



RESOLUTION RATING THE PERFORMANCE OF THE EXECUTIVE DIRECTOR FOR 2018 AND ADOPTING THE EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES FOR 2019

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 December 5, 2018, 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 Committee considered the key accomplishments, contained in Attachment 1, and issues relative to the Executive Director's performance during 2018 and recommended a rating of Exceptionally Good, reflecting its perception of the performance of the Executive Director against Board-established objectives for 2018; and

WHEREAS, The proposed Executive Director objectives for 2019, contained in Attachment 2, are consistent with the annual work program adopted by the Transportation Authority Board on June 26, 2018 through Resolution 18-61 as part of the budget; and



WHEREAS, On December 5, 2018, the Personnel Committee reviewed and unanimously recommended approval of the Executive Director objectives for 2019; now, therefore, be it

RESOLVED, That the Transportation Authority hereby rates the performance of the Executive Director during 2018 as Exceptionally Good; and be it further

RESOLVED, That the Transportation Authority hereby adopts the attached objectives for the Executive Director for 2019.

Attachments (2):

1. 2018 Record of Accomplishments
2. Executive Director Objectives 2019



The foregoing Resolution was approved and adopted by the San Francisco County Transportation Authority at a regularly scheduled meeting thereof, this 11th day of December, 2018 by the following votes:

**Ayes:** Commissioners Brown, Cohen, Fewer, Kim, Mandelman, Peskin, Ronen, Safai, Stefani, Tang and Yee (11)

**Absent:**

Aaron Peskin 12-14-18

Aaron Peskin  
Chair

Date

ATTEST:

Tilly Chang 12/18/18

Tilly Chang  
Executive Director

Date

## Attachment 1

# 2018 Record of Accomplishments for Tilly Chang, Executive Director

This section presents a narrative of the Executive Director's accomplishments for 2018, in relation to annual program objectives set by the Board in December 2017 through Resolution 18-22.

### Performance against Objectives

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

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

#### *Planning Activities*

1. Worked 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. Engaging in the development of the regional housing action plan (CASA) to address affordability, displacement, and access to jobs.
2. Supported development of long-range ConnectSF planning program through initiation of the San Francisco Transportation Plan 2050 update; completed ConnectSF vision; initiated and made significant progress on Needs Assessment and Network Development phases; secured funding for and began work on Streets and Freeway Study, and secured funding for Transit Corridor Study. Procured communications consultant to support all of the aforementioned Phase 2 elements of the ConnectSF program.
3. Completed Emerging Mobility Evaluation Report that evaluated how several emerging mobility services align with the city's guiding principles and that identified recommendations for near-term pilot, regulatory, and research approaches.
4. Furthered research on transportation network companies (TNCs) by completing *TNCs and Congestion* report and conducting work on future reports on relationship of TNCs with transit demand and equity, and by supporting related regulatory and pilot development efforts. Initiated San Francisco and regional TNC travel diary survey in partnership with the MTC. New: Supported TNC tax legislative process for AB1184 (Ting).
5. Obtained Federal approval of Geary Corridor Bus Rapid Transit (BRT) Final Environmental Impact Statement and issuance of Record of Decision. Defended legislative challenge to environmental clearance and settled related public records act challenge.
6. Supported completion of Planning Department's Rail Alignment and Benefits (RAB) Study, previously called the Railyard Alternatives and I-280 Boulevard Study, and strengthened implementation plans for Caltrain Downtown Extension and High-Speed Rail, including completion of the Tunnel Options Study. Participating in Caltrain Business Plan development.
7. Advanced the Treasure Island Mobility Management (TIMM) Program by developing proposed toll and affordability policies, procuring an Autonomous Shuttle pilot system

manager, and preparing Memoranda of Agreements with partner agencies (Bay Area Toll Authority, Water Emergency Transportation Authority, and Alameda-Contra Costa Transit District). Initiated conceptual planning for integrated payment and multi-modal trip planning program.

