



# AGENDA

## SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY Meeting Notice

**Date:** Tuesday, December 13, 2016; 11:00 a.m.  
**Location:** Legislative Chamber, Room 250, City Hall  
**Commissioners:** Mar (Acting Chair), Avalos, Breed, Campos, Cohen, Farrell, Kim, Peskin, Tang and Yee

**Clerk: Steve Stamos**

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1. Roll Call	
2. Chair’s Report – <b>INFORMATION</b>	
3. Executive Director’s Report – <b>INFORMATION</b>	
4. Election of Chair for Remainder of Current Term – <b>ACTION</b>	
5. Approve the Minutes of the November 29, 2016 Meeting – <b>ACTION*</b>	<b>3</b>
 <b>Items from the Finance Committee</b>	
6. Approve the 2017 State and Federal Legislative Program – <b>ACTION*</b>	<b>7</b>
7. Increase the Amount of the Professional Services Contract with Parsons Brinckerhoff, Inc. by \$960,000, to a Total Amount Not to Exceed \$1,210,000 through December 31, 2019 for System Engineering Services for the Treasure Island Mobility Management Program, and Authorize the Executive Director to Modify Contract Payment Terms and Non-Material Contract Terms and Conditions – <b>ACTION*</b>	<b>17</b>
 <b>Items from the Plans and Programs Committee</b>	
8. Reappoint Chris Waddling to the Citizens Advisory Committee – <b>ACTION*</b>	<b>39</b>
9. Allocate \$6,507,592 in Prop K Funds, with Conditions, for Five Requests, Subject to the Attached Fiscal Year Cash Flow Distribution Schedules – <b>ACTION*</b>	<b>47</b>
 <b>Items from the Personnel Committee</b>	
10. Adopt the Proposed Agency Reorganization Plan and Job Classifications – <b>ACTION*</b>	<b>61</b>
11. <b>[POTENTIAL CLOSED SESSION]</b> Public Employee Performance Evaluation and Approve the Executive Director’s Performance Objectives for 2017 – <b>ACTION*</b>	<b>81</b>

The Transportation Authority may 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.

12. Amend the Existing Employment Agreement and Set Annual Compensation for the Executive Director for 2017 – **ACTION\*** 93

### Items for Direct Board Consideration

13. Recognize Commissioners John Avalos (past Chair 2013-14), David Campos (past Chair 2012) and Eric Mar (Acting Chair 2016) for outstanding service to the Transportation Authority from 2009 to 2017 – **INFORMATION**

### Other Items

14. Introduction of New Items – **INFORMATION**

During this segment of the meeting, Board members may make comments on items not specifically listed above, or introduce or request items for future consideration.

15. Public Comment

16. Adjournment

### \* Additional materials

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# DRAFT MINUTES

## SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY

Tuesday, November 29, 2016

### 1. Roll Call

Chair Wiener called the meeting to order at 11:25 a.m.

**Present at Roll Call:** Commissioners Avalos, Breed, Cohen, Mar, Wiener and Yee (6)

**Absent at Roll Call:** Commissioners Tang (entered during Item 2), Campos, Farrell, Kim and Peskin (5)

### 2. Chair's Report – INFORMATION

Chair Wiener reported that the November elections brought mixed results for the transportation sector. He said the Transportation Authority was delighted that Measure RR, the \$3.5 billion BART bond, passed handily with the support of 81% of San Francisco voters. He said this would ensure that BART would have the funds to conduct its most pressing maintenance work system-wide, including to bolster the Transbay Tube. He said the measure was incredibly important for safety and reliability, and would also enhance capacity through train control upgrades and much-needed maintenance facilities. He said that one item that was not included in the bond was BART's fleet of 300 expansion vehicles, which were instead included in local county measures including the city's Proposition J transportation and homelessness spending measure. He noted that voters overwhelmingly supported Proposition J with 67% support but rejected Proposition K, the revenue measure that would have raised an equivalent amount of funds to pay for the expenditures. He said without that funding source, Mayor Lee exercised a one-time option to cancel Proposition J and therefore the city would need to find another way to fund its contribution for BART cars, in addition to a range of critical local and regional transportation improvements for Muni and Caltrain, safer streets for pedestrians and cyclists, and street repaving.

Chair Wiener stated that while Contra Costa County's measure also failed, there were a number of measures that passed in other counties and regions, locally and nationally, including Santa Clara, Los Angeles, Seattle, Atlanta, and several other cities in the Carolinas and Ohio. He stated that overall, NPR reported that of 77 transit measures on the ballot, 71% were passed by voters, accounting for almost \$170 billion in new transit spending. He said this devolution of transportation funding was a long-term national trend and that San Francisco, the Bay Area and California must keep it up. He noted that the week prior, Governor Brown announced that there would be no transportation bill in the Special Session ending November 30<sup>th</sup>, and while there were reports that infrastructure was high on the Trump administration's priority list, details beyond tax breaks to incentivize private investment were scant. He said that many were skeptical of this method of financing because it was hard to apply to a majority of the transportation investment needs across the nation.

He said that the good news was the city was coming together to address these new realities. He said he was proud to join the Board and Mayor Lee to re-affirm San Francisco's commitment to being a Sanctuary City, and that while there was uncertainty in how the new administration would approach these cities, there was strength in numbers with other like-minded communities and there was the strength in the city's convictions. He said given that, he was optimistic that the city, region and state could work together on new local tools and measures to enable self-help, such as through the upcoming Regional Measure 3 bridge toll talks and through a potential return to the ballot with a new local transportation measure in 2018. He noted that this would be a challenge, but he was glad that Mayor Lee's office had already reached out to Director Tilly Chang, along with Director of Transportation Ed Reiskin, to assess the results and explore the city's options for going back to the voters in 2018.

Chair Wiener stated that this would be his last Board meeting as Chair, but he looked forward to working with the Board in his new capacity as a member of the State Senate in Sacramento. He thanked the Board for its collaborative work, and for working together on improving transportation in San Francisco and the region. He particularly thanked Vice Chair Mar and Committee Chair Tang, Metropolitan Transportation Commissioner Campos, and many other colleagues on the Golden Gate Highway, Bridge & Transit District, as well as Vision Zero Chair Yee and TIMMA Chair Kim. Additionally, he thanked staff at the Transportation Authority and the current and former staff in his office, and noted that there was much to be proud of.

Chair Wiener summarized the accomplishments over the past two years, including funding neighborhood transportation improvements across San Francisco; advancing regional priorities such as Caltrain Electrification and the Caltrain Downtown Extension; funding the largest investments ever made in the Muni light rail fleet and replacing Muni's entire bus fleet; completing Doyle Drive and Yerba Buena Island ramps; moving Vision Zero forward along with Van Ness and Geary bus rapid transit; planning for the next generation of rail and subways, locally in San Francisco and around the region; helping to adopt a responsible and aspirational Plan Bay Area preferred scenario; and much more. He said that he would be resigning from the Board of Supervisors and the Transportation Authority on the following Monday when he would be sworn in to the State Senate. In his absence, he proposed finishing the year under the leadership of Vice Chair Mar, and then at the January Board meeting hold annual elections for the coming year.

There was no public comment.

### **3. Executive Director's Report – INFORMATION**

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

Commissioner Mar thanked Chair Wiener for his leadership and for focusing on improving transportation throughout the region and over the long-term, and said the region would benefit from having a strong champion for transportation in the state legislature.

There was no public comment.

### **4. Approve the Minutes of the October 25, 2016 Meeting – ACTION**

There was no public comment.

The minutes were approved without objection by the following vote:

Ayes: Commissioners Avalos, Breed, Cohen, Mar, Tang, Wiener and Yee (7)

Absent: Commissioners Campos, Farrell, Kim and Peskin (4)

### Items from the Finance Committee

#### 5. **Accept the Audit Report for the Fiscal Year Ended June 30, 2016 – ACTION**

Commissioner Yee congratulated the Transportation Authority on receiving a clean audit without any findings.

There was no public comment.

The item was approved without objection by the following vote:

Ayes: Commissioners Avalos, Breed, Cohen, Mar, Tang, Wiener and Yee (7)

Absent: Commissioners Campos, Farrell, Kim and Peskin (4)

### Items from the Plans and Programs Committee

#### 6. **Allocate \$3,149,000 in Prop K Funds, with Conditions, for Three Requests and Appropriate \$100,000 in Prop K Funds for One Request, Subject to the Attached Fiscal Year Cash Flow Distribution Schedules, and Commit to Allocate \$325,000 in Prop K Funds – ACTION**

Commissioner Yee asked if there was a timeline for the Dewey Boulevard traffic calming plan.

Anna LaForte, Deputy Director for Policy and Programming, said that the overall schedule for the group of traffic calming measures being funded showed implementation being completed by December 2019. She added that there were a number of plans being implemented with the allocation request that were in various stages, and that staff would follow-up with the project sponsor to obtain the specific schedule for the Dewey Boulevard traffic calming plan.

There was no public comment.

The item was approved without objection by the following vote:

Ayes: Commissioners Avalos, Breed, Cohen, Mar, Tang, Wiener and Yee (7)

Absent: Commissioners Campos, Farrell, Kim and Peskin (4)

### Other Items

#### 7. **Introduction of New Items – INFORMATION**

There was no public comment.

#### 8. **Public Comment**

During public comment, Andrew Yip spoke about virtues.

#### 9. **Adjournment**

The meeting was adjourned at 11:46 a.m.



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## RESOLUTION APPROVING THE 2017 STATE AND FEDERAL LEGISLATIVE PROGRAM

WHEREAS, The Transportation Authority routinely monitors pending legislation that may affect the Transportation Authority and San Francisco's transportation program; and

WHEREAS, Each year the Transportation Authority adopts a set of legislative principles to guide its transportation policy and funding advocacy in the sessions of the State and Federal Legislatures; and

WHEREAS, The attached 2017 State and Federal Legislative Program reflects key principles gathered from common positions with other local sales tax transportation authorities, congestion management agencies, and the Metropolitan Transportation Commission; the Transportation Authority's understanding of the most pressing issues facing the San Francisco Municipal Transportation Agency, regional transit providers serving the City of San Francisco, and other City agencies charged with delivering transportation projects; and are consistent with the advocacy approaches of the Mayor's Office; and

WHEREAS, At its November 30, 2016 meeting, the Citizens Advisory Committee considered and unanimously adopted a motion of support for the legislative program; and

WHEREAS, On December 6, 2016, the Finance Committee reviewed and unanimously recommended adoption of the program; now, therefore, be it

RESOLVED, That the Transportation Authority does hereby adopt the attached 2017 State and Federal Legislative Program; and be it further

RESOLVED, That the Executive Director is authorized to communicate this program to the appropriate parties.

Attachment:

1. 2017 State and Federal Legislative Program

**Attachment 1**

San Francisco County Transportation Authority Draft 2017 State and Federal Legislative Program  
 Last modified: November 22, 2016

STATE		
Area	Goal	Strategy
1. Funding	Protect transportation funding from diversion	<ul style="list-style-type: none"> <li>• Advocate that funds dedicated to transportation not be diverted to other state budget priorities.</li> <li>• Support efforts to recover existing diversions (e.g. weight fee revenues) for transportation.</li> </ul>
	Enact new revenue and financing measures for transportation	<ul style="list-style-type: none"> <li>• Support efforts at the state (and regional and local levels) to raise additional transportation revenue to address ongoing funding shortfalls for both capital projects and operations.</li> <li>• Support efforts to raise the gas tax and index it to match inflation, to provide a more stable source of funding for transportation projects.</li> </ul>
	Secure cap and trade revenues	<ul style="list-style-type: none"> <li>• Support efforts to dedicate a significant portion of cap and trade revenues to transportation and specifically San Francisco priorities.</li> <li>• Advocate for a stronger role for regional and local governments in prioritizing projects for funding and for a revenue allocation process that is clear, streamlined, and flexible.</li> </ul>
	Increase funding for affordable housing	<ul style="list-style-type: none"> <li>• Support efforts to establish a new, dedicated state funding source for affordable housing.</li> <li>• Support legislative efforts to reduce barriers to the construction of new affordable housing.</li> </ul>
	Gain state authorization for new regional bridge toll measure	<ul style="list-style-type: none"> <li>• Support and engage in the development of the authorization legislation to allow the Metropolitan Transportation Commission's (MTC) to place a Regional Measure 3 (RM3) bridge toll proposal on the ballot.</li> <li>• Advocate for San Francisco priority projects in the RM3 policy and expenditure program, given the core capacity needs facing the city.</li> </ul>



**Attachment 1**

San Francisco County Transportation Authority Draft 2017 State and Federal Legislative Program

Last modified: November 22, 2016

STATE		
Area	Goal	Strategy
	Lower the 2/3 supermajority voter approval requirement for transportation taxes	<ul style="list-style-type: none"> <li>• Support a constitutional amendment to lower the voter approval requirement for special taxes dedicated to local transportation projects from 66.67% to 55% or a simple majority.</li> </ul>
	Modify allocation formulas for state transportation funds	<ul style="list-style-type: none"> <li>• Advocate for using factors that better tie transportation funding to the true demands placed on the system, including daytime population or transit usage.</li> <li>• Advocate to change the definition of disadvantaged communities (DACs) and seek opportunities to broaden the definition in statutes to better reflect those in San Francisco.</li> </ul>
	Implement severance fees on natural resources extraction	<ul style="list-style-type: none"> <li>• Support the creation of statewide severance fees to ensure a lasting public benefit from the depletion of non-renewable resources.</li> <li>• Advocate that severance fee revenues be allocated to sustainable transportation through allocation to local and regional agencies.</li> </ul>
	Increase funding for the Active Transportation Program (ATP) and streamline program guidelines	<ul style="list-style-type: none"> <li>• Advocate for a programming and allocation process that emphasizes flexibility and local/regional control.</li> <li>• Support efforts to increase the amount of funding available to support active transportation and safe routes to schools.</li> </ul>
	Support efforts around local and regional funding for transportation	<ul style="list-style-type: none"> <li>• Support MTC's work to identify and authorize new regional revenues for transportation funding and financing, including authorization for the formation of a new Regional Infrastructure Bank.</li> <li>• Support MTC's proposal to seek authorization to issue bonds backed by federal transit formula funds.</li> <li>• Support efforts to revive the authority of local governments to use tax-increment financing in support of projects consistent with sustainable communities strategies.</li> </ul>

**Attachment 1**

San Francisco County Transportation Authority Draft 2017 State and Federal Legislative Program  
 Last modified: November 22, 2016

STATE		
Area	Goal	Strategy
2. Policy Initiatives	Advance San Francisco's Vision Zero goals, improving safety for all users	<ul style="list-style-type: none"> <li>• Work with local partners to identify and secure state and federal funding for Vision Zero projects.</li> <li>• Support efforts to improve the overall safety for all road users such as bills that provide municipalities the flexibility to reduce speed limits.</li> <li>• Support the San Francisco Municipal Transportation Agency's (SFMTA's) advancement of state legislation to authorize a pilot program to test Automated Speed Enforcement on San Francisco's high injury network.</li> </ul>
	Support the Treasure Island Mobility Management Agency's (TIMMA) work for sustainable mobility on Treasure Island	<ul style="list-style-type: none"> <li>• Support funding for study, piloting, and implementation of innovative mobility management such as tolling infrastructure, transportation and housing affordability programs, bike and car share initiatives, and autonomous vehicles.</li> <li>• Seek legislation necessary to support TIMMA's goals and objectives.</li> </ul>
	Authorize Caltrans to continue to carry-out National Environmental Policy Act (NEPA) review and project approval	<ul style="list-style-type: none"> <li>• Support legislation to provide the limited waiver of sovereign immunity necessary for Caltrans to continue carrying-out review and approval of projects pursuant to NEPA. The current limited waiver will expire at the end of 2016, and the state will not be able to process NEPA after the expiration date resulting in project delays.</li> </ul>
	Maintain or improve effectiveness of express lanes and other transportation demand management (TDM) strategies	<ul style="list-style-type: none"> <li>• Support new legislation that promotes innovative TDM strategies including deployment of managed lanes on state highways.</li> <li>• Limit the number of clean air vehicle stickers allowing hybrid and electric single-occupancy vehicles use of managed lanes</li> </ul>
	Participate in the development of legislation regarding emerging mobility innovations	<ul style="list-style-type: none"> <li>• Coordinate with SFMTA to manage adoption of shared mobility innovations such as ride sourcing and commuter shuttles to balance benefits and impacts, ensure safety, and achieve access to critical data.</li> <li>• Participate in local and state efforts to develop policy framework for testing, deploying, and regulating autonomous vehicles and consider pursuing pilot opportunities.</li> </ul>

**Attachment 1**

San Francisco County Transportation Authority Draft 2017 State and Federal Legislative Program

Last modified: November 22, 2016

STATE		
Area	Goal	Strategy
	Modernize Congestion Management Program (CMP) regulations	<ul style="list-style-type: none"> <li>• With other Congestion Management Agencies (CMAs), lead the development of legislation on CMP reform to support key policies and reinforce CMAs' role in state, regional, and local transportation planning and funding.</li> </ul>
	Track and provide feedback on state road usage charge pilot program	<ul style="list-style-type: none"> <li>• Support the state pilot of a road usage charge, providing technical assistance and policy support to shape the program.</li> <li>• Provide comments on the Caltrans report to the legislature at the conclusion of the pilot.</li> </ul>
	Reform level of service requirements	<ul style="list-style-type: none"> <li>• Support the Governor's Office of Planning and Research on CEQA (California Environmental Quality Act) rulemaking for implementation of SB743 requiring alternative traffic impact analysis measures.</li> </ul>
3. High-Speed Rail (HSR)	Strengthen state commitment to a blended HSR and electrified Caltrain system from San Francisco to San Jose	<ul style="list-style-type: none"> <li>• Work with partner agencies to advocate that the HSR early investment projects are implemented in a manner consistent with the memorandum of understanding (MOU) to develop a blended system.</li> <li>• Advocate for full funding of the Caltrain Downtown Extension, and advance the Caltrain Modernization Program.</li> </ul>

