



Memorandum

Date: 05.07.10 **RE:** Plans and Programs Committee
May 11, 2010

To: Plans and Programs Committee: Commissioners Campos (Chair), Chu (Vice Chair), Chiu, Avalos, Dufty and Mirkarimi (Ex Officio)

From: Anna LaForte – Deputy Director for Policy and Programming *all*
Maria Lombardo – Chief Deputy Director for Policy and Programming *mel*

Through: José Luis Moscovich – Executive Director *José Luis*

Subject: **INFORMATION** – Status Report on the Development of a Draft Expenditure Plan for the Imposition of an Additional Vehicle Registration Fee of Up to \$10 in San Francisco Pursuant to the Requirements in SB 83

Summary

In late October, the Governor signed into law SB 83 (Hancock), which authorizes congestion management agencies (CMAs) to impose an annual fee of up to \$10 on motor vehicles registered within their respective counties. The funds would have to be used for programs and projects having a relationship to or benefiting the people paying the fee, and they would have to be consistent with the Regional Transportation Plan. In December 2009, the Authority approved Resolution 10-27, authorizing the Executive Director to initiate the development of an Expenditure Plan for a new vehicle registration fee consistent with the requirements of SB 83. Placing the measure on the November 2010 ballot would necessitate a tight timeline for developing and approving an Expenditure Plan and the required benefit-relationship finding, as shown in Attachment 1. Since our April report to the Plans and Programs Committee, we have held additional meetings of both the Citizens Advisory Committee subcommittee and the stakeholder advisory panel, and continued our coordination and information sharing efforts with other Bay Area CMAs that are also targeting the November 2010 election. At the May Plans and Programs Committee meeting, we will present the draft Expenditure Plan proposal (shown in Attachment 2), which we have developed taking into account input from various stakeholders, the polling results, the benefit-relationship analysis, and our experience with administering the sales tax program. We will bring the final draft Expenditure Plan and required benefit-relationship analysis to the Plans and Programs Committee and Authority Board in June for approval. Interested parties may access current information and updates on the potential vehicle registration fee and the development of the Expenditure Plan, including opportunities for public input, on the Authority's web site at www.sfcta.org/sb83. **We are seeking input and guidance from the Plans and Programs Committee. This is an information item.**

BACKGROUND

On December 15, 2009, the Authority Board approved Resolution 10-37, authorizing the Executive Director to initiate the development of an Expenditure Plan pursuant to the requirements in SB 83 so that the Authority Board is able to place the measure on the November 2010 ballot, should it so choose.

SB 83 was authored by Senator Loni Hancock, a Bay Area legislator, and was one of several initiatives considered by the Legislature during the past session intended to mitigate congestion, reduce air quality impacts from mobile sources, and to generate new revenues that can help with these tasks. The bill authorizes congestion management agencies (CMAs) throughout the state to place a measure on the ballot to impose an additional annual fee of up to \$10 on motor vehicles registered within their respective counties. In late October, Governor Schwarzenegger signed SB 83 into law, allowing the Authority, as CMA for San Francisco, to take up the question of whether or not to pursue such a

measure. This is the first authorization provided by the state in many years that would generate additional transportation revenues at the local level.

The Authority Board could place the vehicle registration fee on the ballot by a simple majority vote, which would also approve the specific Expenditure Plan, to put before the voters, for the revenues collected. SB 83 requires that the fees collected be used only to pay for programs and projects bearing a relationship or benefit to the owners of motor vehicles paying the fee and be consistent with the Regional Transportation Plan. It also requires that the Authority Board make a specified finding of fact (also known as a benefit-relationship finding) in that regard. The guidance in SB 83 is broad regarding what types of projects are eligible, but could include bicycle and pedestrian projects, local streets and roads projects, transit projects, traffic signal coordination, and roadway operational improvements. Imposition of the fee would be subject to a simple majority vote of the San Francisco electorate.

