFO, working in coordination with the Chief Deputy Director, is responsible for strategic work program leadership and coordination across divisions.

Reports to: Executive Director

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Oversees the financial management functions and accounting activities of the agency; performs risk management functions; prepares reports, audits and analytical studies on operations; reviews, develops, and implements policies and procedures for the agency's fiscal activities to ensure consistency among all divisions, and compliance with prevailing legislation and regulations.
- Oversees all human resource activities; compensation structures, personnel policies, manuals and protocols; the agency's benefits program, including advising and counseling staff, and negotiating with third-party providers; directs maintenance of personnel records and transactions. Demonstrates knowledge of equal employment opportunity policy; shows respect and sensitivity for cultural differences; educates others on the value of diversity; promotes a harassment-free environment; and builds a diverse workforce.
- Oversees all cash management and investment functions and capital finance and debt program activities; manages the development and implementation of debt issuance strategies, policies and programs; recommends updates to the investment policies as necessary; ensures compliance to optimize returns and manage risk.
- Oversees all procurement and contracting activities. Disadvantaged Business Enterprise (DBE) and Local Business Enterprise (LBE) Program; external agencies and the public, including reviewing and commenting on grant and funding submittals.
- Provides general fiscal and risk management input into the development of the agency's various programs and plans, including, but not limited to, the Countywide Transportation Plan, and the Prop L and Prop AA Strategic Plans and 5-Year Prioritization Programs.
- Develops long-term financial strategies and supports strategic work program leadership and integration, on behalf of the Executive Director and in coordination with the Chief

Deputy Director, for high-profile agency initiatives and cross-divisional projects.

- Reviews Board memoranda and official agency correspondence; makes presentations to the Board and Committees and may represent the Executive Director before state, federal and regional agencies, boards, and commissions; and before local citizens in public meetings and hearings.
- Supervises, develops, and evaluates professional and subordinate staff and counsels and disciplines staff.
- Develops and manages annual work plan for the division and establishes work activity priorities and staff assignments.
- Oversees all technology related matters and assists the Executive Director in fielding inquiries from Board members.

SUPERVISORY RESPONSIBILITIES:

Supervises the Controller, Finance Manager, Human Resources Specialist, Office Manager, Document Control Specialist, and external consultant teams.

MINIMUM QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: Completion of a bachelor's degree in an appropriate discipline such as public or business administration, finance, accounting, or a closely related field from an accredited university and an active State of California certified public accounting license is required. Ten (10) years of progressively responsible experience in financial and/or administrative management is required, with government experience preferred, including directing and overseeing the maintenance of accounting and financial records, preparation of financial statements and human resources management. At least five (5) years must be in a supervisory or managerial role. An equivalent combination of education and experience is acceptable.

Knowledge: Knowledge of principles, techniques and methods of public sector financial management and accounting; budget development analysis and reporting techniques; command of guidelines and regulations pertaining to the appropriation and expenditure of funds and audit requirements for state and federal grants, solid understanding of investment and debt management principles and practices; command of personnel and benefits programs regulations; considerable knowledge of principles and techniques of organizational development, staffing and management, including governmental operations, budget and fiscal administration; principles of supervision, training, employee development and motivation, as well as effective discipline.

Skills and Abilities: Ability to effectively administer, plan, organize and direct a comprehensive business and fiscal unit in a government agency, and maintain an effective financial controls system. Analyze and evaluate complex financial and fiscal problems and recommend effective solutions. Collect, synthesize, and analyze a wide variety of information; conduct difficult analytical studies involving complex administrative and financial systems and procedures; negotiate effectively; speak effectively and write clearly and concisely.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Annual Compensation Range: \$XXX,XXX - \$XXX,XXX...
Adopted XXX XX, XXX, Resolution XX-XX



**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

Job Description

FINANCE & ADMINISTRATION DIVISION Document Controls Specialist

The San Francisco County Transportation Authority plans, funds, and delivers transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco. The agency is a locus of transportation planning and policy innovation, serving as the designated county Congestion Management Agency (CMA) for San Francisco and the administrator of San Francisco's transportation sales tax and other voter-approved funding programs.

SUMMARY

The Executive Assistant provides proactive support by independently handling critical administrative tasks to contribute to the overall successful day-to-day operations of the agency. This position provides administrative and clerical support to the Executive Director, serving as a contact to the public for the agency, and works closely with the executive team, agency staff, and external parties.