**Attachment 1**

San Francisco County Transportation Authority Draft 2017 State and Federal Legislative Program  
 Last modified: November 22, 2016

<b>FEDERAL</b>		
<b>Area</b>	<b>Goal</b>	<b>Strategy</b>
4. Transportation Funding	Advance San Francisco's priorities and sustain or increase federal transportation funding	<ul style="list-style-type: none"> <li>• Retain strong multi-modal focus for federal grant programs and ensure funding is spread equitably among rural and urban jurisdictions.</li> <li>• Partner with local, regional, state, and local stakeholders to increase funding for state of good repair, active transportation, mobility and access, and sustainability and environmental outcomes.</li> <li>• Support an increase in funding for transportation infrastructure, particularly for San Francisco's priority projects, focusing on transit and active transportation.</li> <li>• Advocate for increasing the federal gasoline tax, and for indexing it to inflation to help close the Highway Trust Fund (HTF) funding deficit.</li> <li>• Support study and piloting of alternate approaches to transportation solutions such as road usage charges, technology demonstration, and alternative project delivery methods.</li> <li>• Advocate that Congress approve annual New Starts appropriations consistent with the Full Funding Grant Agreement (FFGA) for the Central Subway, and continue to allocate Small Starts funds for the Van Ness Avenue Bus Rapid Transit (BRT) project.</li> <li>• Work with local and regional partners to support project applications and secure federal funding for the next set of New Starts, Small Starts and Core Capacity project priorities, including the BART Core Capacity Program, Caltrain Electrification, Better Market Street, Geary Boulevard BRT, and the Caltrain Downtown Extension.</li> <li>• Support efforts to apply state and local sales tax rates to online purchases.</li> <li>• Support efforts to price carbon at the federal level.</li> <li>• Promote transportation investments as part of the expenditure plan.</li> </ul>
	Increased local sales tax revenue through the Marketplace Fairness Act	
	Implementation of federal carbon pricing	

**Attachment 1**

San Francisco County Transportation Authority Draft 2017 State and Federal Legislative Program  
 Last modified: November 22, 2016

FEDERAL		
Area	Goal	Strategy
5. Transportation Policy Initiatives	Commuter benefits for non-single occupancy vehicle travel modes at the same level as for parking	<ul style="list-style-type: none"> <li>Advocate to include pre-tax benefits for bikeshare and shared mobility options on par with parking benefits.</li> </ul>

PROJECT DELIVERY AND ADMINISTRATION (State and Federal)		
Area	Goal	Strategy
6. Project Delivery	Expanded use of innovative project delivery strategies for transportation infrastructure	<ul style="list-style-type: none"> <li>Advocate for expanded options to use alternative delivery methods to manage risk and increase local control for transportation infrastructure projects.</li> <li>Advocate for expansion of financing programs such as Transportation Infrastructure Finance and Innovation Act (TIFIA).</li> </ul>
	Integrated state and federal environmental impact studies and streamlined permitting	<ul style="list-style-type: none"> <li>Advocate for more efficient environmental processes (both CEQA and National Environmental Policy Act (NEPA)) to reduce administrative inefficiencies.</li> </ul>
7. General Administration	Ensure efficient and effective Transportation Authority operations	<ul style="list-style-type: none"> <li>Advocate for streamlining of administrative restrictions when multiple fund sources are used on a single project.</li> <li>Oppose legislation and regulations adversely affecting our ability to efficiently and effectively contract for goods and services, conduct business and limit or transfer the risk of liability.</li> </ul>



# Memorandum

**Date:** 12.01.16 **RE:** Finance Committee  
December 6, 2016

**To:** Finance Committee: Commissioners Mar (Chair), Cohen (Vice Chair), Campos, Kim, Yee and Wiener (Ex Officio)

**From:** Amber Crabbe – Assistant Deputy Director for Policy and Programming *Ac*

**Through:** Tilly Chang – Executive Director *TCC*

**Subject:** **ACTION** – Recommend Approval of the 2017 State and Federal Legislative Program

## Summary

Every year the Transportation Authority Board adopts a legislative program to guide the agency's transportation advocacy efforts at the state and federal levels. The proposed State and Federal Legislative Program reflects key principles, gathered from our common positions with other local transportation sales tax authorities around the state, the Metropolitan Transportation Commission, as well as our understanding of the most pressing issues facing the region, San Francisco, and our partner agencies that deliver transportation projects in the city. The proposed program is presented in the form of principles, not specific bills or legislative initiatives, in order to allow staff the necessary flexibility to respond to legislative proposals and specific policy concerns that may arise over the course of the legislative session in Sacramento or Washington D.C. Our 2017 Legislative Program continues many of the themes from the previous legislative sessions and emphasizes issues of stabilizing and protecting existing transportation funds, authorizing new transportation revenues, securing funding for San Francisco projects, advancing high-speed rail investment, supporting allocation of state cap and trade revenues for transportation, promoting Vision Zero safety goals, engaging in the implementation of new transportation technologies, aspiring to meet environmental and greenhouse gas reduction goals and supporting increased revenues and redevelopment-like tools to help accelerate the production of affordable housing.

## BACKGROUND

The state and federal legislative programs, adopted annually by the Board, establish a general framework to guide our legislative and funding advocacy efforts at the state and federal levels. The purpose of the legislative program is to establish general policy guidance on state and federal legislative and funding issues in transportation. The proposed 2017 State and Federal Legislative Program reflects key principles, gathered from our common positions with other local transportation sales tax authorities around the state, the Metropolitan Transportation Commission (MTC), as well as our understanding of the most pressing issues facing the city and the region (drawing upon the underway Plan Bay Area update, as well as other efforts), and our partner agencies delivering transportation projects and providing service to San Francisco.

Transportation Authority staff and legislative advocacy consultants in Sacramento will use this program to communicate and plan strategy with the Mayor's Office, the City's legislative delegations in Sacramento and Washington D.C., MTC, and other transportation agencies and advocates.

## DISCUSSION

The proposed 2017 State and Federal Legislative Program is presented in the form of principles rather than specific bills or legislative initiatives, in order to allow staff the necessary flexibility to respond to legislative proposals and policy concerns that may arise over the course of the session. Throughout the state legislative session, which extends into the early autumn or later if extraordinary sessions are necessary, we will be reporting on the status of bills that are of significance to the Transportation Authority, and developing recommendations for positions as appropriate.

In 2016, many important fiscal and policy agendas advanced which were consistent with the Transportation Authority's adopted State and Federal Legislative Program. The Federal Government passed the Fixing America's Surface Transportation (FAST) Act, a five-year authorization for surface transportation programs, in December of 2015. In addition to funding ongoing transit and highway formula funding programs, the FAST Act has provided funding for several competitive grants over the past year, including the Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) grant program which awarded \$11 million to San Francisco for a number of projects including funds to the Treasure Island Mobility Management Program. The Transportation Authority will continue to advocate for additional funding to priority San Francisco projects and, with the new administration, work to protect anticipated federal funding such as the remaining Federal Transit Administration New Starts grant awards for the Central Subway project.

At the state level, several important bills were passed in 2016, including Assembly Bill (AB) 2374 (Chiu), legislation we sponsored to authorize us to use the Construction Manager/General Contractor (CM/GC) method for the construction of the Yerba Buena Island (YBI) West-Side Bridges Retrofit project. This construction method was identified as the most cost-effective and site-appropriate way to deliver the YBI project, which will facilitate the replacement and improvement of the complicated and critically important project. This year, the regional commuter benefits ordinance authority was extended indefinitely, allowing the successful Transportation Demand Management program to continue beyond the initial pilot authorization. The state legislature also passed AB 516 (Mullin), requiring the Department of Motor Vehicles to develop a system to provide temporary license plates at the point of sale of a vehicle, and requiring temporary license plates on all vehicles until receipt of permanent plates. This will prevent drivers from avoiding tolls and evading arrest before receiving permanent license plates after the purchase of a new vehicle.

While the 2016 legislative session ended on September 30th, the Special Session on Transportation and Infrastructure continued until November 30th. No new bills will be introduced until the Fiscal Year 2017/18 Regular Session is convened in December 2016. The Special Session could in theory continue to focus on potential new sources of state funding for transportation, but we do not anticipate it will convene again before its authorization expires.

Our 2017 State and Federal Legislative Program (Attachment 1) continues many of the themes from the previous legislative sessions and emphasizes issues of stabilizing and protecting existing transportation funds, authorizing new transportation revenues to be put into place at the local or regional level, advancing San Francisco's priority projects and programs, supporting allocation of state cap and trade revenues for transportation, advancing high-speed rail early investment projects to bring service to the Transbay Transit Center, working to meet environmental and greenhouse gas reduction goals, engaging in the implementation of new transportation technologies, and expanding the use of pricing and other innovative project delivery and financing approaches to accommodate the growth in transportation system demands in California. It also supports increased revenues and redevelopment-like tools to help accelerate the production of affordable housing.

The proposed 2017 State and Federal Legislative Program would continue support of San Francisco's Vision Zero goals for street safety, including the San Francisco Municipal Transportation Agency's priority legislative effort to authorize the use of cameras for automated speed enforcement. MTC will be seeking authorization to place on the ballot a measure asking Bay Area voters to approve a bridge toll increase to fund improvements in bridge corridors, which would be known as Regional Measure 3 (RM3). The draft Legislative Program would support this measure, and advocates that San Francisco's priority projects be included in the expenditure plan.

#### **ALTERNATIVES**

1. Recommend approval of the 2017 State and Federal Legislative Program, as requested.
2. Recommend approval of the 2017 State and Federal Legislative Program, with modifications.
3. Defer action, pending additional information or further staff analysis.

#### **CAC POSITION**

The CAC considered this item at its November 30, 2016 meeting and unanimously adopted a motion of support for the staff recommendation.

#### **FINANCIAL IMPACTS**

There are no impacts to the Transportation Authority's adopted Fiscal Year 2016/17 budget associated with the recommended action.

#### **RECOMMENDATION**

Recommend approval of the 2017 State and Federal Legislative Program.

Attachment:

1. Draft 2017 State and Federal Legislative Program



RESOLUTION INCREASING THE AMOUNT OF THE PROFESSIONAL SERVICES CONTRACT WITH PARSONS BRINCKERHOFF, INC. BY \$960,000, TO A TOTAL AMOUNT NOT TO EXCEED \$1,210,000 THROUGH DECEMBER 31, 2019 FOR SYSTEM ENGINEERING SERVICES FOR THE TREASURE ISLAND MOBILITY MANAGEMENT PROGRAM, AND AUTHORIZING THE EXECUTIVE DIRECTOR TO MODIFY CONTRACT PAYMENT TERMS AND NON-MATERIAL CONTRACT TERMS AND CONDITIONS

WHEREAS, The Transportation Authority, as the Treasure Island Mobility Management Agency (TIMMA), is implementing a congestion pricing toll system on Treasure Island which will be implemented primarily through two contracts, a Systems Engineering contract and a System Integrator contract; and

WHEREAS, In September 2014, through Resolution 15-06, the Transportation Authority Board awarded the System Engineering Manager contract to Parsons Brinkerhoff, Inc. and authorized execution of a contract for a not to exceed amount of \$250,000 for the initial phase of the project; and

WHEREAS, The scope of work for the System Engineering contract is divided into four phases and includes initial planning for the toll system, development of system requirements, development of procurement documents for the System Integrator and oversight of the System Integrator work; and

WHEREAS, The division of the scope of work allows the initiation of each phase of consultant work through a Notice to Proceed, depending on the overall development schedule and identifying funding for future phases, and the contract award allowed for a future amendment of the contract for completion of additional phases; and



WHEREAS, Phase I of the project was initiated in November 2014 and is nearing completion, and included preparation of the Concept of Operations and the draft System Engineering Management Plan; and

WHEREAS, The TIMMA Budget and Work Program calls for completion of Phases II and III of the scope of work in Fiscal Years (FYs) 2016/17 to 2018/19, with the toll system scheduled to be complete and open for operations in late 2019, concurrent with the first occupancy of new housing on Treasure Island; and

WHEREAS, The Notice to Proceed for Phase II is expected in early 2017, which will include development of final civil and system design requirements and procurement of the toll system integrator, while Phase III, oversight of the toll system integrator, is scheduled to begin in fall 2017; and

WHEREAS, If the Transportation Authority determines in its sole and absolute discretion that Parsons Brinckerhoff has performed Phases II and III satisfactorily and funding is available, Phase IV, which includes oversight of first year of toll operations, will immediately follow Phase III as a continuation of the TIMM Program System Engineering Project; and

WHEREAS, The anticipated cost for Phase II and Phase III of the proposed Scope of Services is \$960,000, of which \$430,000 is included in the adopted FY 2016/17 budget for TIMMA-related work, which will be reimbursed by the Treasure Island Development Authority; and

WHEREAS, The San Francisco Municipal Transportation Agency has received preliminary notice of an \$11 million federal grant award for connected dynamic tolling for the Bay Bridge, of which approximately \$5 million is anticipated to be passed to the Transportation Authority for the Treasure Island toll system; and

WHEREAS, Formal notice of this award is anticipated in early 2017 at which time the FY 2016/17 budget for the overall TIMMA work program will be amended, and sufficient funds will be

included in future budgets to cover the remaining cost of the contract; and

WHEREAS, At its November 30, 2016 meeting, the Citizens Advisory Committee considered and unanimously adopted a motion of support for the staff recommendation; and

WHEREAS, At its December 6, 2016 meeting, the Finance Committee reviewed and unanimously recommended approval of the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby increases the amount of the professional services contract with Parsons Brinckerhoff by \$960,000, to a total amount not to exceed \$1,210,000 for system engineering services; and be it further

RESOLVED, That the Executive Director is hereby authorized to negotiate contract payment terms and non-material contract terms and conditions; and be it further

RESOLVED, That for the purposes of this resolution, “non-material” shall mean contract terms and conditions other than provisions related to the overall contract amount, terms of payment, and general scope of services; and be it further


RESOLVED, That notwithstanding the foregoing and any rule or policy of the Transportation Authority to the contrary, the Executive Director is expressly authorized to execute agreements and amendments to agreements that do not cause the total agreement value, as approved herein, to be exceeded and that do not expand the general scope of services.




# Memorandum

**Date:** 12.01.16 **RE:** Finance Committee  
December 6, 2016

**To:** Finance Committee: Commissioners Mar (Chair), Cohen (Vice Chair), Campos, Kim, Yee and Wiener (Ex Officio)

**From:** Eric Cordoba – Deputy Director for Capital Projects 

**Through:** Tilly Chang – Executive Director 

**Subject:** **ACTION** – Recommend Increasing the Amount of the Professional Services Contract with Parsons Brinckerhoff, Inc. by \$960,000, to a Total Amount Not to Exceed \$1,210,000 through December 31, 2019 for System Engineering Services for the Treasure Island Mobility Management Program, and Authorizing the Executive Director to Modify Contract Payment Terms and Non-Material Contract Terms and Conditions

## Summary

On April 1, 2014, the San Francisco Board of Supervisors approved a resolution designating the Transportation Authority as the Treasure Island Mobility Management Agency (TIMMA) to implement the Treasure Island Transportation Implementation Plan in support of the Treasure Island/Yerba Buena Island Development Project. In September 2014, through Resolution 15-06, the Transportation Authority Board authorized the award of a contract to Parsons Brinckerhoff, Inc. for system engineering services for the Treasure Island Mobility Management Program (Program). The action authorized Phase I of Program, which includes preparation of the Concept of Operations and the draft System Engineering Management Plan (SEMP), for an amount not to exceed \$250,000, with the option to authorize additional phases of the work at a future date. The TIMMA budget and Work Program call for completion of Phases II and III of the scope of work in Fiscal Years 2016/17 to 2018/19. The scope of work for the first year was included in the adopted Fiscal Year 2016/17 budget. This work includes completing the final SEMP supporting TIMMA in the procurement of a contractor to install the toll system and oversight of the installation and testing of the toll equipment. The toll system is scheduled to be complete and open for operations in late 2019 concurrent with the first occupancy of new housing on Treasure Island. Funding for this work will be from a combination of federal grant funds and funding from TIDA.

## BACKGROUND

The San Francisco Board of Supervisors designated the Transportation Authority Board as the Treasure Island Mobility Management Agency (TIMMA) Board through Resolution 110-14 in April 2014. Assembly Bill 141, signed in September 2014, established TIMMA as a legal entity distinct from the Transportation Authority. The purpose of TIMMA is to implement a comprehensive and integrated program to manage travel demand on the island as the Treasure Island/Yerba Buena Island Development Project (Project) develops. The centerpiece of this innovative approach to mobility is an integrated and multimodal congestion pricing demonstration program, the Treasure Island Mobility Management (TIMM) Program, that applies motorist user fees to support enhanced bus, ferry, and shuttle transit, as well as bicycling options, to reduce the traffic impacts of the Project.

The Treasure Island Development Authority (TIDA) and the Transportation Authority have signed annual operating Memorandum of Agreements (MOAs) since Fiscal Year (FY) 2011/12 to establish the budget and scope of work for TIMMA activities. Through the current period, the Transportation Authority has advanced the scope of work encompassed by these MOAs, including securing supplemental funding through grant awards from the Federal Highway Administration and the Metropolitan Transportation Commission for planning, policy analysis, and engineering. In July 2016, through Resolution 17-01, the TIMMA Board adopted preliminary policy recommendations for the TIMM Program that will guide the work program and development of final program elements that will need to be completed prior to the scheduled launch of the program in late 2019. The FY 2016/17–2018/19 TIMMA Work Program includes, among other activities, completion of the Program's final policy recommendations and business rules and the final design, construction and testing of the congestion pricing toll system.

