



RESOLUTION RATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR FOR 2017 AND ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES FOR 2018

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 28, 2017, 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, contained in Attachment 1, and issues relative to the Executive Director's performance during 2017 and recommended a rating of Exceptionally Good, reflecting its perception of the performance of the Executive Director against Board-established objectives for 2017; and

WHEREAS, The proposed Executive Director objectives for 2018, contained in Attachment 2, are consistent with the annual work program adopted by the Transportation Authority Board on June 27, 2017 through Resolution 17-56 as part of the budget; and



WHEREAS, On November 28, 2017, the Personnel Committee reviewed and unanimously recommended approval of the Executive Director objectives for 2018; now, therefore, be it

RESOLVED, That the Transportation Authority hereby rates the performance of the Executive Director during 2017 as Exceptionally Good; and be it further

RESOLVED, That the Transportation Authority hereby adopts the attached objectives for the Executive Director for 2018.

Attachments (2):


1. 2017 Record of Accomplishments
2. Executive Director Objectives 2018



The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this 5th day of December, 2017, by the following votes:

**Ayes:** Commissioners Cohen, Kim, Peskin, Ronen, Safai, Sheehy, Yee (7)

**Absent:** Commissioners Breed, Farrell, Fewer, Tang (4)

 12-18-17  
Aaron Peskin Date  
Chair

ATTEST:  12/18/17  
Tilly Chang Date  
Executive Director



## 2017 Record of Accomplishments for Tilly Chang, Executive Director

This section presents a narrative of the Executive Director's accomplishments for 2017, in relation to annual program objectives set by the Board in November 2016 through Resolution 17-18.

### Performance against Objectives

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

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

##### *Planning Activities*

- Ensured inclusion of all of San Francisco's priorities in Plan Bay Area (PBA) 2040 update; engaged in the development of a regional action plan to address affordability, displacement, and access to jobs as well as to advance other plans goals. Worked with our Association of Bay Area Governments (ABAG) and Metropolitan Transportation Commission (MTC) Commissioners as well as city stakeholders to begin implementation of the Plan through development of new fund source guidelines that link transportation investment to the region's housing goals.
- Completed San Francisco Transportation Plan (SFTP) 2017 update and completed new local revenue measure fact sheets (to support SF Transportation Task Force 2045).
- Supported development of long-range Connect SF Vision; scoped related work for next SFTP update, including Needs Assessment, Transit Corridors Study, and Streets and Freeways Study.
- For policy paper on emerging mobility services and technologies, completed definition, guiding principles, inventory, and evaluation metrics. This sector includes connected and autonomous vehicles, bike-/e-bike-/car-share, microtransit, carpooling, ridehailing, on-demand goods delivery, and others. Evaluation is underway.
- Completed TNCs Today, a profile of activity by transportation network companies (transportation network companies (TNCs), e.g. Uber & Lyft) in San Francisco; established and initiated a program of additional research on analytic and policy questions regarding TNCs. Secured planning grant from 11<sup>th</sup> Hour Foundation to support follow-on research including TNCs and Equity. Certified Geary Corridor Bus Rapid Transit (BRT) Environmental Impact Report and prepared final draft Final Environmental Impact Statement for Federal Transit Administration review.
- Supported progress toward completion of Planning Department Railyard Alternatives and I-280 Boulevard Study, and strengthened implementation plans for Caltrain Downtown Extension, Caltrain Electrification and High-Speed Rail.
- Continued project development efforts for Treasure Island Tolling System implementation, working with partner agencies (Bay Area Toll Authority, Water Emergency Transportation Authority, Alameda-Contra Costa Transit District, San Francisco Municipal Transportation Agency (SFMTA) to advance Treasure Island Mobility Management (TIMM) Program.
- Substantially completed Freeway Corridor Management Feasibility Study (Phase 2) and negotiated Caltrans Project Initiation Document Cooperative Agreement to develop US

101 managed lanes in coordination with San Mateo and Santa Clara counties; initiated outreach efforts.