Reports to: Deputy Director for Finance and Administration **Exemption Status:** Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Creates, receives, processes, files, stores, retrieves, maintains and archives electronic and hard copy documents. Responds to requests for information from internal and external sources, such as the public or other agencies.
- Reviews and documents agency-wide procedures, collaborating with subject matter experts to gather information for documentation.
- Prepares, edits new contracts, amendments, and task orders and other procurement-related documents.
- Performs front office duties, including greeting visitors, responding to general inquiries from the public and other agencies, answering telephones, handling the Transportation Authority's general email account and maintaining common room areas.
- Assists the Clerk of the Transportation Authority as needed with preparation and distribution of agenda packets, preparation of minutes, posting of materials on the website, clerking meetings, and other duties.
- Facilitate meeting coordination or personally performs meeting room set up, orders catering, escorts guests to the meeting and enters names in the security system.
- Acts as an assistant to one or more Deputy Director(s) fielding calls and coordinating activities for their division and managing appointment schedules including meeting set-up and logistics.
- Supports other work program priorities as assigned.

SUPERVISORY RESPONSIBILITIES:

May supervise interns.

MINIMUM QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: One (1) year of relevant experience.

Knowledge: Thorough knowledge of a broad range of administrative procedures such as office practices, systems and policies. General knowledge of personal computers in a Windows environment, and computer file maintenance. Knowledge of word processing, spreadsheet, e-mail management, presentation software, virtual meeting platforms, and related software. Proficiency with standard (MS Office) computer spreadsheet, word processing, database management and other office administration software.

Skills and Abilities: Provide varied, responsible and confidential office administrative assistance; learn, interpret and apply policies and procedures; organize work, set priorities, meet critical deadlines and follow up on assignments with a minimum of direction; work in a demanding environment with changing priorities and deadlines; use discretion with confidential materials and information. Requires considerable ability to organize and carry out projects with minimal instruction; make sound work decisions in accordance with rules, regulations, policies and procedures; compose concise, factual and grammatically correct business correspondence and reports maintain a wide variety of office records and reports of some complexity; maintain a record-keeping system; operate and troubleshoot standard office equipment including but not limited to personal computers, copiers and postage machines; speak effectively and write clearly and concisely. Ability to communicate professionally and effectively with senior management, officials, other staff, vendors, other agencies, and members of the public.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic) and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Annual Compensation Range: \$XXX,XXX - \$XXX,XXX...

Adopted XXX XX, XXX, Resolution XX-XX



**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

Job Description

FINANCE & ADMINISTRATION DIVISION Human Resources Specialist

The San Francisco County Transportation Authority plans, funds, and delivers transportation projects to improve travel choices for residents, commuters, and visitors throughout San Francisco. The agency is a locus of transportation planning and policy innovation, serving as the designated county Congestion Management Agency (CMA) for San Francisco and the administrator of San Francisco's transportation sales tax and other voter-approved funding programs.

SUMMARY

The Human Resources (HR) Specialist plays a key role in supporting strategic HR initiatives that enhance organizational effectiveness. This position conducts research, analyzes workforce data, streamlines HR processes, and provides guidance on policies and programs that support employee recruitment, development, engagement, and compliance.

Reports to: Deputy Director for Finance and Administration **Exemption Status:** Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Develops job descriptions, screens applicants, conducts interviews, and assists with the hiring decision to attract and retain talent and exit processes. Administers employee benefits, evaluates requests for leave and ADA accommodation. Acts as a bridge between management and employees, addressing conflicts, and ensuring a positive and productive work environment.
- Identifies training needs, designing programs and monitoring employee progress to help them improve their skills. Develops and manages organizational development initiatives, such as staff trainings, knowledge sharing, mentorship, and other efforts.
- Conducts salary and benefit surveys and manages processes such as performance reviews and feedback, updating information and protocols, ensuring consistency in application agencywide and other processes.
- Organizes and maintains relevant organizational documents and resources, including employee handbooks, organizational procedures, and other staff resources. Ensures the agency complies with federal, state, and local employment laws and updates agency policies.
- Implement diversity, equity and inclusion efforts by developing employee resources and training, leads diversity recruitment efforts, coaching management, mediating workplace conflict; and creating and monitoring DEI benchmarks.
- Supports other work program priorities as assigned.

SUPERVISORY RESPONSIBILITIES:

May supervise interns.

MINIMUM QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: A bachelor's degree from an accredited college or university. Two (2) years of verifiable professional human resources work experience in one or more of the following areas may substitute for up to two years of the required education; recruitment and selection; classification and compensation; employee and/or labor relations; benefits administration; human resources operations; diversity, equity, and inclusion; and personnel training.