8. New: Prepared draft Caltrans Project Initiation Document to develop US 101 managed lanes project in coordination with San Mateo and Santa Clara counties, supported completion of US 101 Corridor System Management Plan.
9. New: Completed BART Perks report that documented the effectiveness of the innovative BART Perks program, which used micro-incentives to nudge travelers to shift their travel out of the peak hour.
10. Led Vision Zero ramps planning and design for second group of 10 freeway ramp intersections in District 6 (D6), completing community outreach and technical analyses to inform development of recommendations for near-term improvements and bigger ideas that may take longer to plan and implement.
11. Following up on recommendations of the District 2 (D2) NTIP report, initiated data collection, initial planning and conceptual design of the Lombard Crooked Street Congestion Management System, a reservations and pricing system to manage demand and access to the crooked street. New: Supported legislative efforts to obtain congestion pricing authority for the project.
12. Updated and expanded the on-line “Prospector” data visualization platform to provide easy access to key San Francisco transportation statistics and information on roadway and transit congestion and existing and future travel patterns and continued to expand Data Vision.
13. Released latest SF-CHAMP version and updated all model components to reflect latest information on regional travel behavior patterns, including the addition of TNCs such as Uber and Lyft.
14. Conducted modeling for the Transportation Authority and external partners to support project development including the Freeway Corridor Management Study (FCMS), Hub Study, TIMMA, and ConnectSF.
15. Developed approaches to quantify efficacy of travel demand management strategies.
16. Led District 9 (D9) Freeway Vision plan efforts including scoping out near- and mid-term projects, Caltrans coordination with local agencies (San Francisco Municipal Transportation Agency (SFMTA), San Francisco Public Utilities Commission (SFPUC)) and on-boarding of traffic consultant.
17. Substantially completed the draft District 10 (D10) Mobility Management study, including proposal of draft recommendations, with the final recommendations scheduled for presentation to the Board in December 2018.
18. Secured MTC Community-Based Transportation Planning funds to support District 7 (D7) planning study for Access to Lake Merced, anticipated to begin in Spring 2019.

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

1. Administered Prop K sales tax (including Neighborhood Transportation Improvement Program (NTIP), Prop AA vehicle registration fee, Transportation Fund for Clean Air, and

other fund programs. New: Worked with San Francisco State University (SFSU), Lyft and Motivate to facilitate Board condition on commensurate investment in SFSU Bikeshare affordability program.

2. Prepared the 2019 Prop K Strategic Plan Baseline for Board adoption in Spring 2018, developed 2019 5-Year Prioritization Programs (5YPPs) and the 2019 Strategic Plan for approval by the Board in November 2018.
3. Conducted call for projects and obtained Board approval to program \$2 million in regional Lifeline Transportation Program funds.
4. Continued to support full funding plan for Caltrain Electrification with regional partners, including identification of San Francisco's remaining \$5 million of an \$80 million total contribution to the project through the 2019 Prop K Strategic Plan and 5YPP updates.
5. Pursued 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. Continued to closely manage and completely paid down the Revolving Credit Agreement Loan (part of sales tax debt program), and monitored project cash flows to inform long term debt needs. Expended 43% of sales tax revenue bond proceeds within the first year or the required three year period.
7. Developed and implemented continuous disclosure and reporting policies and practices for the debt program (Sales Tax Revenue Bonds).
8. Secured continued clean audit for the Transportation Fund for Clean Air Program Manager Fund Audit.
9. Helped develop San Francisco priorities for Senate Bill 1 (SB1) discretionary programs and secure grants for those projects; assisted with transparency and accountability requirements of SB 1.

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

1. Completed settlement agreement negotiations with Caltrans, GLC and Presidio Trust for the Presidio Parkway project. Supported implementation activities of all parties.
2. Attained substantial completion of the I-80/Yerba Buena Island (YBI) East Side on-off Ramps Improvement project. Prepared final draft environmental document and 100% complete design documents for the I-80/Southgate Road Relocation improvements portion of the project.
3. Completed contractor selection for the YBI West-Side Bridges Retrofit Project Construction Management/General Contractor delivery approach.
4. Oversaw construction of Transbay Transit Center and supported development of consensus on Caltrain Downtown Extension (DTX) delivery strategy. New: Conducted Peer Review, an operations analysis (two vs. three track), and working with stakeholder agencies to coordinate lead and support roles for RAB follow-on studies. Executive Director appointed Alternate for Transbay Joint Powers Authority (TJPA)(Board of Supervisors seat). Oversaw cracked beam investigations and initiated two part TJPA program review consisting of Part I: Evaluation of Transbay Transit Center Delivery, Part II: Governance and Oversight review of DTX.