- Completed planning and design for five freeway ramp intersections in South of Market Area (SOMA) (District 6 Neighborhood Transportation Improvement Program (NTIP)); now pursuing implementation; initiated Caltrans-funded planning and design efforts for an additional 10 freeway ramp intersections in SOMA (District 6).
- Completed Lombard Crooked Street Study (District 2 NTIP); initiated follow-on project to identify the physical and operational details, including user experience, of a reservations and pricing system for automobile access to the Crooked Street.
- Completed District 9 NTIP Alemany Bicycle and Pedestrian Access planning study and facilitated design work through SFMTA-led NTIP Phase 1 Capital project.
- Completed and evaluated Phase 1 of Bay Area Rapid Transit District (BART) Smart Travel Rewards Pilot (BART Perks), and worked with BART to support implementation of Phase 2 of project.
- Completed Bayview Moves Pilot program in partnership with community-based organizations (CBOs); supported CBOs efforts develop an ongoing program that will sustain successful elements of the pilot.
- Launched on-line Data Portal to provide easy access to key SF transportation statistics and information on roadway and transit congestion, TNCs, and existing and future travel patterns, and continued to expand Data Vision.
- Prepared 2017 Congestion Management Program update and developed accompanying visualization tool.
- Enhanced SF-CHAMP and conducted modeling for the Transportation Authority and external partners.

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

- Administered Prop K sales tax (including NTIP and other fund programs). Programmed a subset of San Francisco's project priorities for over \$40 million in federal One Bay Area Grant Cycle 2 funds, with remaining Safe Routes to School priorities anticipated to be adopted in December.
- Adopted the 2017 Prop AA Strategic Plan, programming over \$23 million in vehicle registration fee revenues in Fiscal Years 2017/18 through 2021/22.
- Programmed more than \$14 million in state Regional Transportation Improvement Program funds made available through Senate Bill (SB) 1.
- Identified street resurfacing projects to be funded through the first cycle of the SB1 Local Partnership Program formula share and a related Prop K fund exchange to fund environmental clearance for the US 101/I-280 Managed Lanes Project (Board action anticipated in December).
- Programmed over \$725,000 in Transportation Fund for Clean Air funds to projects that will improve air quality through reduced motor vehicle emissions.
- Continued to support full funding plan for Caltrain Electrification with regional partners, which achieve a major milestone in May with award support of the Full Funding Grant Agreement for Federal New Starts funds.
- Strengthened funding plan for the TIMM Program delivery and first five years of operation; obtained \$5.3 million federal grant for tolling system and autonomous vehicle implementation, sought to secure multi-year operating and funding agreements.

- Supported the SFMTA application for Geary BRT to Federal Transit Administration Small Starts program.
- Continued to closely manage, utilize and pay down existing debt program (Revolver Loan), monitored project cash flows to inform long term debt needs; and successfully managed the agency's first bond issuance of \$248,250,000 in sales tax revenue bonds.
- Fitch Ratings and Standard & Poor's raised the issuer ratings to AAA and AA+, respectively.
- Secured continued clean audit(s).
- Advanced efforts to secure new revenues for transportation, targeting the 2018 ballot; helped lead San Francisco's participation in Regional Measure 3 (RM3) Bridge Toll discussions and expenditure plan development.

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

- Completed I-80/Yerba Buena Island (YBI) East Side on-off Ramps Improvement project.
- Delivered Vista Point site improvements.
- Secured \$30 million in full funding approvals for the Southgate Road Relocation improvements portion of the project, started environmental analysis documentation efforts.
- Completed environmental documentation efforts and prepared YBI West-Side Bridges Retrofit Project for bid utilizing Construction Management/General Contractor delivery approach. Won multiple industry awards for YBI East Side Ramps project including California Transportation Foundation Project of the Year award.
- Oversaw construction of Transbay Transit Center and supported development of consensus on Caltrain Downtown Extension delivery strategy and funding plan.
- Supported the SFMTA in delivering near-term Geary Corridor improvements, oversaw design of Phase 1 BRT project.
- Supported Van Ness BRT construction efforts, including environmental compliance monitoring.
- Supported delivery of Mansell Avenue project.
- Coordinated settlement of contractor claims with Caltrans; oversaw Presidio Parkway implementation coordination for final landscaping scope.
- Advanced I-280 Interchange modifications at Balboa Park including preparation of final draft environmental studies and Caltrans draft Project Report.