Placing a vehicle registration fee on the November 2010 ballot entails a tight timeline for developing and approving an Expenditure Plan and the required benefit-relationship finding. This timeline and the relatively small amount of funds available (e.g., about \$5 million annually compared to over \$70 million annually for the Prop K half-cent sales tax) call for a very focused and streamlined approach to development of the Expenditure Plan. The revised schedule shown in Attachment 1 would enable the Authority Board to place a vehicle registration fee measure on the November 2010 ballot and assumes Board adoption of the Expenditure Plan and required benefit-relationship analysis in June. The schedule assumes monthly updates to the Plans and Programs Committee and Citizens Advisory Committee (CAC), and ongoing discussions with a stakeholder advisory panel and subcommittee of the CAC to inform the process.

The purpose of this memorandum is to provide an update on the development of an Expenditure Plan for an additional vehicle registration fee in San Francisco and seek input and guidance from the Plans and Programs Committee.

DISCUSSION

Over the last month, we have held a third meeting of the CAC subcommittee and a second meeting the stakeholder advisory panel, where we discussed the draft Expenditure Plan proposal, shown in Attachment 2. We also continued to meet and coordinate with other Bay Area CMAAs that are also considering pursuing a similar fee and continued working with a consultant, Cambridge Systematics, to refine the benefit-relationship analysis on the potential list of projects and programs. In the paragraphs below, we provide an update on SB 83 activities since our April report to the Plans and Programs Committee.

Draft Expenditure Plan Proposal: Based upon the input received from various stakeholders, the polling results, the preliminary benefit-relationship analysis, and our experience with administering the sales tax program, in April we developed a draft Expenditure Plan proposal, shown in Attachment 2. This proposal is very much a first draft, and will be subject to modification based upon Commissioner and stakeholder input. It also has not yet been reviewed by legal counsel, which will likely result in additional revisions.

The guiding principles, administrative policies and procedures, and plan categories in the draft Expenditure Plan are not substantially different from materials that we presented to the Plans and Programs Committee in March and April, but they have undergone some minor refinement. With respect to the three proposed plan categories, described below, we have made minor modifications to the draft list of eligible projects and programs and assigned proposed funding levels expressed as a

percentage of vehicle registration fee revenues that would be available to each category of the life of the 30-year Expenditure Plan:

- Street repair and reconstruction – 50% (approximately \$2.5 million annually). Projects funded in this category would provide a strong benefit to the motorists paying the fee, and since it includes “complete streets” accommodations in addition to pavement repair, it will also benefit all modes, including bicyclists, pedestrians, and transit users.
- Pedestrian circulation and safety – 25% (approximately \$1.25 million annually). Projects funded in this category would help mitigate the impact that driving has on pedestrian circulation and safety. While these types of projects may be eligible components of a “complete street” repair or reconstruction project, providing an independent category in the Expenditure Plan would allow the city to address critical safety issues in a timely fashion, rather than having to wait for that location to be prioritized for pavement repair. It has been increasingly difficult to identify funds for these types of improvements outside of Prop K.
- Transit reliability and mobility improvements – 25% (approximately \$1.25 million annually). Similar to the pedestrian circulation and safety category, these projects could be incorporated into larger streets projects, but the city would benefit from an independent fund source to support projects that can most effectively benefit transit, independent of the street resurfacing schedule. This category could provide much-needed capital funds to leverage Prop K and other sources to support for future implementation of the Municipal Transportation Agency’s (MTA’s) Transit Effectiveness Project rapid network.

The full text description for each of the three categories is contained in the attached draft Expenditure Plan (Attachment 2).

The draft Expenditure Plan follows the organizational structure of the Prop K Expenditure Plan, but is much shorter and more streamlined, primarily to reflect the much smaller revenue source (annually around \$5 million a year compared to \$70-\$80 million a year for Prop K). The draft Expenditure Plan also includes a few new sections to correspond to the requirements of SB 83 (e.g., the required the benefit-relationship finding), expand project sponsor eligibility to all public agencies rather than specifying a more narrow list of eligible sponsors by category, and to streamline the strategic planning process.