5. Oversaw Caltrain Electrification and Caltrain Communications Based Overlay Signal System (CBOSS) positive train control project delivery, including participating in Change Management Board proceedings for the Caltrain Electrification project. Participating in Caltrain Business Plan development.
6. Supported ground-breaking and ribbon-cutting celebrations for 2<sup>nd</sup> Street Project, Broadway Streetscape, Masonic Avenue, Transbay Transit Center, Islais Creek Maintenance Facility, Bay Area Rapid Transit (BART) Light Rail Vehicles (LRVs), BART Canopies and BART Balboa Park East Side connections projects.
7. Supported the SFMTA in development of near-term Geary Corridor BRT improvement project contracting strategies
8. Supported Van Ness BRT construction efforts, including environmental compliance monitoring and by providing regular project delivery updates to the CAC.
9. Advanced I-280 Interchange modifications at Balboa Park including preparation of draft final environmental studies and final draft Caltrans Project Report.
10. Facilitated transition of 19<sup>th</sup> Avenue Bulbout and Lombard projects into construction phase, by helping to secure implementation funding.
11. Promoted traffic management plan and construction schedule coordination with implementing lead agencies for various capital projects.
12. Supported Quint Street Connector Road project development efforts including right of way acquisition due diligence efforts.
13. Won several engineering and capital project delivery awards including for YBI East Side Ramps project (Engineering News Report Best Project award in highway/bridge category, California region).

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

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

1. Checked in regularly with Chair and Board members to seek guidance and input.
2. Helped staff regional roles (MTC, Association of Bay Area Governments (ABAG), BAAQMD, BART, TJPA, Caltrain and other bodies as needed).
3. Staffed ongoing Vision Zero Committee meetings.
4. Staffed ongoing TIMMA operations and policy board meetings.
5. Initiated redesign of formats and process for major capital project delivery reporting to Board and related documentation.
6. Served (Executive Director) on ABAG's Regional Planning Committee.
7. Supported identification of remaining NTIP planning priorities for D8 and NTIP capital priorities citywide; sought Board adoption of NTIP planning project final reports (anticipated in D4, D6, D7, D8, D10, D11).
8. Completed independent analysis and oversight assessment (performed by Sjoberg Evashenk Consulting, Inc.) of key agency programs and activities (program delivery, budgeting, and

sponsor reimbursements), and implemented several recommended actions, including updates to MyStreetSF interactive map and conducting review to evaluate if it was more cost effective to hire outside IT technical support and legal counsel. Initiated follow up on all the remaining recommendations that we will implement based on Board feedback.

9. Advanced school transportation plans and hearings, including providing Prop K funding to support new and revised Safe Routes to School Program.
10. Helped scope the ConnectSF Transit Corridors Study, which will include rail planning in the Richmond corridor/west side, further evaluation of the M-Line project, Central Subway to Fisherman's Wharf, Geneva LRT and other improvements citywide. SFMTA anticipates beginning consultant procurement by early 2019. Procured communications consultant to support current phase ConnectSF efforts, including the Transit Corridors Study. As an input to the Transit Corridors Study, participated in MTC-led Bay Crossing Study.
11. Initiated Congestion Pricing Study update.

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

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

1. Redesigned and released the new MyStreetSF.com site including new back-end software and a more user-friendly look and features.
2. Worked with project sponsors to design, test and implement an online Prop K/AA allocation request form.
3. Enhanced Prop K Portal to increase functionality for sponsors and staff.
4. Continued to work with sponsors to further streamline grant allocation and administration.
5. Continued 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.

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

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

1. Continued to partner and coordinate on revenue, legislative and policy advocacy including efforts to secure new local revenues for transportation (e.g. supported AB 1184 (Ting)).
2. Advocated for and supported Caltrain/High-Speed Rail compatibility.
3. Advocated for efficient and performance-based state fund program guidelines.
4. Collaborated with city and regional agencies on ConnectSF, including finalizing the 2065 Vision, and initiating work on Phase 2 efforts including the Needs Assessment, Transit Corridor Study, and Streets and Freeways Study.
5. Worked with MTC and BART to initiate study of long-term alternatives, including a potential second rail crossing of the bay through the MTC Horizon white paper on this topic.
6. Participated in Executive Steering Committee for US-101 managed lanes development and supported the 101 Mobility Action Plan.