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

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

- Checked in regularly with Chair and Board members to seek guidance and input.
- Helped staff regional roles including MTC, ABAG, Bay Area Air Quality Management District, BART, Transbay Joint Powers Authority, Caltrain and other bodies as needed.
- Staffed ongoing Vision Zero Committee meetings.
- Staffed ongoing TIMMA operations and policy board meetings.
- Reviewed and improved formats for Board memoranda.
- Initiated District 9 Freeway Vision Study.
- Initiated District 10 Mobility Management Study, secured grant funding from Toyota Mobility Foundation for this work.
- Conducted scoping of next-stage School Transportation plans and hearings.

- Organized Commissioner and Board aide delegation London trip to join C40 Mobility Academy.
- Procured Independent Oversight consultant to help review key agency programs and activities.
- Served (Executive Director) on ABAG Regional Planning Committee.
- Supported identification of NTIP planning priorities for Districts 8 and 10 and NTIP capital priorities citywide; secured Board adoption of NTIP planning project final reports for Districts 1, 2, 5 and 9.

### **3. Promote Customer Service and Efficiency**

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

- Enhanced Prop K Portal to increase functionality for sponsors and staff; nearly completed the design of an online allocation request form (anticipated to go live in early 2018).
- Continued to work with sponsors to further streamline grant allocation and administration.
- Developed scope, procured contractor and initiated effort to develop a significant upgrade to MyStreetSF.com – the agency’s on-line interactive project map; upgrades to include new back-end software, more user-friendly look and features, and more efficient back-end maintenance.
- Continued 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.
- Developed user-friendly visualization tools for TNCs Today and Congestion Management Program Update projects.

### **4. Work Collaboratively with Partner Agencies**

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

- Continued to partner and coordinate on revenue, legislative and policy advocacy including supporting legislative authorization (SB 595) for RM3, a potential 2018 regional revenue measure, the San Francisco Transportation Task Force 2045 (looking at local revenue measures), and the PBA 2040 action plan.
- Advocated for and supported Caltrain/High-Speed Rail compatibility.
- Advocated for efficient, flexible and performance-based state fund program guidelines (e.g. SB 1).
- Advocated for passage of Assembly Bill 342, Automated Speed Enforcement authority to support Vision Zero goals.
- Collaborated with city and regional agencies on Connect SF (e.g. on the 2065 Vision, Needs Assessment, Transit Corridor Study, and Streets and Freeways Study).
- Completed the Bay Area Core Capacity Transit Study, including modeling of Muni Metro alternatives, to address short and medium-term solutions; worked with MTC and BART to initiate study of long-term alternatives, including a potential second rail crossing of the bay.
- 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 an interagency working group to advance the San Francisco Transportation Demand Management Plan.
- Collaborated with the Planning Department to update the Transportation Investment and Growth Strategy per MTC requirements.

## 5. Promote Inclusive Public Engagement

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

- Held annual Disadvantaged Business Enterprise outreach event, continued outreach efforts and partnered with CityBuild on a multi-year procurement.
- Explored providing workforce development and training opportunities in partnership with the Office of Economic and Workforce Development.
- Participated in the citywide advancing racial equity efforts and incorporated racial equity in human resources policies and practices.
- Ensured outreach efforts, especially for the Connect SF, reached a diverse and inclusive cross-section of San Francisco stakeholders.
- Continued to support SFTP Equity analysis priority programs including Vision Zero and NTIP.

