



RESOLUTION RATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR FOR 2016 AND ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES FOR 2017

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

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

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

WHEREAS, On November 30, 2016, the Committee conducted the performance evaluation according to the adopted format and procedures; and

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

WHEREAS, The Personnel Committee considered the key accomplishments and issues relative to the Executive Director's performance during 2016 and recommended a rating of Exceptionally Good, reflecting its perception of the performance of the Executive Director against Board-established objectives for 2016; and

WHEREAS, The proposed Executive Director objectives for 2017, contained in Attachment 1, are consistent with the annual work program adopted by the Transportation Authority Board on June 28, 2016 through Resolution 16-58 as part of the budget; and



WHEREAS, On November 30, 2016, the Personnel Committee reviewed and unanimously recommended approval of the Executive Director objectives for 2017; now, therefore, be it

RESOLVED, That the Transportation Authority hereby rates the performance of the Executive Director during 2016 as Exceptionally Good; and be it further

RESOLVED, That the Transportation Authority hereby adopts the attached objectives for the Executive Director for 2017.

Attachments (2):

1. 2016 Record of Accomplishments
2. Executive Director Objectives 2017



The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this 13th day of December, 2016, by the following votes:

**Ayes:** Commissioners Avalos, Breed, Cohen, Farrell, Kim, Mar, Peskin and Yee (8)

**Nays:** (0)

**Absent:** Commissioners Campos and Tang (2)

 12-19-16

Aaron Peskin  
Chair

Date

ATTEST:

 12/20/16

Tilly Chang  
Executive Director

Date



## 2016 Record of Accomplishments for Tilly Chang, Executive Director

This section presents a narrative of the Executive Director's accomplishments for 2016, in relation to annual program objectives set by the Board in December 2015 through Resolution 16-32.

### Performance against Objectives

#### 1. Advance Key Work Program Activities.

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

##### *Planning Activities*

- Coordinated input into the 2017 Plan Bay Area update, advocating for San Francisco's interest in areas such as changes to regional fund program guidelines, securing discretionary funding for priority projects, new revenue advocacy and other policy and planning initiatives
- Completed consultant procurement for Long Range Transportation Planning Program (LRTPP); conducted preliminary research, surveying and outreach to inform Vision; drafted update to San Francisco Transportation Plan (SFTP) on San Francisco travel trends and characteristics
- Prepared Geary Corridor Bus Rapid Transit (BRT) Environmental Impact Report (EIR) and Environmental Impact Statement (EIS) for approval in winter 2016/17
- Adopted Treasure Island Mobility Planning / Policy Study and advanced Treasure Island Mobility Management (TIMM) Program First 5 Years Phasing Plan
- Advanced Freeway Corridor Management Study planning study, generated alternative managed-lane scenarios and initiated public outreach
- Secured funding and advanced Vision Zero ramps planning and design
- Launched and prepared initial evaluation of Bay Area Rapid Transit (BART) Smart Travel Rewards Pilot (BART Perks)
- Proposed Data Vision; initiated data warehouse and data visualization effort to provide easy access to key SF transportation statistics and information on existing and future travel patterns
- Enhanced SF-CHAMP and conducted modeling for Transportation Authority and external partners
- Additional accomplishments:
  - Completed Parking Supply and Utilization Study
  - Completed Commuter Shuttles Hub Study with the San Francisco Municipal Transportation Agency (SFMTA)
  - Supported Ocean Beach Master Plan

##### *Fund Programming and Administrative Activities*

- Administered Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP)) and other fund programs
- Developed full funding plan for Caltrain Electrification with regional partners (approved supplemental memorandum of understanding with associated agreement on enhanced oversight)

## Attachment 1

- Strengthened funding plan for the TIMM Program delivery and first five years of operation; seek to secure multi-year funding agreements
- Began preparations to conduct call for projects for One Bay Area Grant Cycle 2 funds
- Revised Prop K Strategic Plan financial model by upgrading the financing module to better support debt management
- Continued to closely manage and pay down debt program (Revolver Loan)
- Secured continued clean audit(s)
- Advanced efforts to secure new revenues for transportation (SF Measure J (passed), Measure K (failed), BART Bond Measure RR (passed))
- Additional accomplishments:
  - Maintained Fitch's 'AA+' implied sales tax revenue bond rating