To meet the objectives of the TIMMA Work Program, in spring 2014 we held a targeted industry outreach and issued of a Request for Proposals (RFP) for the Treasure Island Mobility Management Program System Engineering Manager. In September 2014, through Resolution 15-06, the Transportation Authority Board awarded the System Engineering Manager contract to Parsons Brinkerhoff, Inc. and authorized execution of a contract for a not to exceed amount of \$250,000 for the initial Phase of the project. The Board action provided the option to authorize additional phases of the work at a future date. The TIMMA Work Program identifies activities for Phases II and III and recommends a contract amendment for an amount not to exceed \$960,000. Authorization for Phase IV of the work will be at the Transportation Authority's sole and absolute discretion, subject to a future Board action, and will be by amendment to the consultant contract.

## DISCUSSION

The Transportation Authority, as TIMMA, is implementing a congestion pricing toll system on Treasure Island. The project will be implemented primarily through two contracts, a System Engineering contract and a System Integrator contract. The scope of work for the System Engineering contract includes initial planning for the toll system, development of system requirements, development of procurement documents for the System Integrator and oversight of the System Integrator work. The System Engineering contract with Parsons Brinkerhoff Inc. was to complete the initial planning and project development work for the toll system. The contract award allowed for a future amendment of the contract for completion of additional phases of the toll system including development of procurement documents for the toll System Integrator and oversight of the toll system installation. The scope of work for the System Integrator includes the final system design, installation, testing and maintenance of the toll system. The System Integrator contract is anticipated to be procured in summer 2017.

**Scope of Services:** The scope of services for the System Engineering Manager consultant is provided as Attachment 1. The scope is divided into several phases, which allows us to initiate each phase of consultant work through a Notice to Proceed, depending on the overall development schedule and identifying funding for future phases. Phase I of the project was initiated in November 2014 and is nearing completion. The TIMMA Work Program anticipates a Notice to Proceed for Phase II in early 2017. This work includes development of final civil and system design requirements and procurement of the toll system integrator. Phase III, oversight of the toll system integrator is scheduled to begin in fall 2017. If the Transportation Authority determines in its sole and absolute discretion that the selected consultant has performed Phases II and III satisfactorily and funding is available, Phase IV will immediately follow Phase III as a continuation of the TIMM Program System Engineering Project. If not, the Transportation

Authority reserves the right to re-procure and to select a different consultant for Phase IV. Phase IV includes oversight of the first year of toll operations. Authorization for Phase IV will be at the Transportation Authority's sole and absolute discretion and will be by amendment to the consultant contract.

**Budget:** The anticipated cost for Phase II and Phase III of the proposed Scope of Services is \$960,000. Funding for this work will be from a combination of federal grant funds and funding from TIDA.

**Disadvantaged Business Enterprise (DBE) Participation:** Since a portion of this contract is anticipated to be funded with federal financial assistance from the Federal Highway Administration, administered by Caltrans, the Transportation Authority will adhere to federal regulations pertaining to DBEs. For this contract we have established a DBE goal of 12%. Parsons Brinckerhoff, Inc. anticipates to achieve 12% DBE participation for Phase I of the contract through Hispanic-owned sub-consultant firm, Cambria Solutions, Inc. For the scope of work proposed in Phases II and III, Parsons Brinckerhoff, Inc. proposes to meet the contract goal of 12% through Cambria Solutions, Inc.

## ALTERNATIVES

1. Recommend increasing the amount of the professional services contract with Parsons Brinckerhoff, Inc. by \$960,000, to a total amount not to exceed \$1,210,000 through December 31, 2019 for system engineering services for the Treasure Island Mobility Management Program, and authorizing the Executive Director to modify contract payment terms and non-material contract terms and conditions, as requested.
2. Recommend increasing the amount of the professional services contract with Parsons Brinckerhoff, Inc. by \$960,000, to a total amount not to exceed \$1,210,000 through December 31, 2019 for system engineering services for the Treasure Island Mobility Management Program, and authorizing the Executive Director to modify contract payment terms and non-material contract terms and conditions, with modifications.
3. Defer action, pending additional information or further staff analysis.

## CAC POSITION

The CAC considered this item at its November 30, 2016 meeting and unanimously adopted a motion of support for the staff recommendation.

## FINANCIAL IMPACTS

The anticipated cost for Phase II and Phase III of the proposed Scope of Services is \$960,000, of which \$430,000 is included in the adopted FY 2016/17 budget for TIMMA-related work, which will be reimbursed by TIDA. The San Francisco Municipal Transportation Agency has received preliminary notice of \$11 million in federal grant award for connected dynamic tolling for the Bay Bridge, of which approximately \$5 million is anticipated to be passed to the Transportation Authority for the Treasure Island toll system. Formal notice of this award is anticipated in early 2017 at which time the FY 2016/17 budget for the overall TIMMA work program will be amended. Sufficient funds will be included in future budgets to cover the remaining cost of the contract.

## RECOMMENDATION

Recommend increasing the amount of the professional services contract with Parsons Brinckerhoff, Inc.

by \$960,000, to a total amount not to exceed \$1,210,000 through December 31, 2019 for system engineering services for the Treasure Island Mobility Management Program, and authorizing the Executive Director to modify contract payment terms and non-material contract terms and conditions.

Attachment:

1. Treasure Island Mobility Management Program System Engineering Scope of Services

## Attachment 1 - Scope of Services

## Treasure Island Mobility Management Program System Engineering Manager

## Project/Study Purpose and Background

On April 1, 2014, the San Francisco Board of Supervisors (BOS) adopted a resolution designating the Transportation Authority as the Treasure Island Mobility Management Agency (TIMMA) to implement elements of the Treasure Island Transportation Implementation Plan (TITIP) in support of the Treasure Island/Yerba Buena Island (TI/YBI) Development Project. The 2008 California State Assembly Bill No. 981 (AB 981), the Treasure Island Transportation Management Act, authorized the San Francisco BOS to designate a board or agency to act as the transportation/mobility management agency for Treasure Island. The Transportation Authority and Treasure Island Development Authority (TIDA) execute an annual operating agreement which defines the budget and work program for the fiscal year to support pre-implementation of the TITIP. The TITIP calls for, and TIMMA will be responsible for implementing, the Treasure Island Mobility Management Program: a comprehensive and integrated program to manage travel demand on Treasure Island as the development project occurs, including an integrated congestion pricing program with vehicle tolling, parking pricing, and transit pass components.

In June 2011, the Planning Commission and TIDA jointly certified the Final Environmental Impact Report for the TI/YBI Development Project, and in addition the BOS approved a Disposition and Development Agreement (DDA) between TIDA and Treasure Island Community Development, LLC (TICD) and approved the TITIP. In October 2011, through Resolution 12-16, the Transportation Authority Board and TIDA Board recommended that the BOS designate the Transportation Authority as the TIMMA and authorized a partnership Memorandum of Agreement (MOA) between the Transportation Authority and TIDA. TIDA and the Transportation Authority have signed annual operating MOAs since Fiscal Year 2011/12 to establish the budget and scope of work for TIMMA activities.

## Project Organization

The various entities involved in the implementation of the TITIP and their respective roles and responsibilities are described below:

**Role of the TIMMA:** AB 981 provides the TIMMA with the exclusive powers necessary to implement the Transportation Program in furtherance of the goals described below:

1. Develop a comprehensive set of Transportation Demand Management (TDM) programs to encourage and facilitate transit use and to minimize the environmental and other impacts of private motor vehicles traveling to, from, and on Treasure Island.
2. Manage Treasure Island-related transportation in a sustainable manner, to the extent feasible, with the goal of reducing vehicle miles traveled and minimizing carbon emissions and impacts on air and water quality.
3. Create a flexible institutional structure that can set parking and congestion pricing rates, monitor the performance of the transportation program, collect revenues, and direct generated revenues to transportation services and programs serving Treasure Island.



4. Promote multimodal access to, from, and on Treasure Island for a wide range of local, regional, and statewide visitors by providing a reliable source of funding for transportation services and programs serving Treasure Island that will include bus transit service provided by the San Francisco Municipal Transportation Agency (SFMTA) and Alameda and Contra Costa Transit Agency (AC Transit) as well as ferry service and a local shuttle.

Key components of these goals are the ability to establish a congestion pricing and mobility enhancement program which includes:

1. Recommending to the BOS an initial fee structure for the imposition of congestion pricing fees and modifying the fee structure as necessary thereafter;
2. Administering and collecting congestion pricing fees on Treasure Island;
3. Adopting a transit voucher fee structure applicable to residents and other users of Treasure Island and administer and collect all Treasure Island transit voucher fees;
4. Expending revenues for implementation, operation, collection and enforcement, maintenance, construction, and administration activities;
5. Entering into operating contracts with AC Transit, Water Emergency Transportation Authority (WETA), and an on-Island shuttle provider for transit services for the area;
6. Applying for, accepting and administering state, federal, local agency, or other public or private funds for transportation purposes;
7. Undertaking studies, performance evaluations, and monitoring activities; and
8. Adopting and administering the transportation program, implementing rules and regulations, collecting and administering generated revenues, and taking all other steps necessary to implement the transportation program.

TIMMA will continue to conduct community outreach in support of the Mobility Management Program throughout the planning, design and implementation phases.

**Role of TICD:** TICD will build most of the transportation infrastructure and will provide operating subsidies to carry out the transportation program in the initial phases of the Mobility Management Program when the revenues from non-residential parking and congestion pricing are not yet at levels to sustain transit service to Treasure Island. The DDA, between TIDA and TICD, requires that TICD contribute a \$30,000,000 subsidy, expressed in 2010 dollars, to the Mobility Management Program. In addition, if, after Treasure Island is 50% occupied and less than 50% of off-Island trips during the peak period are made by modes other than auto, the DDA requires that TICD contribute an additional \$5,000,000 in subsidy to support the Transportation Program.

**Role of TIDA:** TIDA will administer the TICD subsidy, as described above, for Transportation Program activities during the occupancy period, as well as enter into contracts, either with the Transportation Authority prior to the formation of the TIMMA or with the TIMMA after its formation, to carry out pre-occupancy Transportation Program activities. TIDA will also oversee the design review, approval, and construction of transportation infrastructure, and will coordinate with the TIMMA on these plans.

**Role of SFMTA:** SFMTA will be responsible for activities reserved to it in Article 8A of the Charter and unaffected by AB 981, as well as activities which may be assigned to the TIMMA under AB 981 but which the parties agree are appropriate to continue being performed by SFMTA, including:

- Authority to set parking rates for on-street and off-street parking and to set parking fines and penalties.
- Authority to provide SFMTA bus service on Treasure Island and establish, collect, and enforce SFMTA transit fares.
- Authority to regulate taxi service.
- Authority to adopt regulations that control the flow and direction of motor vehicle, bicycle and pedestrian traffic, including regulations that limit the use of certain streets or traffic lanes to categories of vehicles and that limit the speed of traffic.
- Authority to design, select, locate, install, operate, maintain and remove all official traffic control devices, signs, roadway features and pavement markings that control the flow of traffic with respect to streets and highways within City jurisdiction.
- Authority to adopt regulations limiting parking, stopping, standing or loading as provided by state law, and to establish parking privileges and locations subject to such privileges for categories of people or vehicles as provided by state law.
- Authority to establish policies regarding and procure goods and services for the enforcement of regulations limiting parking, stopping, standing or loading, and the collection of parking-related revenues and, along with the Police Department, have the authority to enforce parking, stopping, standing or loading regulations.

#### Scope of Services

The Transportation Authority, as the TIMMA, will provide oversight of the System Engineering Manager's work. The System Engineering Manager will be responsible for conducting all the work activities listed below including providing expertise to assist TIMMA and project partners TIDA and TICD in advancing the toll technology congestion pricing element of the TITIP. Specific tasks related to the toll technology elements include refining the definition of the system, developing the operating parameters of the system and providing support toward the development of the contract / bid documents necessary to procure a system integrator. Technical input will be provided through a project Technical Advisory Committee (TAC). Partner Agencies that will be invited to participate on the TAC include the Bay Area Toll Authority (BATA), WETA, AC Transit, SFMTA and Caltrans. TAC meetings will be led by Transportation Authority staff. It is anticipated that the System Engineering Manager will present updates on deliverables at TAC meetings.

The services under this contract will build on significant community outreach, stakeholder involvement, and current and previous planning efforts.

**The budget for this effort is for an amount not to exceed \$1,210,000 for Phases I, II and III.** Please note that this is a ceiling and not a target.

Scope of Work: Tasks will proceed in phases pending the authorization of annual TIMMA budgets. Since funding for all tasks has not been identified at this time, the scope of work will be delivered in multiple phases as funding becomes available and key decisions are confirmed by stakeholders. It is also important to note that other design and construction projects are actively being implemented on Yerba Buena and Treasure Islands which may impact the scope and schedule of Mobility Management Program implementation. Therefore, system management services for the Mobility Management Program will be delivered in the following phases:

<b>Phases/Tasks</b>	<b>Budget</b>	<b>Schedule Start Date</b>
Task 1*		Ongoing
Phase I: Tasks 2 and 3	\$250,000	November 2014
Phase II: Tasks 4, 5 and 6	\$600,000	January 2017
Phase III: Task 7	\$360,000	October 2017
Phase IV: Task 8	\$225,000	September 2019

\*Each phase of the System Engineering Manager effort will require a new and/or updated project management plan, as needed, to ensure effective project management, budget and schedule adherence, and the delivery of quality products from this contract. Costs associated for this effort will be incorporated in each phase.

Additional Follow-on Work: If the Transportation Authority determines in its sole and absolute discretion that the selected consultant has performed Phase I satisfactorily and funding is available, Phase II will immediately follow Phase I as a continuation of the Treasure Island Mobility Management Program System Engineering Manager Project. If not, the Transportation Authority reserves the right to re-procure and to select a different contractor for Phases II, III and IV. Authorization for future phases of work will be at the Transportation Authority's sole and absolute discretion and will be by amendment to the consultant contract.

The total budget for this contract will be negotiated but not to exceed \$250,000 for Phase I, \$600,000 for Phase II, \$360,000 for Phase III and \$225,000 for Phase IV.

Specific Tasks under this contract include the following:

**Task 1** – Administration and Project Management

**Task 2** – Refinement of System Concept

**Task 3** – Development of Concept of Operations (Con-Ops) and draft System Engineering Management Plan (SEMP) documents and support of the Transportation Authority in the development of related policy, business rules and definition of roles and responsibilities

**Task 4** – Draft System Requirements, Preliminary System Design, and Finalize Systems Engineering Management Plan

**Task 5** – Development of civil design requirements and coordination of final design

**Task 6** – Develop the System Integrator RFP and Assist in the System Integrator Selection Process

**Task 7** – System Integrator contract technical oversight

**Task 8** – Provide Operations Support (*Optional Task*)

Separately from the tasks identified above, proposers may suggest changes/additions/subtractions to the task descriptions and the division of responsibility between the Transportation Authority, and the consultant team as part of their proposal, but this should be stated clearly. The Transportation Authority is interested in establishing an efficient process that utilizes both in-house and consultant

expertise. Any changes to the proposed scope and division of responsibility should result in all desired deliverables in a manner that successfully advances Mobility Management Program implementation. The specific System Engineering Manager tasks and responsibilities are detailed below.

**Task 1: Administration and Project Management.** The purpose of this task is to ensure a smooth workflow and timely completion of the Mobility Management Program. This task will include the following subtasks:

**1.1 Project Management Plan.** The purpose of this task is to develop the project management plan that will at a minimum include the following: Team organization and responsibilities; identification of contact person and schedule showing timeline for deliverables; resource and schedule management. The schedule should allow at least seven (7) working days for Transportation Authority staff to review the draft version of all deliverables. All final versions of the deliverables shall be available in electronic, editable format (native files when the software is compatible with those of the Transportation Authority's, such as Microsoft Word, PowerPoint, travel demand forecasting model, etc.)

*Deliverable: Project Management Plan.*

**1.2 Monthly Activity Reports and Invoices.** The System Engineering Manager shall provide status of the work efforts in monthly activity reports and invoices submitted to the Transportation Authority. Monthly activity reports shall be prepared and attached to the invoices documenting the work effort during the billing period, tasks to be accomplished over the next thirty (30) days as well as any anticipated challenges and issues, and potential methods for resolution. If no invoice is submitted for a particular month, the contractor is still required to submit the monthly activity report.

*Deliverable: Monthly Progress Reports and Invoices.*

**1.3 Progress Meeting.** The System Engineering Manager shall set-up and lead bi-weekly meetings with the Transportation Authority staff in order to ensure timely delivery of the work product and the effective coordination of all tasks.

*Deliverable: Coordination and management of bi-weekly progress meetings and documentation of project decisions and action items in minutes.*

**1.4 Project Kick-Off Meeting.** The System Engineering Manager shall conduct a project kick-off meeting with Transportation Authority staff and the TIMMA team at the beginning of each phase of the project to ensure effective coordination of the work effort.

*Deliverable: Attendance at one (1) project kick-off meeting at the initiation of each project phase and documentation of project decisions and action items in minutes.*

## PHASE I

**Task 2: Refinement of System Concept.** The purpose of this task is to refine the definition of the tolling system, the relationship between the tolling system and the SFMTA-owned and operated parking pricing system; evaluate operating parameters for the systems that have been assumed in the preliminary planning work; and describe the level for which these systems will be integrated (both financially and technically).

This task will include the review of the planning documents developed to date including the TTTIP, the Study currently underway, and the draft policy assumptions that have been developed.