Knowledge: Strong understanding of HR laws, policies, and programs, along with the ability to analyze workforce data to support decision-making. Knowledge of reporting tools, and process improvement methods is important for optimizing HR operations. This role also requires familiarity with organizational structures, compensation and recruitment practices, contract negotiations and the ethical management of sensitive information.

Skills and Abilities: Provide varied, responsible and confidential office administrative assistance; learn, interpret and apply policies and procedures; organize work, set priorities, meet critical deadlines and follow up on assignments with a minimum of direction; work in a demanding environment with changing priorities and deadlines; use discretion with confidential materials and information. Requires considerable ability to organize and carry out projects with minimal instruction; make sound work decisions in accordance with rules, regulations, policies and procedures; compose concise, factual and grammatically correct business correspondence and reports; maintain a wide variety of office records and reports of some complexity; maintain a record-keeping system; advanced proficiency with standard computer spreadsheet, word process, database management and presentation software; speak effectively and write clearly and concisely. Strong communication skills and the ability to collaborate with stakeholders across the organization are essential.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic) and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Annual Compensation Range: \$XXX,XXX - \$XXX,XXX...

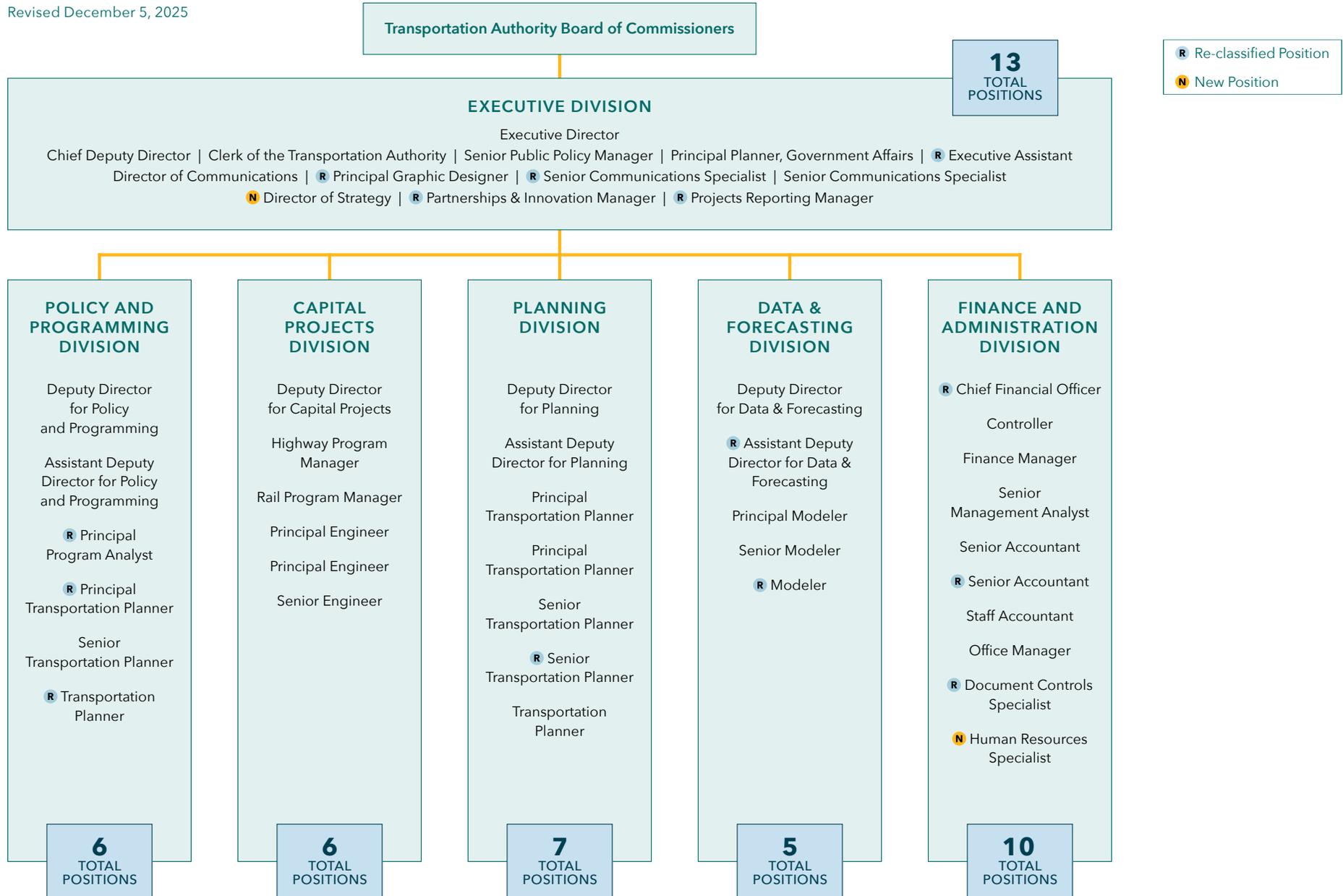
Adopted XXX XX, XXX, Resolution XX-XX

Agency Structure 47 STAFF POSITIONS



San Francisco
County Transportation
Authority

Revised December 5, 2025



ATTACHMENT 3
PROPOSED SALARY STRUCTURE

SFCTA Job Title	Current Minimum Base Salary	Current Maximum Base Salary	Proposed Minimum Base Salary	Proposed Maximum Base Salary	Agency Match	Current vs. Proposed		Last Salary Range Adjustment Year	CLASSIFICATION STATUS (does not represent # of positions, only that at least 1 person holds this position)
						Minimum Salary Difference	Maximum Salary Difference		
1 GRAPHIC DESIGNER	65,923	90,971	70,538	97,584	San Francisco Municipal Transportation Agency	7%	7%	2022	INACTIVE
2 SENIOR GRAPHIC DESIGNER	79,107	109,366	84,644	117,022	Internal Alignment	7%	7%	2022	FILLED
3 PRINCIPAL GRAPHIC DESIGNER	N/A	N/A	100,833	140,426	Internal Alignment	N/A	N/A	PROPOSED	PROPOSED