### ***Capital Project Delivery and Oversight Activities***

- Oversaw Presidio Parkway through substantial project completion and helped negotiate contractor settlement and Presidio Trust agreements for remaining work heading toward closeout
- Substantially completed I-80/Yerba Buena Island (YBI) Ramps Improvement project (new west side on- and off- ramps opened)
- Secured legislative authority to use Construction Management/General Engineering Contractor (CM/GC) delivery approach for the YBI West-Side Bridges Retrofit Project and advanced preparations to bid the project
- Oversaw construction of Transbay Transit Center (implemented enhanced oversight protocol) and supported development of consensus on Caltrain Downtown Extension delivery strategy and funding plan (full funding grant agreement anticipated early 2017)
- Supported SFMTA in advancing near-term Geary Corridor improvements, oversaw design of BRT project
- Supported Van Ness BRT construction efforts, including assisting SFMTA in obtaining critical Caltrans approvals
- Advanced I-280 Interchange modifications at Balboa Park project including preparation of draft traffic analysis and draft environmental studies
- Additional accomplishments:
  - Coordinated improved Caltrans Bay Bridge bicycle/pedestrian path YBI touchdown plans, including local shuttle access to Treasure Island
  - Collaborated with SFMTA to secure \$11 million U.S. Department of Transportation Advanced Transportation and Congestion Management Technologies Deployment grant which will help fund a connected, electronic toll system for the congestion pricing program on Treasure Island, the deployment and testing of autonomous shuttles serving intra-island trips, and demonstration of new High-Occupancy Vehicle queue jump lanes for public transit and carpools
  - Advanced preliminary engineering efforts for Lombard Street Improvements and 19<sup>th</sup> Avenue Combined City Project; advanced conceptual design of Quint Jerrold-Connector Road and coordinated with the San Francisco Public Utilities Commission and community groups

## Attachment 1

### 2. Board Support, Project Reporting and Consultation.

#### **THIS OBJECTIVE HAS BEEN MET.**

- Checked in regularly with Chair and Board members and consulted with Citizens Advisory Committee members to seek guidance and input
- Helped staff regional roles Metropolitan Transportation Commission (MTC), Association of Bay Area Governments (ABAG), Bay Area Air Quality Management District, BART, Transbay Joint Powers Authority, Caltrain and other bodies as needed
- Staffed ongoing Vision Zero Committee meetings
- Served (Executive Director) on ABAG's Regional Planning Committee
- Completed proposed Strategic Analysis Report on Improved Access to West Side Transit Hubs (Comm. Tang initiated)
- Completed the Child Transportation Survey (Comm. Tang initiated)
- Supported identification of NTIP priorities for Districts 4 and 8; Substantially advanced Lombard Crooked Street (District 2) and Alemany Interchange Improvements (District 9); supported NTIP projects citywide
- Additional accomplishments:
  - Supported Board requests including development of a Subway Vision (supports Connect SF, SFTP)
  - Advanced funding requests or supported scoping for NTIP planning projects in Districts 4, 6, and 11 and NTIP capital projects in Districts 1, 6, 8, and 9
  - Completed Subway Vision which outlines a framework for subway expansion in San Francisco

### 3. Promote Efficiency and Customer Service.

#### **THIS OBJECTIVE HAS BEEN MET.**

- Enhanced Prop K Portal to increase functionality for sponsors and staff
- Continued to work with sponsors to further streamline grant allocation and administration
- Improved MyStreetSF.com (including simplifying upload of data directly from the Portal)
- Developed refined grants management dashboards and project management reports through further integration of the enterprise resource planning tool (accounting software) and the Portal to increase staff efficiency and effectiveness
- Additional accomplishments:
  - Continued development of enterprise resource planning tool (accounting software) to enhance functionality in project expenditure tracking, streaming financial reporting and development of key performance indicators for business decisions