## 6. Provide Regional and State Leadership

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

- Actively participated in regional policy discussions at MTC and ABAG to shape the implementation of PBA 2040, worked effectively on cross-county initiatives, strengthened alliances between Big 3 cities and collaborated on transit investment, affordable housing and displacement issues.
- Provided local and regional leadership in RM3 funding discussions and expenditure plan development, supporting legislative approval of authorizing legislation (SB 595 (Beall)).
- Coordinated legislation and legislative advocacy with Self-Help Counties Coalition (SHCC), MTC, and Congestion Management Agencies (including for RM3).
- Tracked and helped shape implementation of statewide and regional managed lanes policies.
- Tracked and helped shape statewide and regional policies, pilots, and deployments on emerging mobility services and technologies; mobility as a service; autonomous vehicle regulations, uses of real-time travel information; and payments technology.
- Advocated for San Francisco priorities in Washington, D.C. with SF Chamber CityTrip delegation.
- Served on statewide California Transportation Foundation Board.
- Served on UC Connect Research Advisory Board.
- Elected (Executive Director) to SHCC Vice Chair position.
- Successfully hosted SHCC Focus on the Future annual conference.
- Served on peer review panel for California Transit Plan and State Rail Vision.

## 7. Facilitate Agency and Staff Development

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

- Continued filling new positions as funds become available: filled Management Analyst and Communications Officer positions. Agency is fully staffed at this time.



- Building on Organization Assessment recommendations, developed a new mission statement and created agency values statement; made further progress on implementing Organizational Assessment recommendations and Workplace Excellence initiative; established staff working group for feedback.
- Provided executive and mid-level management training courses.
- Began quarterly employee development training program.
- Held agency-wide offsite workshop as part of promoting racial equity and to understand structural racism.
- Continued to coach and mentor staff.
- Continued to develop staff capacity to oversee/manage projects and pilots in the following rapidly-changing areas: transportation demand management; real-time traveler/operator information; mobility payments technology; mobility as a service; and the full range of emerging mobility services and technologies).
- Continued to establish and implement guiding project management tools and procedures based on trainings; seek to coordinate these with the SFMTA, as appropriate.
- Continued updating policies and procedures, including further integration with the enterprise resource planning tool and develop of new system reports (accounting software).

#### **8. Improve Internal and External Communications**

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

- Pursued opportunities to promote agency work through op-eds, events, website, press outreach; continued “The Messenger” newsletter readership growth; expanded social media audience.
- Participated in numerous conferences as keynote and panel speakers.
- Expanded Communications team with hire of new Communications Officer.
- Continued to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, neighborhood groups.
- Developing internal Communications Protocol outlining best practices for project-specific outreach/communications.
- Launched multi-year Branding and Communications Plan development effort.



## Proposed Objectives for 2018

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 2018.

### I. Advance Key Work Program Activities

#### *Planning Activities*

1. Work with the Metropolitan Transportation Commission (MTC) and City stakeholders to implement Plan Bay Area 2040, advocating for changes to regional fund program guidelines and other policies to support regional goals and advance San Francisco's projects and priorities. Engage in the implementation of the regional housing action plan to address affordability, displacement, and access to jobs.
2. Support development of long-range Connect SF planning program through initiation of the San Francisco Transportation Plan 2050 update; complete Needs Assessment and Network Development phases; begin work on Transit Corridor Study and Streets and Streets and Freeway Study.
3. Complete Emerging Mobility Services and Technologies Study, including identifying recommendations for near-term pilot and regulatory approaches.
4. Complete transportation network company (TNC) research on relationship of TNCs with congestion, transit demand and equity and support related regulatory and pilot development efforts.
5. Obtain Federal approval of Geary Corridor Bus Rapid Transit (BRT) Final Environmental Impact Statement and issuance of Record of Decision.
6. Support completion of Planning Department's Railyard Alternatives and I-280 Boulevard Study, and strengthen implementation plans for Caltrain Downtown Extension and High-Speed Rail.
7. Procure Treasure Island Tolling System Integrators, finalize transit pass policies and further develop toll policies, and sign Memoranda of Agreements with partner agencies (Bay Area Toll Authority, Water Emergency Transportation Authority, Alameda-Contra Costa Transit District, and San Francisco Municipal Transportation Agency (SFMTA) to advance Treasure Island Mobility Management (TIMM) Program.
8. Prepare Caltrans Project Initiation Document to develop US 101 managed lanes project in coordination with San Mateo and Santa Clara counties, support completion of US 101 Corridor System Management Plan.
9. Lead Vision Zero ramps planning and design for 10 freeway ramp intersections in District 6 (D6).
10. Complete initial planning and conceptual design of D2 Lombard Crooked Street Congestion Management System.