4 COMMUNICATIONS SPECIALIST (formally Communications Manager)	90,885	125,424	99,065	136,712	San Francisco Municipal Transportation Agency	9%	9%	2024	FILLED
5 SENIOR COMMUNICATIONS SPECIALIST (formally Senior Comm. Manager)	103,886	143,364	113,236	156,267	Internal Alignment	9%	9%	2022	FILLED
6 DIRECTOR OF COMMUNICATIONS	143,842	198,504	154,424	211,476	Golden Gate Bridge, Highway & Transportation District	7%	7%	2022	FILLED
7 PARTNERSHIPS & INNOVATIONS MANAGER	N/A	N/A	139,124	192,361	Internal Alignment	N/A	N/A	PROPOSED	PROPOSED
8 PROJECTS REPORTING MANAGER	N/A	N/A	151,632	209,250	Internal Alignment	N/A	N/A	PROPOSED	PROPOSED
9 DIRECTOR OF STRATEGY	N/A	N/A	174,787	245,794	Internal Alignment	N/A	N/A	PROPOSED	PROPOSED
10 CLERK OF THE BOARD	78,025	107,677	88,952	122,752	Internal Alignment	14%	14%	2022	FILLED
11 SENIOR TRANSPORTATION PLANNER (GOVERNMENT AFFAIRS)	101,174	139,618	109,268	150,787	Internal Alignment	8%	8%	2024	INACTIVE
12 PRINCIPAL TRANSPORTATION PLANNER (GOVERNMENT AFFAIRS)	117,333	161,920	126,720	174,874	Internal Alignment	8%	8%	2024	FILLED
13 PUBLIC POLICY MANAGER	121,022	167,013	139,124	192,361	Internal Alignment	15%	15%	2022	INACTIVE
14 SENIOR PUBLIC POLICY MANAGER	128,718	177,637	153,174	211,388	Internal Alignment	19%	19%	2024	FILLED
15 CHIEF DEPUTY DIRECTOR	169,785	234,296	201,147	275,770	City and County of San Francisco	18%	18%	2022	FILLED
16 PROGRAM ANALYST	72,799	100,462	86,904	119,392	Bay Area Rapid Transit	19%	19%	2022	INACTIVE
17 SENIOR PROGRAM ANALYST	94,738	130,735	112,738	155,575	Internal Alignment	19%	19%	2022	FILLED
18 PRINCIPAL PROGRAM ANALYST	106,721	147,273	126,998	175,255	Internal Alignment	19%	19%	2022	INACTIVE
19 ASSISTANT TRANSPORTATION PLANNER (POLICY & PROGRAMMING)	74,152	102,332	80,084	110,519	Internal Alignment	8%	8%	2022	INACTIVE
20 TRANSPORTATION PLANNER (POLICY & PROGRAMMING)	87,238	120,391	93,860	129,840	San Francisco Municipal Transportation Agency	8%	8%	2022	FILLED
21 SENIOR TRANSPORTATION PLANNER (POLICY & PROGRAMMING)	101,174	139,618	109,268	150,787	Internal Alignment	8%	8%	2022	FILLED
22 PRINCIPAL TRANSPORTATION PLANNER (POLICY & PROGRAMMING)	117,333	161,920	126,720	174,874	Internal Alignment	8%	8%	2022	FILLED
23 ASSISTANT DEPUTY DIRECTOR FOR POLICY & PROGRAMMING	128,718	177,637	153,174	211,067	Internal Alignment	19%	19%	2022	INACTIVE
24 DEPUTY DIRECTOR FOR POLICY & PROGRAMMING	160,618	221,655	179,700	247,260	City and County of San Francisco	12%	12%	2022	FILLED
25 ADMINISTRATIVE ENGINEER	94,760	130,769	108,026	149,077	Internal Alignment	14%	14%	2022	INACTIVE
26 ASSOCIATE ENGINEER	105,758	145,941	120,120	166,164	Santa Clara Valley Transportation Authority	14%	14%	2022	INACTIVE