Summary of Feedback from Stakeholders: On Tuesday May 4, we convened meetings of the CAC subcommittee and the stakeholder advisory panel to discuss the draft Expenditure Plan. Both groups supported the proposed principles and administrative guidelines, and generally supported the proposed Expenditure Plan categories and funding levels. During the discussions, a number of issues surfaced, including:

- Whether or not to include pothole repair as an eligible expenditure in the street repair and reconstruction category. The CAC subcommittee raised this issue and expressed support for including pothole repair since it would provide an immediate benefit to motorists. The stakeholder advisory panel did not support including pothole repair in the Expenditure Plan, recognizing the temporary nature of the investment. Similar to the stakeholder advisory panel, we are proposing that the Expenditure Plan focus on more cost-effective road maintenance efforts such as street resurfacing and reconstruction.
- Whether or not to commit a portion of the revenues to support transit operations either on an ongoing basis (for the MTA and/or Caltrain) or only on an emergency basis to address budget

emergencies for the MTA. Most of the CAC subcommittee and stakeholder advisory panel members noted that transit operations needs are too large to be a good fit for this small fund source. They also recognized that since the revenues will not likely be available until mid-2012, this would not be a solution for filling budget shortfalls during the current or next fiscal years. Several members of both committees also felt that the approach to resolving Caltrain needed to be a regional one given the governance structure that includes San Francisco, San Mateo and Santa Clara counties. Our understanding is that neither the San Mateo nor Santa Clara CMAs are currently proposing to include Caltrain operations in their draft vehicle registration fee Expenditure Plans. We are still vetting this issue with the full membership of both groups, but the sentiment of most members seems to be that finding a sustainable solution for transit operations is a critically important issue that needs to be resolved regardless of the SB 83 effort.

The CAC subcommittee also suggested some additions to the prioritization criteria to more clearly emphasize funding of projects with multiple beneficiaries (e.g., drivers and pedestrians) and projects with strong community support. The subcommittee will also continue its discussion about whether there are other types of projects or service delivery models that would lead to funding projects that could be implemented in as quick and community responsive manner as pothole repair.

We are continuing to seek and receive input from the CAC subcommittee, the stakeholder advisory panel and our Technical Working Group, and will present any additional feedback we receive at the May 11 meeting. We will present a final draft Expenditure Plan and the required benefit-relationship analysis to the CAC for approval at its May 26 meeting and to the Plans and Programs Committee for approval at its June 15 meeting, with an expected Board action in late June.

Interested parties may access current information and updates on the potential vehicle registration fee and the development of the Expenditure Plan, including opportunities for public input, on the Authority's website at www.sfcta.org/sb83.

We are seeking input and guidance from the Plans and Programs Committee. This is an information item.

ALTERNATIVES

Not applicable – This is an information item.

CAC POSITION

The CAC was briefed on this item at its April 28, 2010 meeting. This is an information item.

FINANCIAL IMPACTS

Not applicable – This is an information item.

RECOMMENDATION

Not applicable – This is an information item.

Attachments:

1. Schedule for Developing an Expenditure Plan and Placing a New Vehicle Registration Fee on November 2010 Ballot
2. SB 83 Additional Vehicle Registration Fee – DRAFT Expenditure Plan

Attachment 1

San Francisco County Transportation Authority

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SB 83 Vehicle Registration Fee – Expenditure Plan Development Revised Schedule (Updated 05.06.10)

The revised schedule shown below would enable the San Francisco County Transportation Authority (Authority) Board to place a vehicle registration fee measure pursuant to the requirements in SB 83 (Hancock) on the November 2010 ballot. It shows key dates and indicates activities and deliverables on a monthly basis. The schedule assumes nearly monthly updates to the Plans and Programs Committee (PPC) and Citizens Advisory Committee (CAC), and the establishment of a stakeholder advisory panel and subcommittee of the CAC to inform the process.