### 4. Collaborate and Coordinate with Partner Agencies.

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

- Continued to partner and coordinate on revenue, legislative and policy advocacy including 2016 revenue measures
- Advocated for and support Caltrain/High-Speed Rail compatibility
- Advocated for efficient and performance-based state fund program guidelines
- Collaborate with city and regional agencies on Connect SF (including the SFTP updates) and input to Plan Bay Area 2017

## Attachment 1

- Continued to support and guide the Bay Area Core Capacity Transit Study
- Continued to provide technical assistance on Transportation Sustainability Program, Better Market Street, Railyard/Boulevard Study and 19<sup>th</sup> Avenue / M-Line Transit Corridor Project, and Late Night Transportation Study Phase II
- Established a San Francisco Transportation Demand Management Plan in collaboration with SFMTA, the Department of the Environment, and the Planning Department
- Additional Accomplishments:
  - Collaborated with SFMTA on SF Smart Cities Challenge grant application that led to the award of U.S. DOT's Advanced Technology/Congestion Management grant
  - Supported successful \$45 million SFMTA Cap and Trade grant application for Muni LRVs by providing technical analysis and other planning resources
  - Participated in Planning Department's Railyard/Boulevard Study
  - Coordinated multiple joint letters in coordination with SF City agencies: Office of Policy Research for CEQA metric rulemaking, MTC/ABAG Plan Bay Area, 2016 High-Speed Rail Authority Business Plan, and MTC Bay Bridge Forward program
  - Provided comments to BART on Draft Access Policy, and to San Mateo C/CAG on its Draft Countywide Transportation Plan
  - Participated (Executive Director) on Port Authority NY and NJ Mid-town Bus Terminal design competition jury

### 5. Provide Leadership at Regional/State Levels.

#### **THIS OBJECTIVE HAS BEEN MET.**

- Actively participated in regional policy discussions at MTC and ABAG to shape the 2017 Plan Bay Area Update, working effectively on cross-county initiatives, building alliances between Big 3 cities and collaborating on transit investment, affordable housing and displacement issues
- Tracked Caltrans Road User Charge pilot effort and subsequent efforts that may allow local pilots
- Coordinated legislation and legislative advocacy with Self-Help Counties Coalition, MTC; Congestion Management Agencies
- Secured authority for alternative project delivery, e.g. CM/GC for YBI West-Side Bridges Retrofit Project
- Tracked and helped shape implementation of statewide and regional managed lanes policies
- Tracked and helped shape statewide and regional policies, pilots, and deployments in emerging sectors: connected and autonomous vehicles; shared mobility; uses of real-time travel information; and payments technology
- Participated in Technical Advisory Committee (TAC) for the NRDC/UCB shared mobility study and use findings to inform SFTP and other local and state policy efforts
- Additional accomplishments:
  - Served on California Transportation Foundation Board
  - Advocated and participated in SF Chamber CityTrips to Washington D.C. and Sacramento
  - Testified at Assembly Transportation Committee hearing on Transportation Research Needs and Priorities
  - Moderated (Executive Director) SPUR Panel on 2<sup>nd</sup> Transbay Crossing

## Attachment 1

- Helped shape research agenda for UC Transportation Centers/Institute of Transportation Studies and national Transportation Research Board (multiple staff serve on Committees)
- Advanced transit reliability model development work with regional partners at MTC and Puget Sound Regional Council (PSRC), and local parking models with SFMTA and Planning Department
- Advanced development of open-source travel demand model software with regional partners at MTC, SANDAG, Atlanta Regional Council (ARC) and PSRC
- Executive Director served on ABAG Regional Planning Committee
- Lectured on CEQA/NEPA at Stanford graduate civil engineering class, Mineta Transportation Institute management course, and UC Berkeley studio on Transbay Crossing plans