7. Continued to provide technical assistance on Better Market Street, Caltrain Business Plan, Late-Night Transportation Study Phase II, Geneva/Harney BRT, Bayview Community-Based Transportation Plan, and SFMTA's efforts to manage several emerging mobility services.
8. Participated in interagency working group to advance the San Francisco Transportation Demand Management Plan.
9. Supported BART's effort to implement a follow-up to the BART Perks incentive project.

**5. Promote Inclusive Public Engagement**  
**THIS OBJECTIVE HAS BEEN MET.**

1. Joined a consortium of Bay Area transportation agencies to further promote Disadvantaged Business Enterprise (DBE) outreach efforts. At this point of the year, DBE performance has increased from 28% in 2017 to 30% in 2018; Local Business Enterprise performance has increased to 19% in 2017 to 27% in 2018.
2. Explored providing workforce development and training opportunities including construction admin pathways in partnership with TIDA or the Office of Economic and Workforce Development.
3. Continued to participate in City/County of San Francisco's multi-agency Government Alliance on Race and Equity initiative, Created internal working group to promoting racial equity and further incorporate racial equity in agency policies and practices.
4. Ensured outreach efforts, especially for ConnectSF and the 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. Launched effort to improve agency website design and functionality, anticipated to roll out in early 2019.

**6. Provide Regional and State Leadership**  
**THIS OBJECTIVE HAS BEEN MET.**

1. Actively participated in regional policy discussions at MTC and ABAG to shape the implementation of Plan Bay Area 2040, working effectively on cross-county initiatives, strengthening alliances between Big 3 cities and collaborating on transit investment, affordable housing and anti-displacement issues, while coordinating San Francisco input to the Horizon/Plan Bay Area 2050 update. Provided local and regional leadership in Regional Measure 3 ballot measure development, and served as local resource for information and education on the measure, as well as for implementation activities following voter approval of the measure in November 2017.
2. Coordinated legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies.
3. Advocated for passage of Assembly Bill 342 Automated Speed Enforcement (withdrawn by author) and other legislative priorities as approved by Board.

4. Tracked and helped shape implementation of statewide and regional managed lanes policies and secured the option to implement express lanes under either the Santa Clara Valley Transportation Authority's tolling program or MTC's regional authority (AB 2865 (Chiu)).
5. Tracked and helped 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.
6. Advocated for San Francisco and city interests to manage emerging mobility modes, Transportation Network Companies (TNCs) and autonomous vehicles at state and federal levels.
7. Advocated 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.

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

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

1. Continued filling new positions as funds become available: filled Graphic Designer position. Agency is fully staffed at this time except for the TIMMA Program Manager (which has been delayed due to the pace of development on Treasure Island) and the Principal Engineer (which we anticipate recruiting in early 2019). There has been no staff turnover other than the retirement of the Senior Graphic Designer.
2. Conducted salary survey and updated job descriptions, which are scheduled for Board consideration in December 2018.
3. Continued to support staff professional development through training, coaching and mentoring.
4. 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.
5. Continued to establish and implement guiding project management tools and procedures based on trainings; coordinating with the SFMTA, as appropriate.
6. Continued updating policies and procedures, including further integration with the enterprise resource planning tool (accounting software).
7. Building on Organization Assessment recommendations, updated staff performance evaluation forms, created a process to provide greater '360 degree' feedback (staff-to-staff, staff-to-management), and developed a staff empowerment conversation guide.

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

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

1. Completed agency staff survey and incorporated input into agency-wide communications plan and branding strategy.
2. Initiated major website update and agency collateral/design templates.

3. Pursued opportunities to promote agency work through op-eds, events, website, press outreach; continued newsletter readership growth; expanding social media audience. Saw a 7% growth in Facebook likes and 13% growth in Twitter followers.
4. Grew agency's national technical reputation with Emerging Mobility Services Report and TNCs and congestion research – gaining attention in national and international publications and multiple speaking opportunities.
5. Grew agency newsletter The Messenger readership and impressions (online, social media). This year our email subscription lists, including for The Messenger, grew by 1,500 subscribers.
6. Sponsored and supported local organizations' annual events including African-American Chamber Juneteenth, CCDC various events, Silver SPUR, TransForm, APRI, One Treasure Island, Bayview Renaissance, Coleman Advocates, Walk to Work, Bike and Roll to Work, Bike to Work Days.
7. Supported partner agency news releases and Board and staff participation in ground-breaking and ribbon-cutting celebrations for 2<sup>nd</sup> Street Project, Broadway Streetscape, Masonic Avenue, Transbay Transit Center, Islais Creek Maintenance Facility, BART LRVs, BART Canopies and BART Balboa Park East Side connections projects.
8. Continued to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, neighborhood groups.
9. Began to develop internal public engagement protocol outlining best practices for project-specific outreach/communications.
10. Continued TIMMA Communications Plan. Led ongoing outreach among Treasure Island residents and businesses in support of transportation plan development.
11. Began development of outreach/communications protocol for the agency.
12. New: Sponsored Global Climate Action Summit Transportation Scavenger Hunt event, reaching over 4000 participants, involving dozens of merchants and partner agencies, and the broader local/regional San Francisco Bay Area community.
13. Executive Director invited to speak and teach at Norman Foster Foundation's Mobility Summit, ITS World Congress, NACTO, Women's Transportation Seminar National Conference, Leadership San Francisco, DCYF Youth Advocacy Day, Coro Foundation Women's Leadership, SF Business Times Women's Leadership and multiple other programs and events.