December 15, 2009	<ul style="list-style-type: none"> • Authority Board approves process to develop Expenditure Plan.
January 2010	<ul style="list-style-type: none"> • Establish subcommittee of the CAC • Report on revenue projections to CAC
February 2010	<ul style="list-style-type: none"> • Report on revenue projections to PPC • Establish Stakeholder Advisory Panel • Draft Expenditure Plan structure to CAC
March 2010	<ul style="list-style-type: none"> • First CAC Subcommittee meeting • First Stakeholder Advisory Panel meeting • Draft Expenditure Plan structure to PPC
April 2010	<ul style="list-style-type: none"> • Second CAC Subcommittee meeting • Stakeholder Advisory Panel electronic review of materials • Draft Expenditure Plan Projects and Programs to CAC
May 2010	<ul style="list-style-type: none"> • Third CAC Subcommittee meeting • Second Stakeholder Advisory Panel meeting • Draft Expenditure Plan to PPC • Final draft Expenditure Plan and final benefit-relationship analysis to CAC
June 2010	<ul style="list-style-type: none"> • Final draft Expenditure Plan and final benefit/relationship analysis to PPC • Authority Board acts on Expenditure Plan and benefit-relationship analysis to place measure on the November 2010 ballot
July 30, 2010	<ul style="list-style-type: none"> • Deadline for the Authority to place measure on November 2010 ballot
November 2, 2010	<ul style="list-style-type: none"> • San Francisco voters consider measure

Meeting notices and materials are available on the Authority’s website at www.sfcta.org/sb83.

SB 83 Additional Vehicle Registration Fee – DRAFT Expenditure Plan
(Updated – May 4, 2010)

1. INTRODUCTION

A. SUMMARY

In late October, the Governor signed into law SB 83 (Hancock), which authorizes congestion management agencies (CMAs) to impose an annual fee of up to \$10 on motor vehicles registered within their respective counties. The funds would have to be used for programs and projects having a relationship to or benefiting the people paying the fee, and they would have to be consistent with the regional transportation plan.

The Expenditure Plan identifies transportation improvements to be funded from a new \$10 vehicle registration fee in San Francisco. The projects and programs included in the Expenditure Plan are designed to be implemented over the next 30 years. Provisions are also made for future updates to the Expenditure Plan beyond the initial 30-year period. The Expenditure Plan includes investments in three categories:

- Street Reconstruction and Repair
- Pedestrian Circulation and Safety
- Transit Reliability and Mobility Improvements

B. DEVELOPMENT OF EXPENDITURE PLAN

The proposed Expenditure Plan was developed through a multi-faceted stakeholder outreach process that included monthly discussions at the San Francisco County Transportation Authority's (Authority's) Plans and Programs Committee and Citizens Advisory Committee (CAC) and reports to the Authority Board of Commissioners. A subcommittee of the CAC and a stakeholder advisory panel provided more detailed input into the development of the Expenditure Plan, as did the Authority's staff-level Technical Working Group and other stakeholders through direct contact with Authority staff. The roster of CAC and stakeholder advisory panel members is included in Attachment 1. The Expenditure Plan was recommended by the Authority Board on MONTH, DATE, YEAR..

The Expenditure Plan is a list of transportation projects and programs that will be given priority for vehicle registration fee funding. As such, the Expenditure Plan shall be amended into the Capital Improvement Program of the Congestion Management Program, developed pursuant to section 65089 of the California Government Code. These projects and programs are intended to help implement the long-range vision for the development and improvement of San Francisco's transportation system, as articulated in the San Francisco Long Range Countywide Transportation Plan.

The Countywide Transportation Plan is the City's blueprint to guide the development of transportation funding priorities and policy. The major objectives of the Countywide Transportation Plan are to enhance mobility and access throughout the City, improve safety for all transportation system users, support the City's economic development and the vitality of our neighborhoods, sustain environmental quality, and promote equity and efficiency in transportation investments. The Countywide Transportation Plan is a living document, updated on a regular basis to identify and address changing needs and regional trends, and align them with available funding.

**SB 83 Additional Vehicle Registration Fee – DRAFT Expenditure Plan
(Updated – May 4, 2010)**

C. GUIDING PRINCIPLES

The following principles were used to help guide development of the Expenditure Plan:

- Don't spread the limited revenues too thin or too thick: limit the Expenditure Plan to a very small number of programmatic categories, and within the categories focus on smaller, high-impact projects.
- Focus on high-impact projects that will provide tangible benefits in the short-term.
- Stretch limited revenues as far as possible by complementing or enhancing projects that receive Prop K and other funds (e.g. support leveraging of revenues)
- Fill gaps in fund eligibility by supporting projects that are ineligible, have very limited eligibility, or compete poorly to receive Prop K or other discretionary funds.
- Provide a fair geographic distribution that takes into account the various needs of San Francisco's neighborhoods.
- Ensure accountability and transparency in programming and delivery.
- All programs and projects must provide a documentable benefit or relationship to those paying the fee.