### 6. Build Awareness of Transportation Authority Programs and Opportunities.

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

- Deferred agency-wide communications plan and branding strategy due to staffing constraints
- Deferred update website and agency collateral/design templates due to staffing constraints
- Pursued opportunities to promote agency work through op-eds, events, website, press outreach; continued newsletter publication and expanded social media audience
- Coordinated with SFMTA and Mayor's Office of Economic and Workforce Development on outreach and support to businesses/residences impacted by construction, along major corridors that will be undergoing construction (e.g. Van Ness, Geary, Lombard, 19th Ave)
- Continued to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, neighborhood groups
- Continued Disadvantaged Business Enterprise (DBE) outreach efforts and workforce supportive programs (CityBuild)
- Additional Accomplishments:
  - Kept community informed and engaged as we endeavored to follow through on plans to develop Quint Street projects; met with Bayview-Hunters Point Advisory Committee to update progress
  - Added new agency-wide goal of "Inclusive Community Engagement" and exploring racial equity training opportunities with GARE (Government Alliance on Race and Equity)
  - Generated 85 press hits including in ethnic media, and highlighted work through press releases and events:
    - Organized ribbon cutting marking opening of YBI/I-80 Westbound Ramps and led education campaign about how driver behavior must change due to ramp configuration
    - Helped coordinate launch of Subway Vision effort
    - Helped coordinate BART Perks launch, generating participation of more than 17,000 riders
    - Helped coordinate welcome to San Francisco MTC-ABAG event in City Hall
  - Presidio Parkway won CTF Project of the Year award
  - Executive Director named one of San Francisco Business Times Most Influential Women for 2016



## Attachment 1

- Participated in multiple project press events for Transportation Authority-funded/supported efforts: Vision Zero, Walk and Roll to School Day, Walk to Work Day, Bike to Work Day
- Organized tour of YBI Ramps project for high school engineering students to enhance community outreach with youth
- Multiple conference panelist/speaking roles and interviews with local/national media on range of transportation topics, including funding, congestion, shared mobility, major projects
- Presented at multiple conferences: CityAge panel focusing on equity, safety, innovation; SF Chamber about 2016 transportation outlook for Bay Area; CCTA's Redefining Mobility Summit; Railvolution; Asian Americans in Public Finance; Transportation for America Capital Ideas conference; National Complete Streets Conference; FOCUS on the Future
- Expanded Transportation Authority's online/social media presence:
  - Twitter followers grew 11% to 2,744
  - Facebook 'likes' grew 59% to 974

### 7. Agency/Staff Development.

#### **THIS OBJECTIVE HAS BEEN MET.**

- Continued filling new positions as funds become available; filled key Deputy positions
- Continued to coach and mentor staff
- Completed organizational study and assessment to develop a roadmap for the future role as an operational tolling entity
- Continued to develop staff capacity to oversee/manage projects and pilots in the following emerging sectors: transportation demand management and new technology pilots (real-time traveler or operator information; connected vehicles and mobility payments technology)
- Participated in Project Management training courses with SFMTA; initiated preparation of preliminary draft project management procedures
- Continued updating policies and procedures, including further integration with the enterprise resource planning tool (accounting software)
- Additional Accomplishments:
  - Completed internal multi-year work program planning and goal setting effort and initiated organizational study and assessment to develop a roadmap for the future role as an operational tolling entity and to promote Workplace Excellence
  - Held agency-wide offsite and division workshops as part of the organizational assessment process
  - Established staff working groups on Mission, Vision, Values and on Staff Empowerment; held trainings for supervisors, focus group on staff empowerment



## Proposed Objectives for 2017

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 2017.