27 SENIOR ENGINEER	117,962	162,789	134,477	185,579	Internal Alignment	14%	14%	2022	VACANT
28 PRINCIPAL ENGINEER	141,554	195,346	161,372	222,694	Internal Alignment	14%	14%	2022	FILLED
29 HIGHWAY PROGRAM MANAGER	166,400	234,000	173,056	243,360	Internal Alignment	4%	4%	2024	FILLED
30 RAIL PROGRAM MANAGER	166,400	234,000	173,056	243,360	Internal Alignment	4%	4%	2022	FILLED
31 ASSISTANT DEPUTY DIRECTOR FOR CAPITAL PROJECTS	153,421	211,719	182,571	251,360	Internal Alignment	19%	19%	2022	INACTIVE
32 DEPUTY DIRECTOR FOR CAPITAL PROJECTS	185,385	255,840	210,695	290,511	San Francisco Municipal Transportation Agency	14%	14%	2022	FILLED
33 ASSISTANT TRANSPORTATION PLANNER (PLANNING DIVISION)	74,152	102,332	80,084	110,519	Internal Alignment	14%	14%	N/A	INACTIVE
34 TRANSPORTATION PLANNER (PLANNING DIVISION)	87,238	120,391	93,860	129,840	San Francisco Municipal Transportation Agency	8%	8%	2022	FILLED
35 SENIOR TRANSPORTATION PLANNER (PLANNING DIVISION)	101,174	139,618	109,268	150,787	Internal Alignment	8%	8%	2022	FILLED
36 PRINCIPAL TRANSPORTATION PLANNER (PLANNING DIVISION)	117,333	161,920	126,720	174,874	Internal Alignment	8%	8%	2022	FILLED
37 ASSISTANT DEPUTY DIRECTOR FOR PLANNING	128,718	177,637	153,174	211,067	Internal Alignment	19%	19%	2022	FILLED
38 DEPUTY DIRECTOR FOR PLANNING	160,618	221,655	179,700	247,260	City and County of San Francisco	12%	12%	2022	FILLED
39 MANAGER	121,022	167,013	139,124	192,361	Internal Alignment	15%	15%	2022	INACTIVE
40 TRANSPORTATION MODELER	89,332	123,273	100,866	139,168	Santa Clara Valley Transportation Authority	13%	13%	2022	FILLED
41 SENIOR TRANSPORTATION MODELER	111,662	154,092	126,178	174,124	Internal Alignment	13%	13%	2022	INACTIVE
42 PRINCIPAL TRANSPORTATION MODELER	129,126	178,190	145,912	201,355	Internal Alignment	13%	13%	2022	FILLED
43 ASSISTANT DEPUTY DIRECTOR FOR DATA & FORECASTING	N/A	N/A	168,117	232,898	Internal Alignment	N/A	N/A	PROPOSED	PROPOSED
44 DEPUTY DIRECTOR FOR DATA & FORECASTING (formally Technology, Data & Analysis)	169,785	234,296	190,322	262,096	Internal Alignment	12%	12%	2022	VACANT
45 ADMINISTRATIVE ASSISTANT	61,843	85,346	70,284	97,428	Bay Area Rapid Transit	14%	14%	2022	FILLED
46 EXECUTIVE ASSISTANT	N/A	N/A	70,284	97,428	Internal Alignment	N/A	N/A	PROPOSED	PROPOSED
47 DOCUMENT CONTROLS SPECIALIST	N/A	N/A	70,284	97,428	Internal Alignment	N/A	N/A	PROPOSED	PROPOSED
48 OFFICE MANAGER	64,316	88,760	73,320	101,186	Internal Alignment	14%	14%	2022	INACTIVE
49 HUMAN RESOURCES SPECIALIST	N/A	N/A	95,524	140,660	City and County of San Francisco	N/A	N/A	PROPOSED	PROPOSED
50 MANAGEMENT ANALYST	72,799	100,462	86,904	119,392	Bay Area Rapid Transit	19%	19%	2022	FILLED