**Attachment 2**

1455 Market Street, 22nd Floor  
 San Francisco, California 94103  
 415.522.4800 FAX 415.522.4829  
 info@sfcta.org www.sfcta.org

**Proposed Objectives for 2019**

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 2019.

**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. Actively participate and coordinate San Francisco input to Horizon/Plan Bay Area 2050 update.
2. Support development of long-range ConnectSF planning program: finish Needs Assessment and Network Development (part of the San Francisco Transportation Plan 2050); and complete substantial technical and public engagement work on the Streets and Freeway Study and Transit Corridor Study with emphasis on regional markets and emerging rail corridor connecting potential 2<sup>nd</sup> Transbay Tube to San Francisco's west side neighborhoods.
3. Complete Emerging Mobility Pilot Framework Study to identify and prioritize potential pilot opportunities, identify best practices for public-private partnerships, and identify mechanisms and processes for screening and prioritizing existing and future pilots.
4. Complete transportation network company (TNC) research on relationship of TNCs with transit demand and equity and support related regulatory and pilot development efforts. Complete San Francisco and regional resident TNC travel diary survey.
5. Refine toll, parking, and affordability policies and programs per Board direction; propose transit fare levels and advance planning for integrated payment and multi-modal booking system. Develop 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 services.
6. Finalize Prepare final 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 Mobility Action Plan, undertake US101-I280 Corridor Equity Study.
7. Support regional planning efforts including BART and MTC Transbay Crossing studies, completion of Caltrain's Service Vision and Strategic Business Plan recommendations, and Planning Department's 22<sup>nd</sup> Street Caltrain Station Study.

8. Complete Vision Zero ramps planning and design for 10 freeway ramp intersections in District 6 (D6) and seek funding to implement recommended safety improvements.
9. Complete planning and conceptual design of D2 Lombard Crooked Street Congestion Management System, including a reservations and pricing system for automobile access and determining expected outcomes on circulation. Support state legislative efforts to obtain pricing authority for the project.
10. Initiate Transportation Sustainability Program (TSP) / Transportation Demand Management (TDM) Strategy Evaluation Tool development, which will quantify the effectiveness of the TDM strategies included in San Francisco's TSP in reducing vehicle miles travelled and single-occupancy vehicle trips.
11. Perform multimodal transportation system performance monitoring and prepare 2019 Congestion Management Program report with continued online data reporting. Continue developing data-warehousing capacity, partnering with public and private organizations.
12. Update and expand on-line "Prospector" Data visualization platform 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.
13. Enhance San Francisco Chained Activity Modeling Process (SF-CHAMP) capabilities and conduct modeling for the Transportation Authority and external partners, including High Speed Rail connections for the South Bay/Peninsula/San Francisco segment.
14. Initiate development of regional integrated dynamic traffic assignment model system.
15. Advance D9 Freeway Vision plan including feasibility assessment of infrastructure modifications to promote safety and livability and public engagement in D9 and D10.
16. Advance D10 Mobility Management study recommendations through applications for grant funding.
17. Leverage MTC Community-Based Transportation Plan funds to support SFMTA's D7 planning study for Access to Lake Merced.
18. Initiate study to update the analysis of congestion pricing options previously considered in the 2010 Mobility, Access, and Pricing Study and develop updated alternatives, analysis, and recommendations.