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

#### *Planning Activities*

1. Coordinate input into the Plan Bay Area 2040 update through Plan adoption, advocating for San Francisco's interest in areas such as changes to regional fund program guidelines, securing discretionary funding for priority projects, new revenue advocacy and other policy and planning initiatives; engage in the development of a regional action plan to address affordability, displacement, and access to jobs as well as to advance other plans goals
2. Complete San Francisco Transportation Plan (SFTP) 2017 update and new revenue measure paper
3. Support development of long-range Connect SF Vision; prepare SFTP policy paper on technology enabled transportation (e.g. shared mobility, automated vehicles); begin work on Transit Modal Concept Study and Freeway and Street Traffic Management Strategy
4. Certify Geary Corridor Bus Rapid Transit (BRT) Environmental Impact Report
5. Support completion of Planning Department's Railyard Alternatives and I-280 Boulevard Study, and strengthen implementation plans for Caltrain Downtown Extension, Caltrain Electrification and High-Speed Rail
6. Procure Treasure Island Tolling System, sign Memoranda of Agreement with partner agencies (BATA, WETA, AC Transit, San Francisco Municipal Transportation Agency (SFMTA) to advance Treasure Island Mobility Management (TIMM) Program
7. Complete Freeway Corridor Management Feasibility Study and initiate Caltrans Project Study Report to develop US101 managed lanes in coordination with San Mateo and Santa Clara counties
8. Lead Vision Zero ramps planning and design for up to 10 ramp intersections in District 6
9. Complete District 2 Lombard Crooked Street Study and support follow-on feasibility studies and other Study recommendations, as requested
10. Complete and evaluate Phase 1 of Bay Area Rapid Transit (BART) Smart Travel Rewards Pilot (BART Perks), and work with BART to support implementation of Phase 2 of project
11. Launch on-line Data Portal to provide easy access to key SF transportation statistics and information on roadway and transit congestion and existing and future travel patterns, and continue to expand Data Vision
12. Enhance SF-CHAMP and conduct modeling for Transportation Authority and external partners

## Attachment 2

### ***Fund Programming and Administrative Activities***

1. Administer Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP) and other fund programs
2. Conduct call for projects for over \$40 million in federal One Bay Area Grant Cycle 2 funds
3. Adopt the 2017 Prop AA vehicle registration fee Strategic Plan, programming over \$23 million in Fiscal Years 2017/18 through 2021/22
4. Continue to support full funding plan for Caltrain Electrification with regional partners
5. Strengthen funding plan for the TIMM Program delivery and first 5 years of operation; seek to secure multi-year operating and funding agreements
6. Continue to closely manage and pay down existing debt program (Revolver Loan), and monitor project cash flows to inform long term debt needs
7. Secure continued clean audit(s)
8. Advance efforts to secure new revenues for transportation, targeting the 2018 ballot; help lead San Francisco's participation in Regional Measure 3 (RM3) Bridge Toll discussions and expenditure plan development

### ***Capital Project Delivery and Oversight Activities***

1. Oversee Presidio Parkway through project completion and closeout
2. Complete I-80/Yerba Buena Island (YBI) West Side Ramps Improvement project; secure full funding and approvals for the Southgate Road Relocation improvements portion of the project
3. Prepare YBI East-Side Bridges Retrofit Project for bid utilizing Construction Management/General Contractor (CM/GC) delivery approach
4. Oversee construction of Transbay Transit Center and support development of consensus on Caltrain Downtown Extension delivery strategy and funding plan
5. Support SFMTA in delivering near-term Geary Corridor improvements, oversee design of BRT project
6. Support Van Ness BRT construction efforts, including environmental compliance monitoring
7. Advance I-280 Interchange modifications at Balboa Park including preparation of final draft environmental studies and Caltrans draft Project Report

### **II. Provide Board Support**

1. Check in regularly with Chair and Board members to seek guidance and input
2. Help staff regional roles Metropolitan Transportation Commission (MTC), Association of Bay Area Governments (ABAG), Bay Area Air Quality Management District, BART, Transbay Joint Powers Authority, Caltrain and other bodies as needed
3. Staff ongoing Vision Zero Committee meetings
4. Staff ongoing TIMMA operations and policy board meetings
5. Review and improve formats for Board memoranda and related documentation
6. Serve (Executive Director) on ABAG's Regional Planning Committee
7. Support identification of NTIP planning priorities for Districts 8 and 10 and NTIP capital priorities citywide; seek Board adoption of NTIP planning project final reports (anticipated in D2, D5, D9)

## Attachment 2

### III. Promote Customer Service and Efficiency

1. Enhance Prop K Portal to increase functionality for sponsors and staff; transition to online allocation request form
2. Continue to work with sponsors to further streamline grant allocation and administration
3. Improve MyStreetSF.com (including new back-end software, more user-friendly look and features)
4. Continue to develop refined grants management dashboards and project management reports through further integration of the enterprise resource planning tool (accounting software) and the Portal to increase staff efficiency and effectiveness