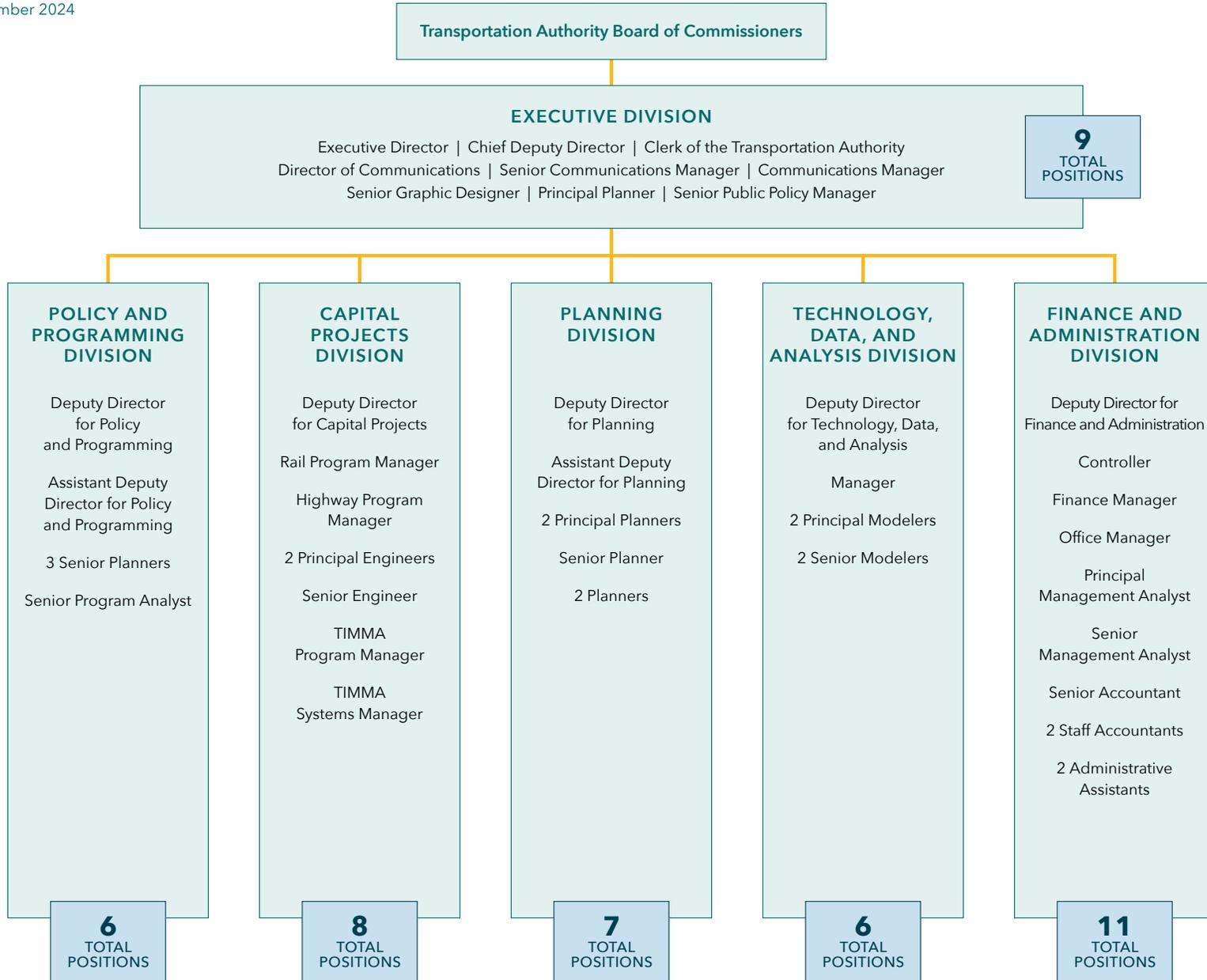
SFCTA Job Title	Current Minimum Base Salary	Current Maximum Base Salary	Proposed Minimum Base Salary	Proposed Maximum Base Salary	Agency Match	Current vs. Proposed		Last Salary Range Adjustment Year	CLASSIFICATION STATUS (does not represent # of positions, only that at least 1 person holds this position)
						Minimum Salary Difference	Maximum Salary Difference		
51 SENIOR MANAGEMENT ANALYST	94,738	130,735	112,738	155,575	Internal Alignment	19%	19%	2022	INACTIVE
52 PRINCIPAL MANAGEMENT ANALYST	106,721	147,273	126,998	175,255	Internal Alignment	19%	19%	2022	FILLED
53 FINANCE MANAGER	127,422	175,840	151,632	209,250	Internal Alignment	19%	19%	2024	FILLED
54 STAFF ACCOUNTANT	66,763	92,136	74,198	102,698	City and County of San Francisco	11%	11%	2022	FILLED
55 SENIOR ACCOUNTANT	89,510	123,527	99,356	137,115	Internal Alignment	11%	11%	2022	FILLED
56 CONTROLLER	127,422	175,840	141,438	195,182	Internal Alignment	11%	11%	2022	FILLED
57 DEPUTY DIRECTOR FOR FINANCE & ADMINISTRATION	160,618	221,655	190,322	262,096	Internal Alignment	18%	18%	2022	FILLED
58 CHIEF FINANCIAL OFFICER	N/A	N/A	195,735	268,933	Internal Alignment	N/A	N/A	PROPOSED	PROPOSED