Key elements of this task will be to confirm the level of integration recommended for the parking pricing system, the tolling system, and to outline the institutional and technological framework for the development, deployment, and operation of the tolling system. The current assumption for the parking system on Treasure Island is that it will be managed by SFMTA and will be modeled after the SFPark System. After a review of the existing operating parameters and system requirements for SFPark, the System Engineering Manager will assist the Transportation Authority in the development of a strategy for coordinating the tolling systems with the SFMTA's implementation of the parking pricing system on Treasure Island. The strategy will recommend a framework for assumptions about the parking system operation and coordination of the parking pricing system and the tolling system.

This task will at a minimum evaluate and perform the following:

- Evaluate the current planning level system definition for the toll system that will be implemented on Treasure Island.
- Define tolling system.
- Coordinate the parking pricing system with the tolling system.

***Deliverable:** Draft and final tolling system and recommended strategy for coordinating the tolling and pricing systems.*

**Task 3: Development of Con-Ops Document and Preliminary System Development.** The purpose of this task is to define the operating concepts for the toll system, documenting how the system will be designed, constructed, operated, maintained, and administered. This task will include the development of the Con-Ops document and the draft SEMP.

Systems development work on this project will build on previously approved planning and development documents as well as planning work that is currently underway. Approved program documents include the Final Environmental Impact Report, the TITIP, and the DDA. Documents to be developed as part of the current Study include the preliminary capital and operating costs, preliminary toll policy, the draft and final project description, and partnership agreements with other operating agencies. These documents will be shared with the System Engineering Manager as they become available.

**3.1 Con-Ops Plan.** The Con-Ops will describe the elements of the system, how it will operate and will outline the roles and responsibilities of partner agencies. Key elements of the Con-Ops will include:

- Documentation of project goals and definitions.
- A description of the project organization and management structure from the planning phase through operations (roles and responsibilities for all partners in each phase).
- Identification of key milestones and decision points for each phase of development.
- Further definition of the physical and operational characteristics of the system to support a more detailed preliminary system design.
- Proposed facility conceptual design including location of toll zones.
- Operating concept for the system.
- Roles and responsibilities of key project partners and stakeholders for each phase of the project development, deployment, and operations.

- Technical requirements of the system.
- Revised capital and operating cost estimates.
- Approach to back-office processing and customer support.
- Approach to enforcement of the tolling system.
- Documentation of final toll policy.

*Deliverable: Draft and Final Con-Ops Plan.*

**3.2 Draft System Requirements and Preliminary System Design.** Building on the Con-Ops document, this task will develop a more detailed definition of the system requirements. The system requirements to be defined will include the functional, performance, operational, data, administrative, maintenance, and interface requirements for the proposed system. Preliminary system design will be advanced sufficiently to define the scope of work that will be included in the System Integrator RFP. Final design will be completed by the system integrator. Preliminary design shall define approximate location of gantries and the necessary support systems including but not limited to electrical, structural, traffic and general civil engineering drawings.

*Deliverable: Draft System Requirements and Preliminary System Design Document.*

- **Draft Work and Deployment Plan.** This task will develop a work and deployment plan that includes a schedule and plan for the installation of all equipment and an assessment of project risks. The plan will include schedules that identify the anticipated timing of equipment installation, field testing, and acceptance for all equipment and software deployed at the roadside, Toll Data Center (TDC) and Transportation Management Center (TMC). The plan will identify all critical milestones and define the roles and responsibilities for oversight of the installation. The plan will also include the steps and schedule for deploying the various civil elements required to support the deployment of the system.

*Deliverable: Draft Work and Deployment Plan.*

- **Draft Operations and Maintenance Plan.** This task will develop a conceptual operations and maintenance plan using the system requirements developed in the previous task. This plan will document the strategies to operate, administer, and maintain the system. The plan will incorporate the recommendations from the Con-Ops document to define and describe support required from Transportation Authority staff, partner agencies, interagency and private contracted services as well as financial resources that will be required to effectively operate, administer, maintain, and monitor the system. The operating and monitoring strategies will support the data collection and system evaluation requirements of the performance and evaluation plan.

*Deliverable: Draft Operations and Maintenance Plan.*

- **Draft Enforcement Plan.** This task will develop an Enforcement Plan that evaluates both technology based automated enforcement options as well as the use of law enforcement personnel for visual enforcement of the System. The Enforcement Plan will include an evaluation of capital costs associated with the installation of any required enforcement related equipment and/or construction of enforcement zones and will also evaluate the ongoing operational costs associated with the enforcement strategy.

*Deliverable: Draft Enforcement Plan.*

- **Draft Performance and Evaluation Plan.** The TITIP identifies project goals and principles consistent with the multi-modal and sustainable community strategies defined in the Enforcement Plan. The strategies will be monitored regularly to evaluate Mobility Management Program effectiveness based on agreed upon performance measures for the congestion pricing and travel demand strategies and to guide the management of the system to best meet the needs of residents and visitors to Treasure Island. The Performance and Evaluation Plan will identify the process and procedures for collecting and reporting the results of the monitoring activities specific to the tolling and parking elements of the program. The system should be developed to accommodate automated evaluation and monitoring capabilities to the fullest extent that is financially and operationally possible.

*Deliverable: Draft Performance and Evaluation Plan.*

- **Stakeholder and TAC Meetings -** The Transportation Authority will seek input from key project stakeholders throughout the System Development process. This Task will include attendance at quarterly stakeholder and TAC meetings to review project status and deliverables.

*Deliverable: Attendance at quarterly stakeholder and TAC meetings.*

## Phase II

**Task 4: Draft System Engineering Requirements, Preliminary System Design, and Finalize Systems Engineering Management Plan.** This task will involve developing the toll system requirements, determining the overall toll system design and operations, and finalizing the System Engineering Management Plan (SEMP).

**4.1 Draft System Engineering Requirements and Conceptual Design.** Building on the Concept of Operations (ConOps) document, this task will develop a more detailed definition of the toll system requirements. The toll system requirements to be defined will include the functional (and testable), performance, operational, administrative, maintenance, and interface (internal and external) requirements for the proposed electronic toll system (ETS). Preliminary system design will be advanced sufficiently to define the scope of work and associated costs that will be included in the System Integrator RFP. Final toll system design will be conducted by the System Integrator. Conceptual design shall define the approximate location of all toll gantries, lane controller cabinets, dynamic message signs (DMSs), CCTV camera poles, and all necessary ETS support equipment and subsystems including, but not limited to electrical, structural, traffic and general civil engineering drawings.

*Deliverable: Draft System Engineering Requirements and Conceptual System Design Document*

**4.2 Develop Final SEMP.** Under this task, the draft SEMP, which was developed during Task 3, will be finalized. In addition to making required revisions to the draft SEMP, the following sections will be developed and incorporated into the final version of the SEMP:

- **System Testing.** This section of the SEMP will provide an overview of how the toll equipment and systems, which will be developed by the System Integrator, will be tested. The test plans will consist of Factory Acceptance Test (FAT), pre-Go Live Field Test, and the Systems Acceptance Test (SAT).
- **Training Plan.** This section will provide an overview of the System Integrator required training for each of the discrete major subsystems of the system, including, Toll Data Center

(TDC) operators, TDC audit, Regional Customer Service Center (RCSC) interface and data reconciliation, system enforcement (including CHP officers), and ETS maintenance.

**Deliverable:** *Final SEMP*

**4.3 Business Rules.** This Task will include the development of ETS and operational business rules that describe how various scenarios should be handled by the ETS, the RCSC, the CHP, Caltrans and other external agencies. The business rules will build on the adopted Transportation Authority toll policies and the information presented in the Con-Ops to define how day-to-day operations will be carried out including transaction processing, trip building, violation processing, RCSC customer account processing, etc. The business rules will be developed to be as consistent as possible with previously developed ETS rules by other toll agencies in the Bay area.

**Deliverable:** *Draft and final business rules*

**Task 5: Development of civil design requirements and coordination of final design.** For this Task the System Engineering Manager is required to develop the civil design requirements for the toll system, obtain necessary permits for the installation of the toll equipment and coordinate the toll system final design with the civil components of the project.

**5.1 Coordinate with the Transportation Authority, TIDA, and their consultants and contractors.** This task covers the activities associated with coordinating with the Transportation Authority, TIDA and their consultants and contractors to gather information on their designs and construction activities on YBI/TT in order to support the integration of the tolling system into the ultimate configuration of YBI/TT. This task covers the coordination and review activities associated with integrating the civil infrastructure required to support future tolling equipment into the existing Transportation Authority construction contracts and TIDA's ongoing design packages.

**5.2 Prepare design requirements and specifications for the civil infrastructure to support toll equipment all toll locations.** Performance specifications for the toll equipment will be provided to the design teams responsible for the design of the remaining toll locations.

**Deliverable:** *Design performance specifications for civil infrastructure to support toll equipment at other toll locations.*

**5.3 Prepare design for YBI/TT and Bay Bridge tolling signs and obtain approved CT encroachment permit.** Designs for sign panel overlays on the Bay Bridge will be prepared and an encroachment permit will be obtained by preparing final design plans that will be circulated through the Caltrans District 4 permit engineer's office. In addition, tolling sign designs will be prepared as necessary for locations on YBI and TT. The YBI/TT signs will be circulated to TIMMA, TIDA, and DPW for review and approval.

**Deliverables:**

- 65% Plans and Estimate (P&E) for Bay Bridge signs
- 100% P&E for Bay Bridge signs
- Approved Caltrans District 4 permit application (PEER)
- 65% P&E for City road signs
- 100% P&E for City road signs



**Task 6 Develop the System Integrator RFP and Assist in the System Integrator Selection Process.** This task will involve the development of the ETS RFP for the System Integrator and support the Transportation Authority during the procurement effort for this contract.

**6.1 Develop the System Integrator RFP.** Under this task, the approved system operating concept and system requirements, as well as the final version of the SEMP and ConOps, will be used as the foundation to define the detailed functional design of the Mobility Management Program ETS. This design will be stated in the form of functional and performance requirements and incorporated into the System Integrator RFP. The RFP will be utilized to ensure that the chosen System Integrator designs, develops, integrates, tests, installs, implements, and maintains the ETS per the RFP requirements while achieving the TITIP goals. The following are examples of the requirements that would be presented clearly to the prospective bidders in the RFP

- Interoperability requirements including recommended consistency with other regional toll systems and the RCSC;
- Toll system requirements for roadside equipment and subsystems, including toll zone controller hardware/software, FasTrak AVI equipment, violation enforcement system (VES) equipment, transaction processing, automatic vehicle detection and identification, CCTV cameras, communications equipment, dynamic message signs, etc.;
- Central processing system (IDC) requirements including data management software and hardware, account management, traffic and revenue reports, and other financial functions;
- Performance requirements including transponder and vehicle detection read accuracy, license plate image capture, and false read processing;
- Software requirements, including intellectual property (IP) ownership, rights to the delivered source code, how the Transportation Authority would be granted a perpetual license to utilize the software (or how they will become owners of the source code), software maintenance procedures, etc.;
- System design, development, integration and testing at the factory and field levels, equipment installation and technical support (operations and maintenance) during Go Live and through the Warranty Period, etc.;
- System maintenance requirements, including roadside equipment/software and off-site technical support;
- Program milestones and acceptance requirements;
- Design-Build contract drawings and specifications for all capital improvements; and
- Operational requirements, including all external interfaces with other project stakeholders.
- The RFP would also clearly specify, at a minimum, the following requirements:
  - ETS procurement approach, including proposal development, RFP questions and answers, pre-bid, addenda, selection criteria, interview, BAFO, and negotiation process requirements;
  - System delivery schedule;
  - Project management approach;
  - Bid, performance and maintenance bonds;

- System and capital improvements design and review process;
- Test requirements;
- Training requirements;
- Documentation requirements;
- Software escrow requirements;
- Liquidated damages, including program delivery specific and maintenance;
- Program milestones and system acceptance requirements; and
- Payment process.

***Deliverable:** Draft and Final System Integrator RFP*

**6.2 Assist in the System Integrator Selection Process.** This task includes providing technical support to the Transportation Authority during the procurement process beginning with the toll industry outreach effort through to issuance of notice-to-proceed (NTP) to the selected System Integrator. This task is anticipated to include, at a minimum, the following tasks:

- Identify prospective System Integrators that should be invited to the toll industry outreach and provided with a copy of the RFP;
- Assist the Transportation Authority in the toll industry outreach activities, including developing any required outreach documentation, prior to release of the final RFP;
- Develop draft answers to RFP questions that are received from prospective bidders;
- Provide technical support to the Transportation Authority during the RFP addenda development process;
- Coordinate and, if required, lead the pre-bid conference and develop supporting materials as needed;
- Provide assistance to Transportation Authority staff in the development of objective evaluation and scoring criteria consistent with selection requirements (this process would also be clearly defined in the RFP);
- Review and evaluate the technical and cost proposals that are received, develop a proposal evaluation findings document, and advise the Transportation Authority's evaluation committee during the System Integrator shortlist process. Assist in the development of questions to be posed shortlisted firms during the interviews.;
- Assist the Transportation Authority during the pre-interview process and attend the interview as a technical and contractual resource;
- Assist the Transportation Authority during the BAFO process and participate in the contract negotiation process with the selected System Integrator; and
- Review the draft and final versions of the System Integrator contract documents and the NTP letter that will be prepared by the Transportation Authority.

***Deliverable:** Technical support during the System Integrator selection process*

## Phase III

**Task 7 System Integrator Contract Technical Oversight.** This task will involve close monitoring of the System Integrator activities during the ETS design, development, integration, testing, installation, deployment, operations support and maintenance on the project. During this task the System Engineering Manager will participate in all facets of the project, working closely with Transportation Authority and System Integrator personnel. If required, the System Engineering Manager will assume the role of contractual approver of all work that is performed by the System Integrator.

**7.1 Integration Management.** This task will include management of all ETS integration activities specified in the System Integrator RFP and contract performance requirements including, but not limited to, the following:

- Outline the project responsibilities and develop lines of communication with all project members.
- Schedule and coordinate routine project status meetings with the System Integrator to ensure that all project requirements are being met and they are adhering to their project schedule.
- Develop meeting agendas and minutes of each meeting.
- Review, comment, and approve System Integrator deliverables, including, at a minimum:
  - Project management plan;
  - QA/QC plan;
  - Preliminary and final ETS design documents (a detailed list of required documents will be presented in the RFP);
  - Software development and integration plan;
  - Communications plan;
  - Factory and field test plans;
  - Enforcement plan;
  - Interface requirements plan for other entities, including the RCSC, the CHP for system enforcement, the Caltrans TMC, SFPark, TIDA, and other regional toll agencies;
  - Training plan;
  - Installation plan;
  - System performance test plan; and
  - Maintenance Plan.
- Manage, prioritize, and resolve technical and contractual issues with the System Integrator.
- Manage the System Integrator contract change order process.
- Attend all System Integrator testing activities and develop test reports that will be shared with Transportation Authority and System Integrator staff.

***Deliverable:*** *Coordinate all project activities and review and approval of all System Integrator submitted documentation*

**7.2 Project Schedule Management.** Complete all tasks necessary to review and maintain the System Integrator baseline schedule, including tracking the critical path, deliverables, key decision points, and evaluating potential risks to the schedule. Activities would include, at a minimum:

- Review and approve the System Integrator base project schedule;
- Periodically (perhaps on a monthly basis) review the System Integrator project schedule to ensure that they are meeting all of their scheduled activities;
- Identify key milestones and communicate these items to Transportation Authority staff and advise if there are any schedule items that are falling behind;
- Manage schedule risk. Proactively identify schedule risks, recommend mitigation strategies, and document these in the risk register;
- Implement proper corrective measures to bring the schedule back on-line, including requesting the System Integrator to allocate more (or better) resources to the project; and
- Provide a monthly written update of the System Integrator project schedule during project status meetings.

***Deliverable:** Approve base project schedule, track all updates and identify schedule risks*

**7.3 Risk Management.** The purpose of this task is to proactively identify project risks including technical, schedule, contractual, quality and resources. For this task, the System Engineering Manager will develop a risk matrix, risk mitigation strategy and monitor and maintain a detailed risk register.

***Deliverable:** Develop draft and final Risk Matrix and routinely monitor/update all project risks*

**7.4 System Integrator Budget Management.** This task includes the management of the System Integrator's project budget. System Engineering Manager staff will review all submitted invoices and make recommendations for payment by the Transportation Authority. The System Engineering Manager will also review all requested contract change orders and either approve them or request the Integrator to provide more detailed information until the change order request is justified. Furthermore, System Engineering Manager will perform budget control activities such as evaluation of available funding for contract changes or project delays and recommend remedies as required and becomes necessary.

***Deliverable:** Track System Integrator invoices and contract change orders*

**7.5 Periodic Tolling Policy Review.** The System Engineering Manager will routinely coordinate with the Transportation Authority during the course of the System Integrator project and identify and institute any changes to the adopted toll and operating policies and business rules that may be required.

***Deliverable:** Periodically review and update policies and business rules*

**7.6 Testing Process.** The System Engineering Manager will oversee, manage, and participate in all the ETS tests, including the FAT, the pre-Go Live field tests and the SAT.

***Deliverable:** Review and approve all System Integrator developed test scripts*

**7.7 Oversight of Equipment Installation and Integration.** The System Engineering Manager will monitor the installation of all equipment/software, the integration of all subsystems and the System Integrator pre-Go Live testing prior to opening of the new toll facility. Tasks would include, at a minimum:

- Review of System Integrator's installation plans and drawings;

- On-site inspections of the actual installation work;
- Coordinate work with partner agencies and stakeholders including SFMTA, TICD, Caltrans, and BATA as appropriate;
- Work with the System Integrator to secure an encroachment permit;
- Monitor, and possibly participate in, System Integrator testing throughout the installation and integration phases of the project to ensure that all equipment and software is operating consistent with all of contract requirements;
- Coordinate with project partners and stakeholder on communications, outreach, and public education prior to the opening of the new toll facility;
- Review operations and maintenance protocols prior to Go Live;
- Develop a transition plan to ensure that Go Live is a seamless process to the motoring public and Transportation Authority staff; and
- Monitor System Integrator training of TIMMA staff to ensure that all operations staff are ready for Go Live.