D. STRUCTURE

The Expenditure Plan is organized into eight sections. Section 1: Introduction provides background on the Plan's purpose and how it was developed. Section 2: General Provisions provides further context on the Plans' policies and administration. Section 3: Plan Summary contains detailed descriptions of the three programmatic categories included in the Plan, and the types of items that are eligible for funding under each of them. Section 4: Benefit-Relationship Finding addresses the requirement in SB83 that there be a finding of benefit or relationship between the projects and programs in the Plan and those paying the fee. Section 5: Consistency with Regional Transportation Plan addressed the requirement in SB83 that the projects and programs in the Plan are consistent with the regional transportation plan. Section 6: Implementation Provisions describes the process for prioritizing and allocating funds following adoption of the Plan. Section 7: Update Process, describes the mechanisms for developing updates beyond the initial 30-year period.

2. GENERAL PROVISIONS

A. Vehicle Registration Fee Revenues

The Expenditure Plan is fiscally constrained to the total funding expected to be available for the 30-year Expenditure Plan. Prop X establishes a \$10 vehicle registration fee dedicated to transportation improvements that show a benefit or relationship to those paying the fee. The fee shall be continued for the period of implementation of the Expenditure Plan and its updates.

Revenues are estimated over the 30-year period of the Expenditure Plan at approximately \$145.5 million (escalated dollars or year of expenditure (YOE) dollars), or approximately \$4.85 million annually.

B. Restriction of Funds

Attachment 2

SB 83 Additional Vehicle Registration Fee – DRAFT Expenditure Plan (Updated – May 4, 2010)

Vehicle registration fee revenues shall be spent on capital projects rather than to fund operations and maintenance of existing transportation services, unless otherwise explicitly specified in the Expenditure Plan. In accordance with enabling legislation and adopted principles, vehicle registration fee revenues generated pursuant to this plan shall be subject to the following restrictions:

i. No Substitution

Vehicle registration fee revenues shall be used to supplement and under no circumstance replace existing revenues used for transportation purposes. Proceeds from the sale or liquidation of capital assets funded with vehicle registration fee revenues shall be returned to the Authority (in proportion to the contribution of vehicle registration fee revenues to the total original cost of the asset), for re-allocation to eligible expenses within the categories from which funds were expended for the original investment.

ii. No Expenditures Outside San Francisco

No vehicle registration fee revenues shall be spent outside the limits of the City and County of San Francisco, except for projects that demonstrate there will be a quantifiable benefit to the City and County's transportation program from the expenditure of funds beyond the City and County line. Should transportation projects or services contemplated in the plan require the participation of multiple counties for any phase of project development or implementation, the Authority shall work cooperatively with the affected county or counties to ensure successful project implementation.

C. Administration by the San Francisco County Transportation Authority

The San Francisco County Transportation Authority, which currently serves as the Congestion Management Agency for the City and County of San Francisco shall allocate, administer and oversee the expenditure of the vehicle registration fee revenues.

D. Environmental Review

Environmental reporting, review and approval procedures as provided for under the National Environmental Policy Act (NEPA), and/or the California Environmental Quality Act (CEQA), and other applicable laws shall be carried out as a prerequisite to the implementation of any project to be funded partially or entirely with vehicle registration fee revenues.

E. Eligible Recipients of Funds

Public agencies are eligible to receive allocations of vehicle registration fee revenues.

F. Severability of Expenditure Plan Projects and Programs

All projects and programs included in the Expenditure Plan and included in the related Benefit-Relationship Finding are severable from the Expenditure Plan. If any individual project or program is deemed ineligible to receive vehicle registration fee revenues, it may be severed from the Expenditure Plan, and its share of the revenues would be reprogrammed to eligible projects and programs according to the Expenditure Plan category distribution formula.