Agency Structure 47 STAFF POSITIONS



San Francisco
County Transportation
Authority

Approved December 2024



TIMMA:
Treasure
Island Mobility
Management
Agency

9
TOTAL
POSITIONS

6
TOTAL
POSITIONS

8
TOTAL
POSITIONS

7
TOTAL
POSITIONS

6
TOTAL
POSITIONS

11
TOTAL
POSITIONS



RESOLUTION ADOPTING NINE NEW JOB CLASSIFICATIONS, REVISED ORGANIZATION CHART, AND A REVISED SALARY STRUCTURE; APPROVING THE USE OF UP TO \$2,375,000 OVER A FIVE-YEAR PERIOD (\$475,000 PER YEAR) FROM THE AGENCY'S PROGRAM AND OPERATING RESERVE; AND AMENDING THE PROP L STRATEGIC PLAN PROGRAM ADMINISTRATION AND OPERATING ALLOWANCE FROM 7.9% TO 8.3%, FOR FISCAL YEARS 2026/27 TO 2030/31

WHEREAS, The Transportation Authority commissioned the last compensation study in 2022; and the Board adopted four new job classifications and a revised salary structure for all positions, except for the Executive Director, in July 2022 through Resolution 23-06, and subsequently adopted three revised job classifications and a revised organization chart in May 2023 through Resolution 23-52, and five new classifications and a revised organization chart in February 2024 through Resolution 24-25; and

WHEREAS, The proposed 2026 agency workplan requires a reorganization of staff resources to address work program needs, provide for staff development, and attract and retain high quality staff; and

WHEREAS, Staff prepared 9 new job classifications included in Attachment 1, intended to better align with the agency's near-term work program and organizational development goals, including facilitating staff advancement, preparing for operating roles as shared services staff to the Treasure Island Mobility Management Agency (TIMMA), increasing operational efficiencies, and helping to maintain a healthy agency culture; and

WHEREAS, In conjunction with development of the 9 new job classifications, staff developed the revised organization structure shown in Attachment 2; and

WHEREAS, The recommended organization chart reflects two additional full-time equivalent Transportation Authority staff positions (Director of Strategy and Human Resources Specialist), to be offset by the proposed transfer of two existing



(and currently unfilled) positions designated for TIMMA to a forthcoming TIMMA-specific organization structure, as TIMMA prepares to become an operating agency with its own dedicated staff; and

WHEREAS, The proposed organization chart also reflects 14 recommended reclassifications of certain existing positions in order to accommodate other new job classifications, provide for title and level alignment, and facilitate staff growth pathways; and

WHEREAS, The Transportation Authority seeks to keep its labor rates competitive and to enable successful implementation of the agency's 5-year initiatives (including investment in people, succession pathways, and organizational development); and