***Deliverable:*** *Oversee the System Integrator equipment installation, integration, testing and training activities*

#### Phase IV

**Task 8 (optional): Provide Operations Support.** If required by Transportation Authority, the System Engineering Manager will continue to support the project by performing this optional task which includes the following:

- Review of system operations;
- Review the pricing functionality of the system;
- Review and reconcile all transaction and financial reports that detail funds to be paid to the TIMMA;
- Access toll lane customer FasTrak information when issues arise that require this type of account investigation;
- Hold discussions with the BATA RCSC operations manager, as required;
- Using the CCTV subsystem, observe tolling and enforcement operations;
- Review and provide inputs to the law enforcement system enforcement protocol;
- Periodically check the CCTV streaming video process to the system management center;
- Participate in any marketing programs and/or activities;
- Coordinate with the system integrator maintenance supervisor and technicians to make sure that Maintenance On-Line Management System (MOMS) identified problems are resolved within the time periods presented in the RFP;
- Carefully plan with Public Works staff and closely monitor any roadway maintenance activities that may impact the system; and

- Monitor the system preventive maintenance schedules to ensure that the system equipment/software maintenance is being conducted properly.

RESOLUTION REAPPOINTING CHRIS WADDLING TO THE CITIZENS ADVISORY  
COMMITTEE OF THE SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY

WHEREAS, Section 131265(d) of the California Public Utilities Code, as implemented by Section 5.3(a) of the Administrative Code of the San Francisco County Transportation Authority, requires the appointment of a Citizens Advisory Committee (CAC) consisting of eleven members; and

WHEREAS, There is one vacancy on the CAC; and

WHEREAS, At its December 6, 2016 meeting, after review and consideration of all applicants' qualifications and experience, the Plans and Programs Committee unanimously recommended the reappointment of Chris Waddling to serve on the CAC for a period of two years; now therefore, be it

RESOLVED, That the Transportation Authority hereby reappoints Chris Waddling 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.



# Memorandum

**Date:** 12.01.16 **RE:** Plans and Programs Committee  
December 6, 2016

**To:** Plans and Programs Committee: Commissioners Tang (Chair), Farrell (Vice Chair), Avalos, Breed, Peskin and Wiener (Ex Officio)

**From:** Maria Lombardo – Chief Deputy Director *mel*

**Through:** Tilly Chang – Executive Director *TC*

**Subject:** **ACTION** – Recommend Appointment of One Member to the Citizens Advisory Committee

## Summary

The Transportation Authority has an eleven-member Citizens Advisory Committee (CAC). CAC members serve two-year terms. Per the Transportation Authority's Administrative Code, the Plans and Programs Committee recommends and the Transportation Authority Board appoints individuals to fill any CAC vacancies. Neither Transportation Authority staff nor the CAC make any recommendations on CAC appointments, but we maintain an up-to-date database of applications for CAC membership. A chart with information about current CAC members is attached, showing ethnicity, gender, neighborhood of residence, and affiliation. There is one vacancy on the CAC requiring committee action. The vacancy is the result of the term expiration of Chris Waddling (District 10 resident), who is seeking reappointment. Attachment 1 shows current CAC membership and Attachment 2 lists applicants.

## BACKGROUND

There is one vacancy on the Citizens Advisory Committee (CAC) requiring Plans and Programs Committee action. The vacancy is the result of the term expiration of Chris Waddling (District 10 resident). There are currently 33 applicants, in addition to Mr. Waddling who is seeking reappointment, to consider for the existing vacancy.

## DISCUSSION

The CAC is comprised of eleven members. The selection of each member is recommended at-large by the Plans and Programs Committee (Committee) and approved by the Transportation Authority Board. Per Section 6.2(f) of the Transportation Authority's Administrative Code, the eleven-member CAC:

“...shall include representatives from various segments of the community, including public policy organizations, labor, business, senior citizens, the disabled, environmentalists, and the neighborhoods; and reflect broad transportation interests.”

An applicant must be a San Francisco resident to be considered eligible for appointment. Attachment 1 is a tabular summary of the current CAC composition. Attachment 2 provides similar information on current applicants for CAC appointment. Applicants are asked to provide residential location and areas of interest. Applicants 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, as well as at public meetings attended by Transportation Authority staff or hosted by the Transportation Authority.

All applicants have been advised that they need to appear in person before the Committee in order to be appointed, unless they have previously appeared before the Committee. If a candidate is unable to appear before the Committee, they may appear at the following Board meeting in order to be eligible for appointment. An asterisk following the candidate's name in Attachment 2 indicates that the applicant has not previously appeared before the Committee.

#### **ALTERNATIVES**

1. Recommend appointment of one member to the CAC.
2. Defer action until additional outreach can be conducted.

#### **CAC POSITION**

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

#### **FINANCIAL IMPACTS**

None.

#### **RECOMMENDATION**

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

#### **Attachments (2):**

1. Matrix of CAC Members
2. Matrix of CAC Applicants

#### **Enclosure:**

1. CAC Applications

**Attachment 1**  
**CITIZENS ADVISORY COMMITTEE**<sup>1</sup>

Name	Gender	Ethnicity	District	Neighborhood	Affiliation	First Appointed	Term Expiration
Chris Waddling, Chair	M	NP	10	Silver Terrace	Neighborhood	Dec 12	Dec 16
Myla Ablog	F	Filipina	5	Japantown/Western Addition	Disabled, Environmental, Neighborhood, Public Policy, Senior Citizen	Sep 13	Mar 17
Jacqueline Sachs	F	C	2	Western Addition	Disabled, Neighborhood	Jun 97	Jul 17
Peter Sachs, Vice Chair	M	NP	4	Outer Sunset	Environmental, Labor, Public Policy	Jul 15	Jul 17
Becky Hogue	F	C	6	Treasure Island	Disabled, Neighborhood	Dec 15	Dec 17
Peter Tannen	M	C	8	Inner Mission	Environmental, Neighborhood, Public Policy	Feb 08	Feb 18
John Larson	M	NP	7	Miraloma Park	Environment, Neighborhood, Public Policy	Mar 14	Mar 18
Bradley Wiedmaier	M	C	3	Lower Nob Hill	Disabled, Labor, Senior Citizen	Apr 16	Apr 18
Brian Larkin	M	NP	1	Richmond	Neighborhood	May 04	Jul 18
Santiago Lerma	M	H	9	Mission	Business, Environmental, Labor, Neighborhood, Public Policy	Dec 14	Sep 18
Shannon Wells-Mongioli	F	NP	11	Excelsior	Environment, Neighborhood, Public Policy	Sep 16	Sep 18

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      NP – Not Provided (Voluntary Information)

<sup>1</sup> Shading denotes open seats on the CAC.

Attachment 2 (Updated 12.01.16)

APPLICANTS

Name	Gender	Ethnicity	District	Neighborhood	Affiliation/Interest
1 Charles Baird*	M	NP	6	South of Market	Business, Disabled, Environment, Labor, Neighborhood, Public Policy, Senior Citizen
2 Margaret Bonner*	F	C	5	West NOPA	Business, Disabled, Environment, Labor, Neighborhood, Public Policy, Senior Citizen
3 Michael Buzinover*	M	C	6	Alamo Square	Business, Environment, Labor, Public Policy
4 Virginia Calkins*	F	C	6	South of Market	Business, Environment, Neighborhood, Public Policy
5 Karwanna Dyson*	F	AA	10	Bayview Hunters Point	Business, Neighborhood
6 Peter Fortune	M	NP	2	Marina	Business, Neighborhood, Public Policy, Senior Citizen
7 William Frymann*	M	C	8	Castro/Eureka Valley	Environment, Neighborhood, Public Policy
8 Fabian Gallardo*	M	H/L	7	Lakeside	Business, Disabled, Environment, Labor, Neighborhood, Public Policy, Senior Citizen
9 Beth Hoffman	NP	C	11	Mission Terrace	Environment, Labor, Neighborhood, Public Policy, Senior Citizen
10 Doreen Horstun	F	NP	6	South of Market	Environment, Labor, Neighborhood, Public Policy
11 Adam Hugo-Holman	M	C	11	Excelsior	Business, Environment, Neighborhood, Public Policy
12 Johnny Jaramillo*	M	AI	2	Pacific Heights / Van Ness Corridor	Business, Environment, Labor, Neighborhood, Public Policy
13 Lee Jewell*	M	C	5	Hayes Valley	Disabled, Neighborhood, Senior Citizen
14 Jack Kleytman*	M	C	4	Outer Sunset	Business, Neighborhood
15 Roger Kuo	M	A	3	Financial District	Business, Disabled, Environment, Neighborhood, Public Policy, Senior Citizen
16 Joseph Lake	M	C	6	South of Market	Environment, Labor, Neighborhood, Public Policy

Name	Gender	Ethnicity	District	Neighborhood	Affiliation/Interest
17 Marlo McGriff	M	AA	8	Mission-Dolores	Business, Disabled, Environment, Neighborhood, Public Policy, Senior Citizen
18 Rachel Morgan*	F	NP	3	South of Market	Business, Disabled, Neighborhood, Public Policy
19 Nathan Nayman*	M	C	7	Balboa Terrace / West Portal	NP
20 Ifeyinwa Nzerem*	F	AA	10	Bayview/Silver Terrace	Disabled, Environment, Neighborhood, Senior Citizen
21 James Pierre Louis*	M	AA	3	Financial District / Embarcadero	Environment, Neighborhood
22 Steven Riess*	M	C	6	South Beach	Business, Disabled, Environment, Neighborhood, Senior Citizen
23 Glenn Savage*	M	NP	2	Pacific Heights	Business, Neighborhood, Public Policy
24 Deborah Schrimmer	F	C	5	Cole Valley	Neighborhood, Public Policy
25 Daniel Sisson	M	C/H	1	Inner Richmond	Business, Neighborhood, Public Policy
26 Matthew Stevens	M	NP	11	Excelsior	Business, Disabled, Environment, Labor, Neighborhood, Public Policy, Senior Citizen
27 Elliott Talbot*	NP	NP	2	Marina	Neighborhood, Public Policy
28 Jayeson Vance*	M	C	11	Oceanview	Environment, Labor, Neighborhood, Public Policy, Senior Citizen
29 Rudyard Vance*	M	AA	7	Ingleside Terrace	Business, Environment, Neighborhood, Senior Citizen
30 Chris Waddling	M	C	10	Silver Terrace	Environment, Neighborhood, Public Policy
31 Ladonna Williams*	F	C	11	Ingleside Heights	Business, Neighborhood, Public Policy
32 Jeffrey Wood	M	NP	8	Noe Valley	Environment, Labor, Neighborhood, Public Policy
33 Rachel Zack*	F	C	3	Union Square / Nob Hill	Environment, Labor, Neighborhood, Public Policy
34 David Zebker*	NP	NP	6	Tenderloin	Environment

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

NP – Not Provided (Voluntary Information)

\* Applicant has not appeared before the Plans and Programs Committee.



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RESOLUTION ALLOCATING \$6,507,592 IN PROP K FUNDS, WITH CONDITIONS, FOR FIVE REQUESTS, SUBJECT TO THE ATTACHED FISCAL YEAR CASH FLOW DISTRIBUTION SCHEDULE

WHEREAS, The Transportation Authority received five Prop K requests totaling \$6,507,592, as summarized in Attachments 1 and 2 and detailed in the enclosed allocation request forms; and

WHEREAS, The requests seek funds from the following Prop K Expenditure Plan categories: Bus Rapid Transit/Transit Preferential Streets/Muni Metro Network, Transit Enhancements, Vehicles – Muni, Guideways – Muni, Visitacion Valley Watershed, and Upgrades to Major Arterials; and

WHEREAS, As required by the voter-approved Expenditure Plans, the Transportation Authority Board has adopted a Prop K 5-Year Prioritization Program (5YPP) for all of the aforementioned Expenditure Plan programmatic categories; and

WHEREAS, Two of the five requests are consistent with the relevant 5YPPs for their respective categories; and

WHEREAS, The San Francisco Municipal Transportation Agency's (SFMTA's) requests for the Geneva-Harney Bus Rapid Transit, Replacement of 27 Paratransit Vans projects, and the T-Third Phase 3 Feasibility Study require 5YPP amendments as detailed in the enclosed allocation request forms; and

WHEREAS, After reviewing the requests, Transportation Authority staff recommended allocating a total of \$6,507,592 in Prop K funds, with conditions, for five projects, as described in Attachment 3 and detailed in the enclosed allocation request forms, which include staff



recommendations for Prop K allocation amounts, required deliverables, timely use of funds requirements, special conditions, and Fiscal Year Cash Flow Distribution Schedules; and

WHEREAS, There are sufficient funds in the Capital Expenditures line item of the Transportation Authority's approved Fiscal Year 2016/17 budget to cover the proposed actions; and

WHEREAS, At its November 30, 2016 meeting, the Citizens Advisory Committee was briefed on the subject request and adopted a motion of support for the staff recommendation; and

WHEREAS, On December 6, 2016 the Plans and Programs Committee reviewed the subject request and unanimously recommended approval of the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby amends the Prop K Bus Rapid Transit/Transit Preferential Streets/Muni Metro Network, Transit Enhancements, Vehicles – Muni, and Visitation Valley Watershed 5YPPs, as detailed in the enclosed allocation request forms; and be it further

RESOLVED, That the Transportation Authority hereby allocates \$6,507,592 in Prop K funds, with conditions, as summarized in Attachment 3 and detailed in the enclosed allocation request forms; and be it further

RESOLVED, That the Transportation Authority finds the allocation of these funds to be in conformance with the priorities, policies, funding levels, and prioritization methodologies established in the Prop K Expenditure Plan, the Strategic Plan and the relevant 5YPPs; 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 Schedules detailed in the enclosed allocation request forms; and be it further



RESOLVED, That the Capital Expenditures line item for subsequent fiscal year annual budgets shall reflect the maximum reimbursement schedule amounts adopted and the Transportation Authority does not guarantee reimbursement levels higher than those adopted; and be it further

RESOLVED, That as a condition of this authorization for expenditure, the Executive Director shall impose such terms and conditions as are necessary for the project sponsor to comply with applicable law and adopted Transportation Authority policies and execute Standard Grant Agreements to that effect; and be it further

RESOLVED, That as a condition of this authorization for expenditure, the project sponsor shall provide the Transportation Authority with any other information it may request regarding the use of the funds hereby authorized; and be it further

RESOLVED, That the Capital Improvement Program of the Congestion Management Program, the Prop K Strategic Plan and the relevant 5YPPs are hereby amended, as appropriate.

Attachments (4):

1. Summary of Applications Received
2. Project Descriptions
3. Staff Recommendations
4. Prop K Allocation Summary – FY 2016/17

Enclosure:

1. Prop K/Prop AA Allocation Request Forms (5)

## Attachment 1: Summary of Applications Received

Source	EP Line No./ Category <sup>1</sup>	Project Sponsor <sup>2</sup>	Project Name	Current Prop K Request	Total Cost for Requested Phase(s)	Leveraging		Phase(s) Requested	District
						Expected Leveraging by EP Line <sup>3</sup>	Actual Leveraging by Project Phase(s) <sup>4</sup>		
Prop K	1, 16, 27	SFMTA	Geneva-Harney BRT	\$ 4,338,174	\$ 4,404,612	varies	2%	Planning, Environmental	10, 11
Prop K	16	SFMTA	T-Third Phase 3 Feasibility Study	\$ 540,000	\$ 1,250,000	74%	57%	Planning	3
Prop K	17M	SFMTA	Replace 27 Paratransit Vans	\$ 718,215	\$ 2,666,535	84%	73%	Design, Procurement	Citywide
Prop K	22M	SFMTA	Subway Wiring - Van Ness Station	\$ 634,600	\$ 3,173,000	78%	80%	Construction	5
Prop K	30	SFMTA	Alemany Interchange Improvement Phase 1 [NTIP Capital]	\$ 276,603	\$ 276,603	83%	0%	Design, Construction	9
<b>TOTAL</b>				<b>\$ 6,507,592</b>	<b>\$ 11,770,750</b>	<b>50%</b>	<b>45%</b>		

## Footnotes

<sup>1</sup> "EP Line No./Category" is either the Prop K Expenditure Plan line number referenced in the 2014 Prop K Strategic Plan or the Prop AA Expenditure Plan category referenced in the 2012 Prop AA Strategic Plan, including: Street Repair and Reconstruction (Street), Pedestrian Safety (Ped), and Transit Reliability and Mobility Improvements (Transit).

<sup>2</sup> Acronym: SFMTA (San Francisco Municipal Transportation Agency).

<sup>3</sup> "Expected Leveraging By EP Line" is calculated by dividing the total non-Prop K funds expected to be available for a given Prop K Expenditure Plan line item (e.g. Pedestrian Circulation and Safety) by the total expected funding for that Prop K Expenditure Plan line item over the 30-year Expenditure Plan period. For example, expected leveraging of 90% indicates that on average non-Prop K funds should cover 90% of the total costs for all projects in that category, and Prop K should cover only 10%.