### ***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. Publish adopted 2019 Prop K Strategic Plan and 5-Year Prioritization Programs updates and make related resources easily available to sponsors and the public on line. Undertake select project performance and evaluation studies, in coordination with sponsors.
3. Conduct call for projects for an estimated \$2 million in FY 2018/19 and FY 2019/20 in State Transit Assistance County Block Grant funds through a new San Francisco Lifeline Transportation Program, successor to MTC's Lifeline Transportation Program.
4. Conduct call for projects for an estimated \$2.5 million in FY 2019/20 Prop AA funds in the Street Repair and Reconstruction category.
5. Continue to support full funding plan for Caltrain Electrification with regional partners.
6. 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.
7. Continue to closely manage and monitor project cash flows to inform long term debt needs.
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 all final environmental, design, right of way and funding approvals for the Southgate Road Relocation improvements portion of the project, including construction contract advertisement, bid and award.
3. Complete final design and prepare YBI West-Side Bridges Retrofit Project for construction utilizing Construction Management/General Contractor delivery approach.
4. Develop concept of operations for the Treasure Island autonomous vehicle (AV) shuttle pilot program including multi-modal trip planning/booking mobile application.
5. Support development of consensus on Caltrain Downtown Extension delivery strategy and funding plan, including review of alternative oversight and governance models and best practices for the management and delivery of the project.
6. Participate in Caltrain Electrification Configuration Management Board proceedings including monitoring of positive train control project delivery efforts. Coordinate with Caltrain, Transbay Joint Powers Authority (TJPA) and CCSF on facilities yard planning in connection with Pennsylvania alignment scoping efforts.

7. Support the SFMTA in delivering near-term Geary Corridor improvements and strengthening the overall (including Bus Rapid Transit (BRT)) project's funding plan, oversee design and environmental compliance of BRT project.
8. Support Van Ness BRT construction efforts, including environmental compliance monitoring and regular project delivery reporting to the CAC and Board.
9. Advance I-280 Interchange modifications at Balboa Park including preparation of final environmental studies and final Caltrans Project Report.
10. Monitor 19<sup>th</sup> Avenue Bulbout and Lombard projects construction phase efforts.
11. Promote coordinated traffic management plan efforts for major construction projects.
12. Support Quint St. Connector Road project development efforts including right of way acquisition and strengthening funding plan.

## **II. Provide Board Support**

1. Check in regularly with Chair and Board members to seek guidance and input, particularly supporting orientation for new Board members in D4, D6, and D10.
2. Help staff regional roles (MTC, Association of Bay Area Governments (ABAG), BAAQMD, BART, TJPA, Caltrain and other bodies as needed). Support search for new MTC leadership, Committee to House the Bay Area (CASA) initiative and other topics as needed.
3. Staff ongoing Vision Zero Committee meetings.
4. Staff ongoing Treasure Island Mobility Management Agency (TIMMA) operations and policy board meetings.
5. Revise protocols and finalize more user-friendly formats for major capital project delivery reporting to Board and related documentation. Provide reconciliation of current project status against 2003 Prop K Expenditure Plan in Annual Report and via a Prop K Dashboard (website), updated project factsheets.
6. Serve (Executive Director) on TJPA (alternate) and ABAG's Regional Planning Committee.
7. Support development of local TNC tax ordinance and state legislation as directed by Board (anticipated priorities: Vision Zero, congestion pricing authority).
8. Support identification of NTIP priorities for remaining Cycle 1 funds; seek Board adoption of NTIP planning project final reports (anticipated in D3, D6, D8, D11); and work with Board members to develop NTIP planning and capital priorities for Cycle 2 (funds accessible starting July 2019).
9. Advance school transportation plans and partnerships.
10. Conduct west side rail planning in D1, D4, and D7 as part of ConnectSF Transit Corridors Study and facilitate public engagement in D1, D4 and D7.

11. Conduct microtransit planning in D10 and D11 as per recommendations from D10 Mobility study.

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

1. Redesign the Prop K/AA sponsor resource webpages to increase user-friendly features. Offer annual sponsor refresher training opportunities regarding Prop K/AA resources, policies and procedures.
2. 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.
3. Continue to refine the redesigned MyStreetSF.com to support user-friendly features and efficiency of staff maintenance activities.
4. Enhance Prop K Portal to increase functionality for sponsors and staff, including refining the new online Prop K/AA allocation request form and associated procedures.
5. Continue to work with sponsors to further streamline grant allocation and administration, including developing Service Level Agreements with sponsors (e.g. to clarify follow up timelines, basis for rejecting invoices) and increasing efficiency of internal processes by only requiring Executive Director to approve reimbursements greater than \$5,000.