11. Update and expand on-line Data Portal to provide easy access to key San Francisco transportation statistics and information on roadway and transit congestion and existing and future travel patterns, and continue to expand Data Vision.
12. Release latest SF-CHAMP version and conduct modeling for the Transportation Authority and external partners.
13. Develop approaches to quantify efficacy of travel demand management strategies.
14. Advance D9 Freeway Vision plan including feasibility assessment of infrastructure modifications to promote safety and livability and public engagement in D9 and D10.
15. Advance D10 Mobility Management study including through public engagement and solutions development activities.
16. Leverage funds to conduct D7 planning study for Access to Lake Merced and D11 improvements.

***Fund Programming and Administrative Activities***

1. Administer Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP)), Prop AA vehicle registration fee, Transportation Fund for Clean Air, and other fund programs.
2. Prepare the 2018 Prop K Strategic Plan Baseline for Board adoption, kicking off the 2018 Strategic Plan and 5-Year Prioritization Programs updates.
3. Conduct call for projects for \$2 million in Lifeline Transportation Program funds.
4. Continue to support full funding plan for Caltrain Electrification with regional partners.
5. Strengthen funding plan for the TIMM Program delivery and first five years of operation; seek to secure multi-year operating and funding agreements, and pursue Bay Area Air Quality Management District (BAAQMD), MTC and cap and trade funds for infrastructure and clean vehicles in cooperation with Treasure Island Development Authority (TIDA) and partner agencies.
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. Develop and implement continuous disclosure and reporting policies and practices for the debt program (Sales Tax Revenue Bonds).
8. Secure continued clean audit(s).
9. Help develop San Francisco priorities for SB 1 discretionary programs and secure grants for those projects; assist with transparency and accountability requirements of SB 1.

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

1. Oversee Presidio Parkway through project completion and closeout.
2. Closeout I-80/Yerba Buena Island (YBI) East Side on-off Ramps Improvement project; Secure environmental and design approvals for the Southgate Road Relocation improvements portion of the project, secure for construction contract bid.
3. Complete final design and prepare YBI East-Side Bridges Retrofit Project for bid utilizing Construction Management/General Contractor delivery approach.
4. Initiate Treasure Island autonomous shuttle pilot program and concept of operations for multi-modal trip planning/booking mobile application.
5. Oversee construction of Transbay Transit Center and support development of consensus on Caltrain Downtown Extension delivery strategy and funding plan.
6. Oversee Caltrain Electrification and CBOSS positive train control project delivery.
7. Support the SFMTA in delivering near-term Geary Corridor improvements and strengthening project's funding plan, oversee design and environmental compliance of BRT project.
8. Support Van Ness BRT construction efforts, including environmental compliance monitoring.
9. Advance I-280 Interchange modifications at Balboa Park including preparation of final environmental studies and Caltrans final Project Report.
10. Facilitate transition of 19<sup>th</sup> Avenue Bulbout and Lombard projects into construction phase, by helping to secure implementation funding.
11. Promote construction schedule coordination with implementing lead agencies.