<sup>4</sup> "Actual Leveraging by Project Phase" is calculated by dividing the total non-Prop K or non-Prop AA 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 K 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 Descriptions <sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Project Description
1, 16, 27	SFMTA	Geneva-Harney BRT	\$ 4,338,174	<p>The Geneva-Harney Bus Rapid Transit (BRT) line is a proposed rapid transit service between Balboa Park BART/Muni Station and Hunters Point Shipyard that will provide existing and future neighborhoods along the San Mateo-San Francisco County border with a bus connection to the border area's key regional transit system hubs. Specifically, BRT service was a development commitment for the Candlestick/Hunters Point Shipyard development. Funding is requested to finish the planning phase and complete the environmental phase of the project's Central Segment between Executive Park and the Daly City/San Francisco border near the Cow Palace. Environmental clearance is anticipated by June 2019 with the project open for use by 2023.</p>
16	SFMTA	T-Third Phase 3 Feasibility Study	\$ 540,000	<p>Requested funds will leverage \$710,000 in Prop B General Funds to study the feasibility of extending T-Third light rail transit service from Chinatown to North Beach and the Fisherman's Wharf area. Building on the findings in the T-Third Phase 3 Initial Study (2015), SFMTA will develop and analyze route alignment concepts (surface and subway), station locations, land use and economic development issues within the study area, cost estimates and funding strategies. SFMTA expects to start work in December 2016 and will conduct extensive community and stakeholder outreach as part of this project. Any decision to further advance the T-Third Phase 3 will be made within the context of a Transit Modal Study that will launch in summer 2017 as part of the multi-agency ConnectSF process (<a href="http://connectsf.org/">http://connectsf.org/</a>). The goal of the modal study is to identify the City's next transit expansion priorities.</p>

Attachment 2: Brief Project Descriptions<sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Project Description
17M	SFMTA	Replace 27 Paratransit Vans	\$ 718,215	Funds will leverage \$1.9 million in federal funds to develop specifications and procure replacements for twenty-seven Class B paratransit vans that have reached the end of their useful lives. Each new 22-foot van will provide seating for up to 12 passengers and 2 wheelchair positions. SFMTA's fleet of 112 paratransit vans are used for its SF Access service, which provides pre-scheduled, shared-ride door-to-door service to persons with disabilities who are unable to independently ride fixed-route transit. SFMTA expects to begin procuring the new vehicles by June 2017 and to have the new vehicles in service by December 2017.
22M	SFMTA	Subway Wiring - Van Ness Station	\$ 634,600	Requested funds will leverage \$2.5 million in federal funds to replace power and communications wiring in the Muni Metro subway at Van Ness Station. The wiring, which powers and controls critical wayside equipment (track switches, signals, and Automatic Train Control System sensors), has become unstable and must be replaced to maintain safe and reliable subway service. The project will not require interruption of subway service since most of the work will take place during non-revenue hours. SFMTA anticipates project completion by June 2018.

**Attachment 2: Brief Project Descriptions**<sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Requested	Project Description
30	SFMTA	Alemany Interchange Improvement Phase 1 [NTIP Capital]	\$ 276,603	Neighborhood Transportation Improvement (NTIP) funds will be used to implement Phase 1 recommendations from the Transportation Authority's Alemany Interchange Improvement Study (also NTIP funded), including a road diet of reducing vehicle travel lanes from six to four, a buffered bike lane, painted bulb outs (at Alemany/San Bruno), a painted left turn bike box (at Alemany/Bayshore), painted conflict markers, and upgraded sharrows. This project will improve multimodal accessibility, connectivity, and safety at this dangerous interchange. Design is anticipated to be complete by December 2017 with the project open for use by March 2018.
<b>TOTAL</b>			<b>\$ 6,507,592</b>	

<sup>1</sup> See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations <sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Recommended	Recommendation
1, 16, 27	SFMTA	Geneva-Harney BRT	\$ 4,338,174	<p><b>Multi-phase allocation</b> is recommended to enable the SFMTA to quickly finish up the planning/preliminary engineering phase and to transition smoothly to the environmental phase. The SFMTA estimates that the environmental clearance phase needs to start in the next few months to enable the project to meet the 2023 date to start operations.</p> <p><b>5-Year Prioritization Program (5YPP) Amendments:</b> The recommended allocation is contingent upon amendments to three 5YPPs as follows: 1.) Amend the Transit Enhancements 5YPP to add the subject project and program \$1,983,175 in funds deobligated from an allocation made in a previous 5YPP cycle to the Automatic Fare Collection Program to the subject project. 2.) Amend the Bus Rapid Transit/Transit Preferential Streets/Muni Metro Network 5YPP to add the subject project and program \$540,000 from the Muni Forward Implementation of TEP project to the subject project. SFMTA will still have sufficient programming (over \$3.3 million) to advance the next generation of Muni Forward priorities in the near term. 3.) Amend the New and Upgraded Streets Visitation Valley Watershed 5YPP to program \$500,000 from the Bi-County - Interim Solutions Placeholder project to the subject project. See attached 5YPP amendments for details.</p>
16	SFMTA	T-Third Phase 3 Feasibility Study	\$ 540,000	<p><b>5YPP Amendment:</b> The recommended allocation is contingent upon a concurrent amendment of the Transit Enhancements 5YPP to add the project with funds deobligated from a previous 5YPP cycle. See attached 5YPP amendment for details.</p> <p>Prior to release of the draft final report in December 2017, SFMTA will present key findings and recommendations to the SFCTA Citizens Advisory Committee and Board of Commissioners. The SFCTA staff or a designated oversight consultant will participate in the study technical advisory committee.</p>
17M	SFMTA	Replace 27 Paratransit Vans	\$ 718,215	<p><b>5YPP Amendment:</b> The recommended allocation is contingent upon a concurrent amendment of the Vehicles-Muni 5YPP to add the subject project and re-program \$718,215 in unneeded funds deobligated from the Replace 50 40-foot Neoplan Motor Coaches project to the subject project in FY 2016/17. See attached 5YPP amendment for details.</p>
22M	SFMTA	Subway Wiring - Van Ness Station	\$ 634,600	
30	SFMTA	Alemany Interchange Improvement Phase 1 [NTIP Capital]	\$ 276,603	<p>We are recommending a <b>multi-phase allocation</b> for design and construction phases given the straightforward nature of the scope (i.e. striping) and short duration of the construction phase.</p>

Attachment 3: Staff Recommendations <sup>1</sup>

EP Line No./ Category	Project Sponsor	Project Name	Prop K Funds Recommended	Recommendation
<b>TOTAL</b>			<b>\$ 6,507,592</b>	

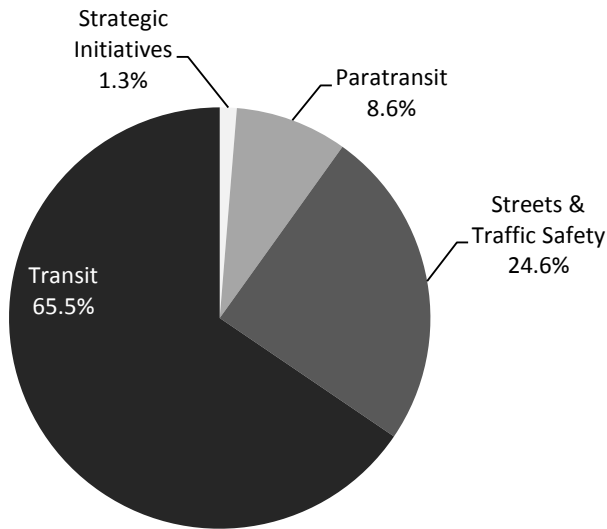
<sup>1</sup> See Attachment 1 for footnotes.

**Attachment 4.  
Prop K Allocation Summary - FY 2016/17**

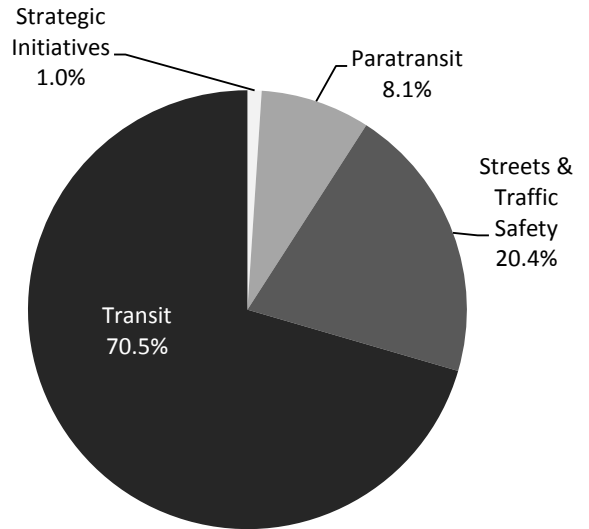
<b>PROP K SALES TAX</b>						
		<b>CASH FLOW</b>				
	<b>Total</b>	<b>FY 2016/17</b>	<b>FY 2017/18</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>
Prior Allocations	\$ 65,611,207	\$ 39,091,305	\$ 17,373,926	\$ 9,145,976	\$ -	\$ -
Current Request(s)	\$ 6,507,592	\$ 1,621,388	\$ 3,212,030	\$ 1,674,174	\$ -	\$ -
New Total Allocations	\$ 72,118,799	\$ 40,712,693	\$ 20,585,956	\$ 10,820,150	\$ -	\$ -

The above table shows maximum annual cash flow for all FY 2016/17 allocations approved to date, along with the current recommended

**Investment Commitments, per Prop K Expenditure Plan**



**Prop K Investments To Date**







# Memorandum

**Date:** 12.01.2016 **RE:** Plans and Programs Committee  
December 6, 2016

**To:** Plans and Programs Committee: Commissioners Tang (Chair), Farrell (Vice Chair), Avalos, Breed, Peskin and Wiener (Ex Officio)

**From:** Anna LaForte – Deputy Director for Policy and Programming *all*

**Through:** Tilly Chang – Executive Director *TCC*

**Subject:** **ACTION** – Recommend Allocation of \$6,507,592 in Prop K Funds, with Conditions, for Five Requests, Subject to the Attached Fiscal Year Cash Flow Distribution Schedules

## Summary

As summarized in Attachments 1 and 2, we have five requests from the San Francisco Municipal Transportation Agency (SFMTA) totaling \$6,507,592 in Prop K funds to present to the Plans and Programs Committee. The SFMTA has requested \$4.3 million to complete the planning and environmental phases for the Geneva-Harney Bus Rapid Transit project, which was a development commitment for the Candlestick/Hunters Point Shipyard development. The SFMTA has also requested \$540,000 to study the feasibility of extending the T-Third light rail line from Chinatown to North Beach and the Fisherman's Wharf area; \$718,215 to replace 27 paratransit vans that have reached the end of their useful lives; and \$634,600 to replace power and communications wiring in the Muni Metro subway at Van Ness Station. Finally, the SFMTA has requested \$276,603 in Neighborhood Transportation Improvement Program capital funds for the first phase of street improvements recommended in the Transportation Authority's Alemany Interchange Improvement Study.

## BACKGROUND

We have received five requests for a total of \$6,507,592 in Prop K funds to present to the Plans and Programs Committee at its December 6, 2016 meeting, for potential Board approval on December 13, 2016. As shown in Attachment 1, the requests come from the following Prop K categories:

- Bus Rapid Transit/Transit Preferential Streets/MUNI Metro Network
- Transit Enhancements
- Vehicles – Muni
- Guideways – Muni
- Visitacion Valley Watershed
- Upgrades to Major Arterials

Transportation Authority Board adoption of a Prop K 5-Year Prioritization Program (5YPP) is a prerequisite for allocation of funds from these programmatic categories.

## DISCUSSION

The purpose of this memorandum is to present five Prop K requests totaling \$6,507,592 to the Plans and Programs Committee and to seek a motion of support to allocate the funds as requested. Attachment 1 summarizes the requests, including information on proposed leveraging (i.e. stretching Prop K dollars further by matching them with other fund sources) compared with the leveraging assumptions in the Prop K Expenditure Plan. Attachment 2 provides a brief description of each project. A detailed scope, schedule, budget and funding plan for each project are included in the attached Allocation Request Forms.

Staff Recommendation: Attachment 3 summarizes the staff recommendations for the requests, highlighting special conditions and other items of interest.

Transportation Authority staff and project sponsors will attend the Plans and Programs Committee meeting to provide brief presentations on some of the specific requests and to respond to any questions that the Plans and Programs Committee may have.

## ALTERNATIVES

1. Recommend allocation of \$6,507,592 in Prop K funds, with conditions, for five requests, subject to the attached Fiscal Year Cash Flow Distribution Schedules, as requested.
2. Recommend allocation of \$6,507,592 in Prop K funds, with conditions, for five requests, subject to the attached Fiscal Year Cash Flow Distribution Schedules, with modifications.
3. Defer action, pending additional information or further staff analysis.

## CAC POSITION

The CAC was briefed on this item at its November 30, 2016 meeting and adopted a motion of support for the staff recommendation.

## FINANCIAL IMPACTS

This action would allocate \$6,507,592 in Fiscal Year (FY) 2016/17 Prop K sales tax funds, with conditions, for five requests. The allocations would be subject to the Fiscal Year Cash Flow Distribution Schedules contained in the attached Allocation Request Forms.

Attachment 4, Prop K Allocation Summary – FY 2016/17, shows the total approved FY 2016/17 allocations and appropriations to date, with associated annual cash flow commitments as well as the recommended allocations and cash flows that are the subject of this memorandum.

Sufficient funds are included in the proposed FY 2016/17 budget to accommodate the recommended actions. Furthermore, sufficient funds will be included in future budgets to cover the recommended cash flow distribution for those respective fiscal years.

## RECOMMENDATION

Recommend allocation of \$6,507,592 in Prop K funds, with conditions, for five requests, subject to the attached Fiscal Year Cash Flow Distribution Schedules.

Attachments (4):

1. Summary of Applications Received
2. Project Descriptions
3. Staff Recommendations
4. Prop K Allocation Summary – FY 2016/17

Enclosure:

1. Prop K/Prop AA Allocation Request Forms (5)



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RESOLUTION ADOPTING THE PROPOSED AGENCY REORGANIZATION PLAN AND  
JOB CLASSIFICATIONS

WHEREAS, The San Francisco Board of Supervisors designated the Transportation Authority Board as the Treasure Island Mobility Management Agency (TIMMA) Board in April 2014 through Resolution 110-14; and

WHEREAS, The Transportation Authority, as TIMMA, is implementing a congestion pricing toll system on Treasure Island scheduled to be complete and open for operations in late 2019, concurrent with the first occupancy of new housing on Treasure Island; and

WHEREAS, TIMMA's Fiscal Year (FY) 2016/17 work program, adopted by the TIMMA Board on July 26, 2016 through Resolution 17-02, continues to advance the Treasure Island Transportation Implementation Plan (TTTTIP), which provides a vision and strategies for a sustainable transportation system for Treasure Island; and

WHEREAS, From November 2015 to November 2016, the Transportation Authority conducted an organizational study and assessment with consulting firm HNTB to identify organizational structure changes that would need to be implemented to successfully launch the TTTIP; and

WHEREAS, HNTB recommended adding several roles and responsibilities to become ready for TIMMA operations; and

WHEREAS, To accommodate these additional responsibilities, the proposed organizational chart amendments include the addition of five new FTE positions (as shown in Attachment 1), raising the agency's total staff from 41 to 46 FTEs, a 12 % increase; and

WHEREAS, The job descriptions for the five new FTE positions are included as Attachment 2; and these positions would be incrementally filled according to project demands as we move closer



to toll operations in 2019; and

WHEREAS, While these positions will primarily work on TIMMA operations, their responsibilities will also be matrixed to support Transportation Authority operations, and budgeted accordingly; and

WHEREAS, In May 2014 through Resolution 14-80, the Board approved a staff reorganization plan to address staff capacity issues with new goals and responsibilities, existing workload management needs and issues, and retention and succession planning which added eight full-time equivalent (FTE) positions, raising the agency's total from 33 to 41 FTEs; and

WHEREAS, As the organizational structure changes have been implemented over the past two years, the agency has continued to pay close attention to workload management needs, striving to address them through a combination of the agency's staffing plan, as well as changes to our business processes and practices; and

WHEREAS, Based on these considerations, along with opportunities afforded by recent hires, we have concluded that the Program Analyst and Planner positions in the Policy and Programming Division, would better align with near-term work program needs if the positions were reclassified to a Senior Program Analyst and a Senior Planner in the Policy and Programming Division; and

WHEREAS, The adopted FY 2016/17 Transportation Authority and TIMMA budgets did not include the cost of the additional positions proposed as part of this agency staffing plan; and

WHEREAS, If the Board approves the proposed reorganization, there would be a FY 2016/17 budget amendment to both the Transportation Authority and TIMMA Boards that reflects the addition of the anticipated needed positions and being able to fill with identified funding during this fiscal year; and

WHEREAS, The proposed reorganization is estimated to increase personnel costs up to a maximum of \$222,342 in the current fiscal year; \$913,822 in FY 2017/18; and \$1,056,414 in FY

2018/19; and

WHEREAS, The reclassifications of the Program Analyst and Planner positions to Senior Program Analyst and Senior Planner positions, respectively, in the Policy and Programming Division is estimated to increase personnel costs up to an additional \$39,381 for each fiscal year going forward; and

WHEREAS, The two dedicated TIMMA positions, the TIMMA Program Manager and TIMMA System Manager, will be initially fully funded through Memoranda of Agreements with TIDA and eventually TIMMA toll revenue, while the other new positions, the Senior Program Analyst, Senior Planner, and Communications Associate, would be funded by a combination of TIDA funds, state and federal grants, and Prop K funds; and

WHEREAS, On November 30, 2016, the Personnel Committee reviewed the subject request and unanimously recommended approval of the staff recommendation; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts the proposed agency reorganization plan as depicted in Attachment 1 and the job classifications included as Attachment 2.