WHEREAS, The Transportation Authority contracted with Arthur J. Gallagher & Co. (Gallagher), a human resources consulting firm experienced in compensation and employee benefits surveys and analysis, to conduct a total compensation study for the agency, including a comprehensive review of the agency's job classifications, descriptions, base compensation, and benefits; and

WHEREAS, Gallagher concluded that the Transportation Authority's salaries are below the median minimums of all other comparator agencies with salaries between 4% and 19% below market, with the average at 13%; and

WHEREAS, Based on the study results and recognizing that market conditions in San Francisco are highly competitive, Transportation Authority staff consulted with Gallagher to develop the proposed salary structure detailed in Attachment 3, which is intended to provide a level of compensation reflective of the marketplace, attract and retain employees, ensure internal alignment, and support organizational development; and

WHEREAS, Salary adjustments for existing, budgeted staff positions would result in additional expenditures of up to approximately \$266,000 in Fiscal Year (FY) 2025/26 and sufficient funding is available in the FY 2025/26 adopted budget to



accommodate these salary adjustments; and

WHEREAS, In FY 2026/27, the estimated impact of the recommended salary adjustments for existing positions would be approximately \$912,000, representing an estimated 13% increase in salary expenditures; and

WHEREAS, The Transportation Authority plans to implement the recommended reorganization (re-classified and new positions) over the next several years, as its work program warrants, funded by a combination of current/future regional, state, and federal grants and Prop L sales tax revenues; and

WHEREAS, The Transportation Authority's program administration and operating costs, including labor costs, are funded through a combination of sources, including grants, regional planning funds provided by the Metropolitan Transportation Commission, and designated funds from programs administered by the Transportation Authority, among other sources; and

WHEREAS, The Board-approved Prop L Strategic Plan allows 7.9% of sales tax annual proceeds to be used for program administration and operating costs (Prop L Allowance) for the sales tax program; and

WHEREAS, Over the past six years, the Transportation Authority has weathered the severe drop in sales tax revenues precipitated by the COVID-19 pandemic and high inflationary environment without needing to increase the agency's Prop L Allowance or tap into the agency's annual Program and Operating Reserve, by carefully managing budgetary resources; and

WHEREAS, Revenues have not fully recovered in San Francisco, in contrast to neighboring counties, and the Transportation Authority is unable to maintain its normal practice of adjusting staff salaries in accordance with the triennial compensation survey results and pursuit of organizational development strategies; and

WHEREAS, Transportation Authority staff have undertaken an assessment of forecasted costs and funding sources over a medium-term horizon of approximately



the next five years, and have considered multiple scenarios, including consideration of options that would modestly increase the Prop L Allowance, for a five-year period, in order to bridge the time it may take for San Francisco's economy to recover and/or for new revenue sources to be secured; and

WHEREAS, In order to maintain salary adjustments in future years and to implement the recommended reorganization over time, Transportation Authority staff recommended the approval of up to \$2,375,000 over a five-year period (\$475,000 per year) from the agency's Program and Operating Reserve, to support agency program administration and operating costs, and the amendment of the Prop L Allowance from 7.9 percent to up to 8.3 percent, for FY 2026/27 through FY 2030/31; and

WHEREAS, Over the same period, Transportation Authority staff would pursue approximately \$225,000 annually in offsetting cost reductions and efficiencies, to be identified through each year's annual budget; and

WHEREAS, The recommended increase to the Prop L Allowance would reduce sales tax revenues that would otherwise be available to Expenditure Plan projects by up to \$2,375,000 over a five-year period; and

WHEREAS, Transportation Authority staff will work to minimize the impact to projects through the next Prop L Strategic Plan update beginning in 2027, which entails a true up of actual revenues and expenditures, an update to sales tax projections, review of financing and interest rate assumptions, and more; and

WHEREAS, On February 23, 2026, the Personnel Committee met and recommended approval of the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts the nine new job classifications shown in Attachment 1, the revised organizational structure shown in Attachment 2, and the revised salary structure shown in Attachment 3; and

RESOLVED, That the Transportation Authority hereby approves the use of up to \$2,375,000 over a five-year period (\$475,000 per year) from the agency's Program



and Operating Reserve from FY 2026/27 through FY 2030/31 to support Prop L program administration and operation costs; and

RESOLVED, That the Transportation Authority hereby amends the Prop L Strategic Plan Program Administration and Operating Allowance from 7.9% to 8.3%, for FY 2026/27 through FY 2030/31.

Attachments:

1. Attachment 1 - New Job Classifications (9)
2. Attachment 2 - Revised Organization Chart
3. Attachment 3 - Revised Salary Structure