### **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.
2. Set up regular meetings with key sponsors to provide Prop K grant/funding overview, discuss Service Level Agreements and support general collaboration.
3. Advocate for and support Caltrain/High-Speed Rail compatibility.
4. Advocate for efficient and performance-based state fund program guidelines and adjustments to State SB1 programs (Active Transportation Program (ATP) devolution, State-Local Partnership Program modifications).
5. Collaborate with city and regional agencies on ConnectSF, including completing the Needs Assessment and completing substantial work on the Transit Corridor Study and Streets and Freeways Study.



6. Participate in Executive Steering Committee for US 101 managed lanes development and support the 101 Mobility Action Plan.
7. Continue to provide technical assistance on Better Market Street, Caltrain North Terminal and Yard Studies, Caltrain Business Plan, Geneva/Harney BRT and Baylands recently approved housing plans, Bayview Community-Based Transportation Plan, and SFMTA's efforts to plan for and manage emerging mobility services.
8. Participate in interagency working group to advance the San Francisco Transportation Demand Management Plan.
9. Support the BART Perks 2.0 effort to test using incentives to address crowding on peak-period trains.

## **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/One Treasure Island or the Office of Economic and Workforce Development.
3. Continue to participate in the citywide promotion and advancement of racial equity through Government Alliance on Race and Equity program, and further incorporate racial equity in agency policies and practices.
4. Ensure outreach efforts, especially for ConnectSF and the San Francisco Transportation Plan (SFTP), TIMMA programs, Congestion Pricing Update Study, and Freeway Corridor Management Equity Study, to 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 (Cycle 2).
6. Launch new improved agency website and brand refresh.
7. Involve the Citizen Advisory Committee, Board and public in agency's 30<sup>th</sup> anniversary year-long activities.

## 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. Lead coordination of San Francisco input to Horizon/Plan Bay Area 2050 update and serve as a regional leader on technical (model assumptions, project performance evaluation) and policy issues. Work with BATA/BAIFA on regional managed lanes master plan and infrastructure bank proposals, integrated payments capabilities, CASA Housing and linkage with transportation funds, transit affordability and accumulator passes, and Climate programs.
2. Collaborate with public and private organizations involved in potential new revenue measures such as regional transportation and/or housing mega-measure, 1/8<sup>th</sup> cent sales tax for Caltrain (SB 797-Hill) and state programs (CARB cap and trade programs, California Transportation Commission Road User Charge program).
3. Work closely with BART to develop Measure RR priorities for San Francisco including 2<sup>nd</sup> Transbay Tube / west side alignment planning, station access/modernization, and fare integration/payments initiatives.
4. Coordinate legislation and legislative advocacy with Self-Help Counties Coalition, MTC, and Congestion Management Agencies.
5. Advocate for passage of legislative priorities as approved by Board. Anticipated priorities: congestion pricing, Vision Zero.
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 AV at state and federal levels. Conduct AV Shuttle pilot on Treasure Island and support other local pilots and research.
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. Implement new staffing rates, organization chart per Board direction, and fill Principal Engineer and TIMMA Program Manager and other new positions as funds become available.
2. Continue to provide training, knowledge management opportunities and coaching and mentoring resources to staff.
3. 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.
4. Strengthen budget tools and procedures, enhancing budget reports to staff and Board, and supporting 2-year budget planning and business analysis for TIMMA.
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) and automate processes where appropriate.
7. Develop an agency-wide Outreach and Public Engagement guide.
8. Make further progress on implementing Organizational Assessment recommendations and Workplace Excellence initiative.

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

1. Publish new agency website and brand refresh.
2. Finalize agency-wide communications plan and medium-term branding strategy.
3. Commemorate agency's 30th anniversary with education campaign about benefits of half-cent sales tax program investments.
4. Deepen community partnerships and relationships, pending recommendations from agency equity working group.
5. Update agency collateral/design templates.
6. Continue pursuing opportunities to promote agency work through op-eds, events, website, press outreach; continue newsletter readership growth; expand social media audience.
7. Continue to regularly meet with and strengthen relationships with civic groups, media, community-based organizations, neighborhood groups.
8. Develop internal public engagement protocol outlining best practices for project-specific outreach/communications.