Attachments (2):

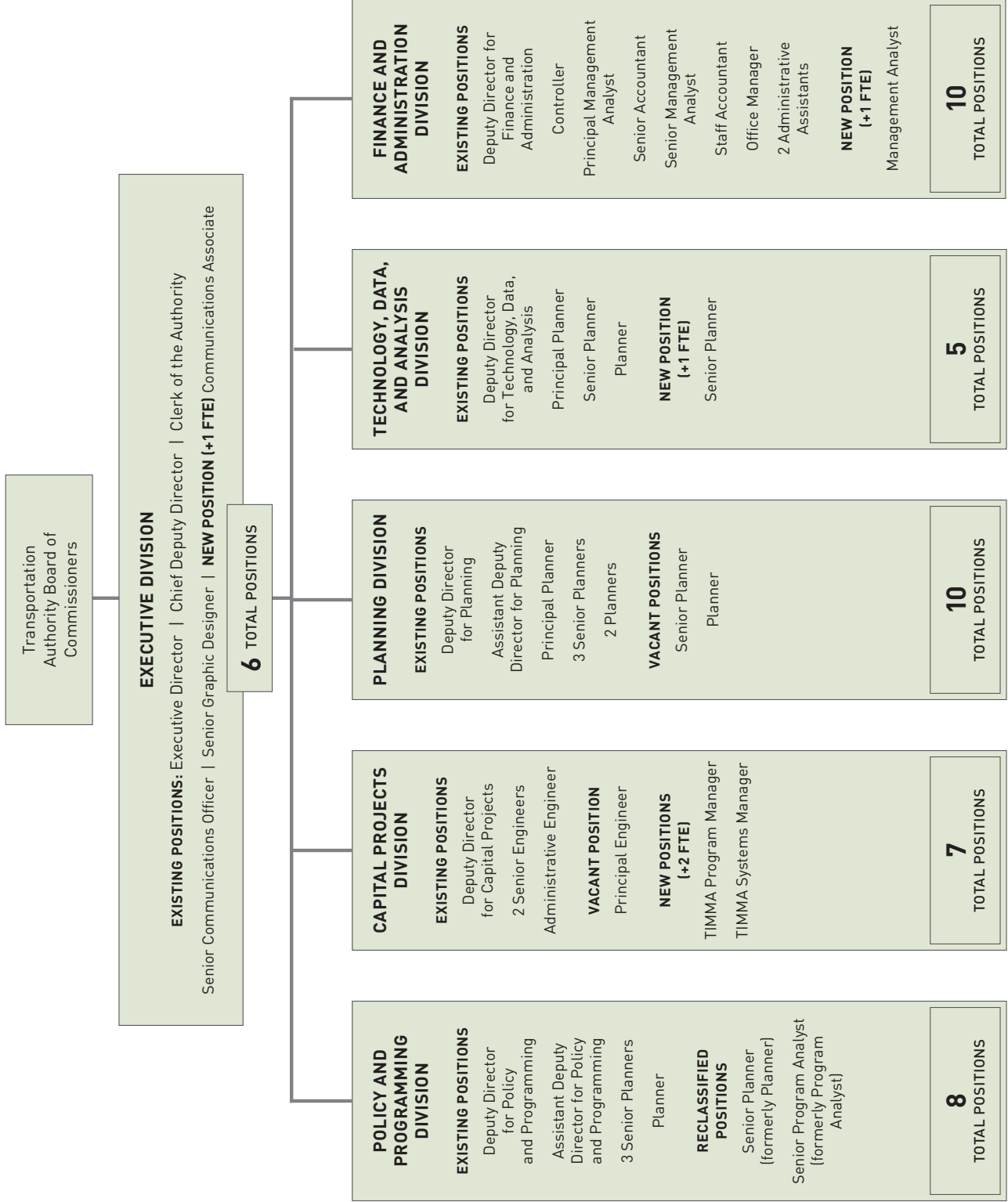
1. Proposed Organizational Chart
2. Job Descriptions (5)

Attachment 1

SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY

Proposed Agency Structure and Functions

+5, 46 Staff Positions







# Job Description

## CAPITAL PROJECTS

### TIMMA PROGRAM MANAGER

Reports to: Deputy Director for Capital Projects

Employment Status: Full-Time, Exempt

#### Summary

The Treasure Island Mobility Management Agency (TIMMA) Program Manager plans, organizes, oversees, coordinates, and manages the day-to-day operations of the Treasure Island Mobility Management (TIMMA) program. The duties specified below are characteristics of the range of duties responsibilities assigned to this position, and not intended to be an inclusive listing.

#### Essential Duties and Responsibilities

- Plans, manages, and oversees the daily operations and activities of the TIMMA project, where work may be provided by professional contractors, consultants and/or Transportation Authority staff.
- Recommends, develops and implements goals, objectives, policies, and priorities for the smooth, efficient and effective operation of the TIMMA project; administers policies and procedures; updates as required.
- Develops standards and quality service level requirements for TIMMA operations.
- Develops, negotiates, and recommends the approval of contracts and cooperative agreements with other governmental agencies, consultants and private contractors as needed to provide TIMMA operation; ensures standards and quality service levels are built into contracts and performance is monitored and corrected as needed.
- Monitors monthly revenue from tolling, parking and other activities, makes recommendations for pricing changes as needed.
- Oversees and/or conducts analysis of TIMMA mobility programs and initiatives, revenue generation and resident and customer service activities; analyzes data, prepares staff reports and makes recommendations.
- Develops and standardizes procedures and methods to improve and continuously monitor the efficiency and effectiveness of TIMMA operations and revenue generating programs, service delivery methods, and procedures, marketing outreach programs and materials; identifies opportunities for improvement and makes recommendations to Transportation Authority executive management; implements approved changes.
- Provides highly complex staff assistance to the Deputy Director of Capital Projects; develops and reviews staff reports and other necessary correspondence related to assigned activities and services; presents reports to various commissions, committees, and boards, as well as the public.
- Performs related duties as required and assigned.

#### Supervisory Responsibilities

Supervises the TIMMA Systems Manager, interns, external consultant teams, and service providers.

Minimum Qualifications

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, abilities, training and experience required of this job.

Training and Experience: Completion of an undergraduate degree in an appropriate discipline such as business or public administration, transportation planning, civil engineering, and ten (10) years of progressively responsible experience in transportation planning, programming or funding, special district, municipal or hospitality management, or contract management, including at least three (3) years of demonstrated experience in working with external organizations and stakeholders in the delivery and evaluation of public services. Experience in managing business improvement districts, capital development, public works/facilities maintenance and transportation demand management programs desirable.

Knowledge: Administrative principles and practices, including goal setting, congestion pricing and TDM program development, implementation, and evaluation, and project management. Principles and practices of public agency tolling and TDM operations, including toll collection and violation enforcement technology, parking and transit operations, fee generation and collection practices; customer service practices and procedures. Basic research methods and database management techniques; proficiency with standard computer spreadsheet, word processing, presentation and internet software; and statistical and computational analysis principles and methods.

Skills and Abilities: Ability to recommend and implement goals, objectives, and practices for providing effective and efficient TIMMA operations. Effectively develop and manage contractors and consultants ensuring delivery of agreed upon service levels, within established costs and time parameters. Prepare clear and concise reports, correspondence, policies, procedures, and other written materials; facilitate meetings; speak effectively and write clearly and concisely; and exercise tact and courtesy in working with members of the general public, and interact effectively with Transportation Authority Board members, other government officials, professional and technical colleagues and staff.

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. Expect some outdoor activity that may require walking (or traveling by mode other than automobile) moderate distances, such as when completing site visits. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Ability to travel on occasion.

Employment Status: *Full-Time, Exempt*. An employee in this position is not subject to the minimum wage and overtime requirements of the Fair Labor Standards Act and is regularly scheduled to work 40 hours a week.

Annual Compensation Range: \$145,308-\$196,164..... Adopted xxx xx, 20xx  
Resolution xx-xx



# Job Description

## CAPITAL PROJECTS

### TIMMA SYSTEMS MANAGER

Reports to: TIMMA Program Manager

Employment Status: Full-Time, Exempt

#### Summary

The Treasure Island Mobility Management Agency (TIMMA) Systems Manager is responsible for the development, implementation, maintenance and upkeep of all systems and technology that supports the TIMMA program. The duties specified below are characteristics of the range of duties and responsibilities assigned to this position, and not intended to be an inclusive listing.

#### Essential Duties and Responsibilities

- Plans, manages, facilitates and oversees identifying, analyzing and documenting tolling, parking and transit fare collection, equipment and systems operational requirements and enterprise system requirements for services provided by private contractors and consultants or for work performed directly by staff.
- Facilitates and collaborates with private contractors and consultants or internal technology staff on the design, development, testing, release and maintenance of tolling, parking and transit fare collection system equipment, identifying, analyzing and documenting enterprise system integration requirements and resulting software/system solutions in support of the TIMMA project.
- Ensures the development, standardization, implementation and maintenance of systems, documents, processes and procedures, including disaster recovery capabilities, resulting in critical systems being secure, operational and continuously available for 24x7x365 tolling operation.
- Develops and standardizes procedures and methods to continuously monitor and improve the efficiency and effectiveness of tolling, parking and fare collection and enterprise system integration technology, policies and procedures; identifies opportunities for improvement.
- Participates in the identification and evaluation of private contractors, consultants and vendors to provide services to TIMMA; develops procurement and evaluation criteria and materials; performs price/cost analyses and assess the quality and suitability of proposed service contractors.
- Provides highly complex staff assistance to the TIMMA Program Manager; develops and reviews staff reports and other necessary correspondence related to assigned activities and services; presents reports to various commissions, committees, and boards, as well as the public.
- Manages day to day toll and parking revenue collection operations, congestion pricing technology and services installation and maintenance contract, technology and service support contracts, installation and maintenance of tolling, parking and transit fare collection activities.
- Performs related duties as required and assigned.

#### Supervisory Responsibilities

Supervises external consultant teams and service providers. May supervise interns.

Minimum Qualifications

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, abilities, training and experience required on this job.

Training and Experience: Completion of an undergraduate degree in computer science, information systems technology; software and computer systems technology, or a closely related field and five (5) years of increasingly responsible professional computer and information systems experience in a 24/7, mission critical revenue-generating business enterprise including three (3) years of experience supervising contract service providers.

Knowledge: Administrative principles and practices, including goal setting, tolling, parking and transit fare collection equipment and technology development, implementation, and evaluation, and project management; parking and transit systems architecture and components; principles and practices of enterprise systems, transaction framing logic, transaction processing and data flows, financial database management software and the application to finance and accounting programs, including report writing and basic SQL; customer service software and violation processing software and operations; system development life cycle requirements including requirements analysis, design, development, testing, implementation; monitoring and maintenance; conceptual and implementation background with Client/Server architecture; web development; SQL databases; LAN/WAN technologies; routing protocols; server technologies; virtualization technology; storage technologies; and security and access management applications.

Skills and Abilities: Ability to manage and monitor complex projects, on-time and within budget; evaluate and develop improvements in operations, procedures, policies, or methods; prepare clear and concise reports, correspondence, policies, procedures, and other written materials; analyze, interpret; conduct complex research projects, evaluate alternatives, summarize and present data and recommendations; facilitate meetings; speak effectively and write clearly and concisely; exercise tact and courtesy in working with members of the general public, and interact effectively with Transportation Authority Board members, other government officials, professional and technical colleagues and staff.

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. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Ability to travel on occasion.

Employment Status: *Full-Time, Exempt*. An employee in this position is not subject to the minimum wage and overtime requirements of the Fair Labor Standards Act and is regularly scheduled to work 40 hours a week.

Annual Compensation Range: \$134,928-\$182,160..... Adopted xxx xx, 20xx  
Resolution xx-xx



# Job Description

## OFFICE OF THE EXECUTIVE DIRECTOR COMMUNICATIONS ASSOCIATE

**Reports to:** Senior Communications Officer

**Exemption Status:** Full-Time, Exempt

### Summary

The Communications Associate assists the Senior Communications Officer with designing, planning, and implementing the Transportation Authority's agency-wide and project-specific communications including marketing, media relations, and public relations projects and programs. Under direction of the Senior Communications Officer, the Communications Associate leads or assists communications initiatives including integration and maintenance of agency communications assets, and supports all divisions and project-level public outreach activities.

### Essential Duties and Responsibilities

#### Strategic Communications:

- Assists in providing communications and messaging support to Board and Transportation Authority management team, in conveying the mission, goals and role of the agency to the public.
- Assists in developing and leading implementation of the Transportation Authority's communications plans and policies, including branding, messaging and operating standards and protocols. Assists with providing support to Board leadership, coordinating with partner agencies and community organizations.
- Assists in the development and dissemination of key messages for the Transportation Authority; planning and developing paper and electronic publications and other communications, including talking points, brochures, newsletters, annual reports, press releases, social media posts, advertisements, and publications; assists with overseeing design, production, printing, and distribution of all print and electronic materials.
- Assists in reviewing and leading quality control for key agency materials, reports, and communications.
- Assists in establishing and developing new avenues of communication with the general public and community groups; developing methods, techniques, and materials to establish and maintain ongoing communication and cooperation with community organizations and associations served by the Transportation Authority, including ethnic and low-income or other hard-to-reach groups.

#### Community and Media Relations:

- Assists in development of agency-wide communications initiatives including marketing, media relations, community engagement programs and special events.
- Assists in development and maintenance of all major agency communications assets including agency website and social media sites, marketing materials, and outreach and contacts databases.

- Assists in building and maintaining relationships with media and editorial contacts; managing media list; maintaining media log, responding to media inquiries and managing consultants and Transportation Authority staff as needed. Includes traditional as well as new/social media and ethnic and neighborhood level outlets and organizations.
- Assists in building and maintaining relationships with agency partners and stakeholders including a broad range of civic, neighborhood and advocacy organizations.

#### **Agency Operational Support:**

- Assists in providing communications guidance and support to Transportation Authority staff and project managers; reviewing major deliverables and outreach materials; researching and advising on emerging and innovative outreach and public involvement techniques applicable to planning or project development activities; and facilitating staff training as needed.
- Assists in supporting management team and Clerk of the Board in management of the Transportation Authority's Board operations, agency work program and special projects; providing support to Clerk or project managers in communicating with the agency's various Citizens Advisory Committees; assisting with responses to public information requests and inquiries.
- Assists in serving as project manager for special projects as assigned; preparing staff reports, memos, and presentations for Executive Director and Board review.
- Assists in supporting management team and staff with legislative and government affairs as needed.
- Performs other tasks as required and 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. The requirements listed below are representative of the knowledge, skills, abilities, training, and experience required of this job.

**Training and Experience:** Completion of a bachelor's degree in appropriate disciplines such as Public Relations, Journalism Marketing, Communications, or a closely related field from an accredited university is required. Two (2) years of experience in coordinating communications and marketing, media relations, and/or community outreach programs. A master's degree in one of the appropriate fields may substitute for one year of required experience. An equivalent combination of education and experience is acceptable.

**Knowledge:** Knowledge of principles and practices of communications and marketing, media relations, and community engagement program goal setting, development, implementation, and evaluation; practices of researching program issues, evaluating alternatives, making sound recommendations, and preparing and presenting effective staff reports; principles, practices, and techniques used in conducting effective communications and marketing, media relations, and community outreach programs in a public agency; principles, methods, and techniques of marketing communications and public speaking; basic principles and practices of graphic design and print production, including an understanding of design concepts and applications; familiar with media communications and

general publications, media relations and pitching techniques used in initiating and maintaining media relationships; recent and ongoing developments, current literature, and sources of information related to communications and marketing, media relations, and community outreach; basic principles and practices of budget development, administration, and accountability; and principles, practices, and techniques in using social media tools and applications.

**Skills and Abilities:** Strong writing and public presentation skills and public speaking for a wide variety of audiences, including elected officials, the public and technical staff; advanced writing and editing skills for a variety of communications media, including memoranda, reports, resolutions, plans, and outreach materials; basic design and graphics expertise; strong project, program, and relationship, stakeholder and crisis management skills, including consultant contract oversight; ability to work effectively under stressful situations involving tight deadlines as well as confrontation and conflict; plan, research, organize, coordinate, and implement a variety of communications and marketing, media relations, and community outreach related activities and programs; effectively represent the Transportation Authority in meetings with the general public, community groups, organizations, other governmental agencies, and professional, regulatory, and legislative organizations; develop effective communications and marketing, media relations, and community outreach strategies and campaigns; establish and maintain relationships with diverse groups of different media outlets, citizen groups and individuals, organizations, associations, and appropriate governmental bodies; operate modern office equipment including computer equipment and specialized software applications; and proficient with social media platforms, including Twitter, Facebook, Instagram and have basic knowledge of, content management systems such as MailChimp, Drupal, etc.

**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. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Ability to travel on occasion.

**Employment Status:** *Full-Time, Exempt.* An employee in this position is not subject to the minimum wage and overtime requirements of the Fair Labor Standards Act and is regularly scheduled to work 40 hours a week.

Annual Compensation Range: \$72,780-\$98,256 ..... Adopted xxx xx, 20xx

Resolution xx-xx



# Job Description

## POLICY & PROGRAMMING DIVISION

### SENIOR PROGRAM ANALYST

Reports to: Deputy Director for Policy & Programming

Exemption Status: Full-Time, Exempt

#### Summary

The Senior Program Analyst organizes, leads and/or participates in detailed analytical work in the areas of grants administration and program oversight, data management, and fund programming. Under the general supervision of the Deputy Director for Policy & Programming, the Senior Program Analyst performs the duties and responsibilities listed below, which are characteristic of the range of duties and responsibilities assigned to this position, and are not intended to be a comprehensive listing.