### IV. Work Collaboratively with Partner Agencies

1. Continue to partner and coordinate on revenue, legislative and policy advocacy including potential 2018 revenue measures (e.g. RM3) and the Plan Bay Area 2040 action plan
2. Advocate for and support Caltrain/High-Speed Rail compatibility
3. Advocate for efficient and performance-based state fund program guidelines
4. Collaborate with city and regional agencies on Connect SF (e.g. on the Vision, Transit Modal Concept Study and Freeway and Street Traffic Management Strategy)
5. Complete the Bay Area Core Capacity Transit Study, including modeling of Muni Metro alternatives, to address short and medium-term solutions; work with MTC and BART to initiate study of long-term alternatives, including a potential second rail crossing of the bay
6. Continue to provide technical assistance on Transportation Sustainability Program, Better Market Street, Railyard/Boulevard Study and 19<sup>th</sup> Avenue / M-Line Transit Corridor Project, and Late Night Transportation Study Phase II
7. Establish an interagency working group to advance the San Francisco Transportation Demand Management Plan
8. Collaborate with the Planning Department to update the Transportation Investment and Growth Strategy per MTC requirements

### V. Promote Inclusive Public Engagement

1. Continue Disadvantaged Business Enterprise (DBE) outreach efforts and workforce supportive programs (CityBuild)
2. Explore providing workforce development and training opportunities in partnership with the Office of Economic and Workforce Development
3. Explore citywide and dedicated training opportunities on promoting racial equity and further incorporate racial equity in agency policies and practices
4. Ensure outreach efforts, especially for the Connect SF and SFTP, reach a diverse and inclusive cross-section of San Francisco stakeholders
5. Continue to support SFTP Equity analysis priority programs including Vision Zero and NTIP

## Attachment 2

### VI. Provide Regional and State Leadership

1. Actively participate in regional policy discussions at MTC and ABAG to shape the implementation of Plan Bay Area 2040, working effectively on cross-county initiatives, strengthen alliances between Big 3 cities and collaborate on transit investment, affordable housing and displacement issues
2. Provide local and regional leadership in RM3 funding discussions and expenditure plan development
3. Provide technical and policy support to Caltrans Road User Charge pilot effort and subsequent efforts that may allow local pilots
4. Coordinate legislation and legislative advocacy with Self-Help Counties Coalition, MTC; Congestion Management Agencies (including for RM3)
5. Track and help shape implementation of statewide and regional managed lanes policies
6. Track and help shape statewide and regional policies, pilots, and deployments in emerging sectors: connected and autonomous vehicles; shared mobility; uses of real-time travel information; and payments technology
7. Advise on NRDC/UCB climate study on TNCs (transportation network companies) and use findings to inform SFTP and other local and state policy efforts

### VII. Facilitate Agency and Staff Development

1. Continue filling new positions as funds become available
2. Continue to coach and mentor staff
3. Continue to develop staff capacity to oversee / manage projects and pilots in the following emerging sectors: transportation demand management and new technology pilots (real-time traveler or operator information; connected vehicles and mobility payments technology)
4. Continue to establish and implement guiding project management tools and procedures based on trainings; seek to coordinate these with SFMTA, as appropriate
5. Continue updating policies and procedures, including further integration with the enterprise resource planning tool (accounting software)
6. Make further progress on implementing Organizational Assessment recommendations and Workplace Excellence initiative

### VIII. Improve Internal and External Communications

1. Complete agency-wide communications plan and branding strategy
2. Update website and agency collateral/design templates
3. Pursue opportunities to promote agency work through op-eds, events, website, press outreach; continue newsletter readership growth; expand social media audience
4. Coordinate with SFMTA and Mayor's Office of Economic and Workforce Development on outreach and support to businesses/residences impacted by construction, along major corridors that will be undergoing construction (e.g. Van Ness, Geary, Lombard, 19th Ave)
5. Continue to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, neighborhood groups
6. Develop internal Communications Protocol outlining best practices for project-specific outreach/communications