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

1. Check in regularly with Chair and Board members to seek guidance and input.
2. Help staff regional roles (MTC, Association of Bay Area Governments (ABAG), BAAQMD, 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 major capital project delivery reporting to Board and related documentation.
6. Serve (Executive Director) on ABAG's Regional Planning Committee.
7. Support identification of remaining NTIP planning priorities for D8 and NTIP capital priorities citywide; seek Board adoption of NTIP planning project final reports (anticipated in D4, D6, D7, D8, D10, D11).
8. Complete independent oversight assessment of key agency programs and activities.
9. Advance school transportation plans and hearings.
10. Conduct rail planning in Richmond corridor as part of ConnectSF Transit Corridors Study and facilitate public engagement in D1 and D4.

### **III. Promote Customer Service and Efficiency**

1. Redesign MyStreetSF.com (including new back-end software, more user-friendly look and features).
2. Complete the transition to an online Prop K/AA allocation request form.
3. Enhance Prop K Portal to increase functionality for sponsors and staff.
4. Continue to work with sponsors to further streamline grant allocation and administration.
5. Continue to develop and refine 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 efforts to secure new local revenues for transportation (SF Transportation Task Force 2045).
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 completing the 2065 Vision and Needs Assessment and initiating the Transit Corridor Study and Streets and Freeways Study).
5. Work with MTC and BART to initiate study of long-term alternatives, including a potential second rail crossing of the bay.
6. Participate in Executive Steering Committee for US 101 managed lanes development.
7. Continue to provide technical assistance on Better Market Street, Caltrain North Terminal Studies, and Late-Night Transportation Study Phase II.
8. Participate in interagency working group to advance the San Francisco Transportation Demand Management Plan.
9. Support BART's effort to implement a follow-up to the BART Perks incentive project.

## **V. Promote Inclusive Public Engagement**

1. Continue Disadvantaged Business Enterprise outreach efforts and workforce supportive programs (CityBuild).
2. Explore providing workforce development and training opportunities including construction admin pathways in partnership with TIDA or the Office of Economic and Workforce Development.
3. Continue to 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 San Francisco Transportation Plan (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.
6. Improve agency website design and functionality.

## **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 anti-displacement issues.
2. Provide local and regional leadership in Regional Measure 3 ballot measure development, and serve as local resource for information and education on the measure.
3. Coordinate legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies.
4. Advocate for passage of Assembly Bill 342 Automated Speed Enforcement and other legislative priorities as approved by Board.
5. Track and help shape implementation of statewide and regional managed lanes policies and pursue the option to toll under the Santa Clara Valley Transportation Authority's tolling program.
6. Track and help shape statewide and regional policies, pilots, and deployments on emerging mobility services and technologies; mobility as a service; uses of real-time travel information; and payments technology.
7. Advocate for San Francisco and city interests to manage TNCs and autonomous vehicles at state and federal levels.
8. Advocate for revisions to SB 1 program guidelines to allow more flexibility, development of strong project pipelines, efficient grant application processes, and support for San Francisco's project priorities.

## **VII. Facilitate Agency and Staff Development**

1. Continue filling new positions as funds become available.
2. Continue to coach and mentor staff.
3. Conduct salary survey and update job descriptions.
4. Continue to develop staff capacity to oversee/manage projects and pilots in the following rapidly-changing areas: transportation demand management; real-time traveler/operator information; mobility payments technology; mobility as a service; and the full range of emerging mobility services and technologies.
5. Continue to establish and implement guiding project management tools and procedures based on trainings; seek to coordinate these with the SFMTA, as appropriate.
6. Continue updating policies and procedures, including further integration with the enterprise resource planning tool (accounting software).
7. 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.
3. Continue to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, neighborhood groups.
5. Develop internal public engagement protocol outlining best practices for project-specific outreach/communications.
6. Complete TIMMA Communications Plan.
7. Develop outreach/communications protocol for the agency.