#### Essential Duties and Responsibilities

- Develop and perform analyses to support grant program administration, agency capital budget preparation, and grant-related communications; work with agency staff to prepare, analyze, and distribute reports including spreadsheets, tables, charts, and other graphics as required.
- Lead maintenance and updates of the Portal (web-based grants administration database) and MyStreetSF (interactive map of projects funded by the Transportation Authority), including furthering automated data transfer between the two systems, as appropriate; provide training and documentation of protocols and users guides to internal staff and project sponsor; assist with project set up in Microsoft Dynamics AX (financial system), the Portal and MyStreetSF and project updates as required (e.g., at year-end, time of project amendment or closeout).
- Assist with ongoing updates and maintenance of the Prop K Strategic Plan model (Excel-based financial/programming model) and interpretation of model outputs for management and external agencies. Coordinate timely issuance of grant agreements for Prop K half-cent sales tax and Prop AA vehicle registration fee programs.
- Schedule project kick-off meetings with project sponsor, review grant reporting, invoicing, attribution and other requirements, deliverables, and special conditions.
- Process and perform initial review of sponsor reimbursement requests (invoices), confirm grant balances, and assign invoices to Transportation Authority lead for project oversight.
- Review and approve project progress reports and sponsor invoices checking for compliance with grant terms and conditions; review and recommend approval of sponsor requests for amendments to grant agreements.
- Coordinate project sponsor submittals for the Transportation Authority's annual report.
- Develop and implement agency policies, procedures, and templates related to grant administration and oversight, including but not limited to annual updates to the standard grant agreement template.



- Work closely with staff from the Finance and Administration, Policy and Programming, and Capital Projects Divisions on invoice tracking, budget, and other financial support using Microsoft AX and/or the Portal.
- Perform related duties as required and 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. The requirements listed below are representative of the knowledge, skills, abilities, training and experience required of this job.

**Training and Experience:** Completion of a graduate degree in a related field such as transportation planning, public administration, public finance, accounting, or economics; and three (3) years of related experience. An equivalent combination of education and experience is acceptable.

**Knowledge:** Knowledge of principles, practices and techniques of capital program management; principles and techniques of financial/fiscal analysis; principles and techniques of economic and policy analysis; statistical and computational analysis, principles, and methods; database management techniques; advanced proficiency with standard computer spreadsheet, word processing, presentation and internet software; and other office administration software.

**Skills and Abilities:** Ability to develop and assist with implementation of an effective capital program monitoring plan to ensure compliance with grant requirements and to support transparency, accountability, and timely and cost-effective project delivery; ability to collect, synthesize, analyze, and interpret a wide variety of information and data pertaining to transportation projects such as fund programming, expenditures rates, and project delivery progress; conduct complex analytical analyses utilizing various administrative and financial systems; summarize and present data and prepare clear and concise written reports and recommendations; communicate effectively with diverse groups; work independently and efficiently to identify and solve problems, calculate statistics including mathematical averages and percentages; set up and maintain relational database files, perform queries, and retrieve data to prepare reports; adapt to changing technology; organize and prioritize work; coordinate a variety of projects simultaneously; and establish and maintain cooperative working relationships.

**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. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Employment Status:** *Full-Time, Exempt.* An employee in this position is not subject to the minimum wage and overtime requirements of the Fair Labor Standards Act and is regularly scheduled to work 40 hours a week.

Annual Compensation Range: \$73,810-\$99,645..... Adopted xxx xx, 20xx

Resolution xx-xx



# Job Description

## FINANCE & ADMINISTRATION DIVISION MANAGEMENT ANALYST

Reports to: Senior Management Analyst

Exemption Status: Full-Time, Exempt

### Summary

The Management Analyst assists in complex, sensitive, and detailed analytical work in the areas of financial/fiscal, legislative and administrative policy and/or contract administration. Under the general direction of the Senior Management Analyst, the Management Analyst performs the duties and responsibilities listed below, which are characteristic of the range of duties and responsibilities assigned to this position, and not intended to be an inclusive listing.

### Essential Duties and Responsibilities

- Researches, analyzes and makes policy recommendations on special projects and issues.
- Coordinates the activities related to the application for, and management of, multiple source capital projects and/or grants; coordinates reporting to funding agencies with project managers.
- Performs economic and/or financial analyses including forecasting, revenue and/or expense projections; prepares reports with financial/policy recommendations and appropriate supporting documentation; may assist in the preparation of audit schedules.
- Analyzes existing and proposed administrative policies and procedures as well as organizational problems; conducts difficult and detailed studies; identifies administrative problems, determines methods of analysis, and identifies trends; prepares and presents reports with recommendations and appropriate justification based on studies and surveys; may coordinate the implementation of new systems and/or procedures.
- Assist in the preparation and cost estimates and terms for new and existing contracts, for proposed change orders and modifications; reviews contract provisions, and meets with project managers to develop cost estimates; assists in analyzing costs related to change orders and modifications; maintains data and information resources on current industry cost standards for materials, equipment and labor costs; establishes and maintains contact with sources of information including vendors, consultants and governmental agencies.
- Assists with competitive contract vendor selection, conforming to Transportation Authority procurement and contracting policies, including public bids and requests for proposals; distributes and places advertisements and public notices for contracts; processes contracts including advertising for bids/proposals, receipt and review of bids, , and routing through signature/documentation process to certification; provides information and training and technical assistance to staff and contractors on Transportation Authority contracting and procurement policies, procedures and requirements.
- Performs other tasks as required and assigned.

### Supervisory Responsibilities

May supervise interns and consultant teams.

### Minimum Qualifications

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, abilities, training and experience required of this job.

**Training and Experience:** A Bachelor's degree in Public or Business Administration, Finance, Accounting or Economics from an accredited university, and one (1) year of experience in complex financial/fiscal analysis, economic analysis, contract administration, or legislative/administrative policy analysis is required. 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 other office administration 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 Transportation Authority staff, vendors, or other agencies; speak effectively and write clearly and concisely; exercise tact and courtesy in working with members of the general public; deal effectively with Authority Board members, other government officials, professional and technical colleagues and staff.

**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. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Ability to travel on occasion.

**Employment Status:** *Full-Time, Exempt.* An employee in this position is not subject to the minimum wage and overtime requirements of the Fair Labor Standards Act and is regularly scheduled to work 40 hours a week.

Annual Compensation Range: \$56,856-\$76,752 ..... Adopted xxx xx, 20xx

Resolution xx-xx



# Memorandum

**Date:** 11.28.16 **RE:** Personnel Committee  
November 30, 2016

**To:** Personnel Committee: Commissioners Wiener (Chair), Tang (Vice Chair), and Mar

**From:** Cynthia Fong – Deputy Director for Finance and Administration *CF*

**Through:** Tilly Chang – Executive Director *TC*

**Subject:** **ACTION** – Recommend Adoption of the Proposed Agency Reorganization Plan and Job Classifications

## Summary

In May 2014 the Board approved a reorganization plan to address succession planning and capacity issues, increasing the number of staff positions from 33 to 41, and in November 2015 approved new job classifications to better align staff roles with work program needs. Over the past year, we conducted an organizational assessment with consulting firm HNTB to identify additional organizational structure changes that are needed to support our agency's role as the Treasure Island Mobility Management Agency (TIMMA). The purpose of TIMMA, as set forth in the Treasure Island Transportation Implementation Plan is to implement a comprehensive mobility management program to support the Island's development plans. The organizational assessment identified additional roles and expertise in our Capital Projects division that will be necessary to ensure the successful delivery of multiple bus transit programs, ferry and shuttle services, toll collection, parking, and coordination with Caltrans and the Bay Area Toll Authority. There will also be additional demands on existing responsibilities in the areas of human resources, accounting and reporting, procurements and contracts. We also recommend reclassifying some positions in other divisions. To meet these needs, we are proposing to add five new positions to the agency, to be hired incrementally leading up to the start of toll operations and funded by a mix of Treasure Island Development Authority and other grants, raising the agency's total size from 41 to 46 staff positions.

## BACKGROUND

As shown below, the agency has five core functions:

- Local Transportation Sales Tax Administrator (Prop B in 1989, superseded by Prop K in 2003)
- County Congestion Management Agency (CMA) (1990)
- Transportation Fund for Clean Air Administrator (1992)
- Prop AA Vehicle Registration Fee Administrator (2010)
- Treasure Island Mobility Management Agency (TIMMA) (2014)

The San Francisco Board of Supervisors designated the Transportation Authority Board as the TIMMA Board through Resolution 110-14 in April 2014. Assembly Bill 141, signed in September 2014,

established TIMMA as a legal entity distinct from the Transportation Authority. The purpose of TIMMA, as set forth in the Treasure Island Transportation Management Act of 2008 (Assembly Bill 981), is to implement the Treasure Island Transportation Implementation Plan (TITIP) in support of the Treasure Island/Yerba Buena Island Development Project. The TITIP, adopted in 2011, calls for a comprehensive, integrated program to manage travel demand on the Island as it develops. This innovative approach to mobility includes a complimentary package of strategies and services including required purchase of transit passes by residents, parking fees, and a multimodal congestion pricing program that applies motorist user fees to support enhanced and new bus, ferry, and shuttle transit, as well as bicycle sharing, to reduce the traffic impacts of the project.

As stated in TIMMA's Administrative Code (Ordinance 17-01), the Transportation Authority shall lend staff to TIMMA as appropriate, subject to reimbursement by TIMMA for salary and related benefits and other costs allocable to services performed for TIMMA by Transportation Authority staff. Personnel costs encompass technical staffing across each of the six divisions of the Transportation Authority.

In May 2014 through Resolution 14-80, the Board approved a staff reorganization plan to address staff capacity issues with new goals and responsibilities, existing workload management needs and issues, and retention and succession planning. That plan added eight full-time equivalent positions (FTEs), raising the Transportation Authority's total from 33 to 41 FTEs. In November 2015 through Resolution 16-24, the Board approved a new Program Analyst job classification and reclassified two positions to better align with work program needs. The Senior Engineer position in the Policy and Programming Division was reclassified to a Program Analyst, and the Senior Engineer in the Capital Projects Division was reclassified to a Principal Transportation Planner in the Planning Division.

## DISCUSSION

The purpose of this memorandum is to present proposed additions to the agency structure and new/revised job classifications and to seek a recommendation for their adoption.

As we have been implementing the organizational structure changes over the past two years, we have continued to pay close attention to workload management needs, striving to address them through a combination of the agency's staffing plan, as well as changes to our business processes and practices. Based on these considerations, along with opportunities afforded by recent hires, we have concluded that the current positions, Program Analyst and Planner in the Policy and Programming Division, would better align with near-term work program needs if the positions were reclassified to a Senior Program Analyst and a Senior Planner in the Policy and Programming Division, respectively.

The Transportation Authority, as TIMMA, is implementing a congestion pricing toll system on Treasure Island. The project will be implemented primarily through two contracts, a System Engineering contract and a System Integrator contract. In September 2014 through Resolution 15-06, the Board authorized the award of a contract to Parsons Brinckerhoff, Inc. for system engineering services for the Treasure Island Mobility Management Program. The system engineering work is divided into four phases, which allows us to initiate each phase of consultant work depending on the overall development schedule and funding availability. Phase I was initiated in November 2014 and is currently nearing completion; Phases II and III will lead up to the launch of toll operations, including the procurement of the System Integrator; and Phase IV will include oversight of the first of year of operations. The System Integrator contract is anticipated to be procured in summer 2017 and the toll system is scheduled to be complete and open for operations in late 2019, concurrent with the first occupancy of new housing on Treasure Island.

TIMMA's Fiscal Year (FY) 2016/17 Annual Budget and Work Program was presented to the TIMMA Committee meeting in July 2016 and adopted by the TIMMA Board on July 26, 2016 through

Resolution 17-02. The TIMMA work program continues to advance the TITIP, which provides a vision and strategies for a sustainable transportation system for Treasure Island. Efforts this year will focus on advancing operational agreements for the first five years of program operation, and advancing both program-wide planning and systems engineering in response to the development program schedule for Treasure Island. From November 2015 to November 2016, the Transportation Authority conducted an organizational study and assessment with consulting firm HNTB to identify organizational structure changes that would need to be implemented to successfully launch the TITIP. This included several management level workshops and an offsite agency-wide workshop, as well as individual interviews with Board Chair Wiener, Treasure Island Development Authority (TIDA) Director Bob Beck, and agency Deputy Directors to discuss current roles and responsibilities and how they might evolve as we fully assume the TIMMA role.

HNTB recommended adding several TIMMA roles and responsibilities to become ready for operations. These responsibilities included operational components of toll collection; managing ferry and shuttle services, parking, and multiple transit programs; and negotiation and management of multiple operating agreements with various agencies and organizations. The consultant also recognized that this expanded set of activities would create additional demand for existing services in the areas of human resources, accounting and reporting, procurements and contracts. The bulk of new responsibilities is expected to be housed in the Capital Projects, Finance & Administration, Technology, Data & Analysis, and Executive Divisions and funded by a mix of TIDA and other grants (such as the new U.S. Department of Transportation advanced technology grant that the SFMTA recently received), with hiring subject to available funding.

To accommodate these additional responsibilities, the proposed organizational chart amendments include the addition of five new FTE positions (as shown in Attachment 1), raising the agency's total staff from 41 to 46 FTEs, a 12 % increase:

- TIMMA Program Manager
- TIMMA Systems Manager
- Senior Planner
- Management Analyst
- Communications Associate

The job descriptions for each position are included in Attachment 2. These positions would be incrementally filled according to project demands as we move closer to toll operations in 2019. The TIMMA Systems Manager will need to be in place prior to the procurement of the Systems Integrator contract in summer 2017 and the TIMMA Program Manager is expected to be in place in winter 2017/18. The timeframe for filling the Senior Planner, Management Analyst, and Communications Associate positions will be determined over the next two years, based upon our ability to secure anticipated grants. While these positions will primarily work on TIMMA operations, their responsibilities will also be matrixed to support Transportation Authority operations, and budgeted accordingly. Additional operational and technical needs such as FasTrak customer service and specialty systems and technology support, will be contracted out.

## ALTERNATIVES

1. Recommend adoption of the proposed agency reorganization plan and job classifications, as requested.
2. Recommend adoption of the proposed agency reorganization plan and job classifications, with modifications.

3. Defer action, pending additional information or further staff analysis.

#### **CAC POSITION**

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

#### **FINANCIAL IMPACTS**

The Transportation Authority's FY 2016/17 Annual Budget and Work Program was presented to the Finance Committee in May and June 2016 and adopted by the Board on June 28, 2016 through Resolution 16-58. The adopted FY 2016/17 Transportation Authority and TIMMA budgets did not include the cost of the additional positions proposed as part of this agency staffing plan. If the Transportation Authority Board approves the proposed reorganization, we would bring a FY 2016/17 budget amendment to both the Transportation Authority and TIMMA Boards that reflects the addition of those positions we anticipate needing and being able to fill with identified funding during this fiscal year.

The reclassifications of the Program Analyst and Planner positions to Senior Program Analyst and Senior Planner positions, respectively, in the Policy and Programming Division is estimated to increase personnel costs up to an additional \$39,381 for each fiscal year going forward. The proposed new positions would be incrementally filled according to need as we move closer to toll operations in 2019. The proposed reorganization is estimated to increase personnel costs up to a maximum of \$222,342 in the current fiscal year; \$913,822 in FY 2017/18; and \$1,056,414 in FY 2018/19.

The two dedicated TIMMA positions, the TIMMA Program Manager and TIMMA System Manager, will be initially fully funded through Memoranda of Agreements with TIDA and eventually TIMMA toll revenues. The other new positions would be funded by a combination of TIDA funds, state and federal grants, and Prop K funds. As noted above, the SFMTA has received preliminary notice of \$11 million in federal grant award for connected dynamic tolling for the San Francisco-Oakland Bay Bridge, of which approximately \$5 million is anticipated to be passed to the Transportation Authority for the Treasure Island toll system. Formal notice of this award is anticipated in early 2017 at which time the FY 2016/17 budget for the overall TIMMA work program will be amended.

#### **RECOMMENDATION**

Recommend adoption of the proposed agency reorganization plan and job classifications.

Attachments (2):

1. Proposed Organizational Chart
2. Job Descriptions (5)



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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



## 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





Attachment 2

**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.

<b>I. Advance Key Work Program Activities</b>
<p><i>Planning Activities</i></p> <ol style="list-style-type: none"> <li>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</li> <li>2. Complete San Francisco Transportation Plan (SFTP) 2017 update and new revenue measure paper</li> <li>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</li> <li>4. Certify Geary Corridor Bus Rapid Transit (BRT) Environmental Impact Report</li> <li>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</li> <li>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</li> <li>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</li> <li>8. Lead Vision Zero ramps planning and design for up to 10 ramp intersections in District 6</li> <li>9. Complete District 2 Lombard Crooked Street Study and support follow-on feasibility studies and other Study recommendations, as requested</li> <li>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</li> <li>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</li> <li>12. Enhance SF-CHAMP and conduct modeling for Transportation Authority and external partners</li> </ol>

## 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

RESOLUTION AMENDING THE EXISTING EMPLOYMENT AGREEMENT AND  
SETTING ANNUAL COMPENSATION FOR THE EXECUTIVE DIRECTOR FOR 2017

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, Resolution 14-24 authorized the Chair to execute an employment agreement with Tilly Chang for a term not to exceed three years, ending on October 1, 2016; and

WHEREAS, On November 30, 2016 the Personnel Committee met, and after discussion recommended amending and extending the existing employment agreement with the Executive Director; 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 November 30, 2016 the Personnel Committee met, and after extensive consideration of the Executive Director's performance and other factors, recommended that the Executive Director's compensation be increased by 4.5% for 2017; now, therefore, be it

RESOLVED, That the Transportation Authority hereby amends the existing employment agreement with the Executive Director and extends the terms from October 1, 2016 to December 31, 2019; and be it further

RESOLVED, That the Transportation Authority hereby increases the Executive Director's compensation for 2017 by 4.5%, effective January 2, 2017.