3. PLAN SUMMARY

Attachment 2

SB 83 Additional Vehicle Registration Fee – DRAFT Expenditure Plan (Updated – May 4, 2010)

This Expenditure Plan identifies eligible expenditures for three programmatic categories. Programmatic categories are set up to address allocation of funds to multi-year programs for a given purpose, such as the maintenance of local streets and roads, for which not all specific project locations can be anticipated or identified at the time of adoption of the Expenditure Plan. Over the life of the Expenditure Plan, the percentage allocation of vehicle registration fee revenues to each category is as follows: Street Reconstruction and Repair – 50%, Pedestrian Circulation and Safety – 25%, and Transit Reliability and Mobility Improvements – 25%.

A. STREET RECONSTRUCTION AND REPAIR

Reconstruction and repair of city streets to prevent deterioration of the roadway system, based on an industry-standard pavement management system designed to inform cost effective roadway maintenance. Priority given to streets located on San Francisco's bicycle network and to projects that include complete streets elements such as curb ramps, bicycle infrastructure, pedestrian improvements, and traffic calming. Includes design and construction. Total Revenues: \$72.8 million.

B. PEDESTRIAN CIRCULATION AND SAFETY

Improvements to the safety and usability of city streets for pedestrians. Priority given to projects that shorten crossing distances, minimize conflicts with other modes, and reduce pedestrian hazards. May include crosswalk improvements, sidewalk widening and bulbouts, sidewalk repair, repair or upgrade of stairways connecting to transit stops, pedestrian countdown signals, pedestrian lighting, and traffic calming. Includes design and construction. Total Revenues: \$36.4 million.

C. TRANSIT RELIABILITY AND MOBILITY IMPROVEMENTS

Improvements that promote transportation system connectivity, reliability, and accessibility. Priority given to projects on corridors with high transit ridership and those that support proposed rapid transit. May include transit station and stop improvements, transit stop consolidation and relocation, transit signal priority, traffic signal upgrades, travel information improvements, wayfinding signs, innovative parking management pilots and projects, and transportation demand management. Includes design and construction. Total Revenues: \$36.4 million.

4. BENEFIT-RELATIONSHIP FINDING

- Benefit/relationship finding specifically on list of projects and programs (required)

5. CONSISTENCY WITH REGIONAL TRANSPORTATION PLAN

- Statement of consistency with Regional Transportation Plan (required)

6. IMPLEMENTATION PROVISIONS

Prior to allocation of any vehicle registration fee funds, the Authority shall prepare, in close consultation with all other affected planning and implementation agencies, a Strategic Plan for the use of the vehicle registration fee revenues, for review and adoption by the Authority Board. The Strategic Plan shall include a detailed 5-year prioritized program of projects to be funded from each of the Expenditure Plan categories. The program goals shall be consistent with the Countywide Transportation Plan and with the City's General Plan.

Attachment 2
SB 83 Additional Vehicle Registration Fee – DRAFT Expenditure Plan
(Updated – May 4, 2010)

The Strategic Plan's 5-year prioritized program of projects shall, at a minimum, address the following factors:

- A. Project readiness, including schedule for completion of environmental and design phases; well-documented preliminary cost estimates, and documented community support as appropriate. Priority shall be given to projects that can implement the funded phase(s) within twelve months of allocation.
- B. Compatibility with existing and planned land uses, and with adopted standards for urban design and for the provision of pedestrian amenities; and supportiveness of planned growth in transit-friendly housing, employment and services.
- C. A prioritization mechanism to rank projects within each category, addressing, for each proposed project:
 - Relative level of need or urgency
 - Cost Effectiveness
 - Leveraging of other funds
 - A fair geographic distribution that takes into account the various needs of San Francisco's neighborhoods.
- D. Funding plan, including sources other than the vehicle registration fee.

The Authority shall conduct appropriate public outreach to ensure an inclusive planning process for the development of the Strategic Plan, as well as general plan referral or referral to any City Department or Commission as required.

The Authority and project sponsors shall also identify appropriate performance measures, milestone targets, and a timeline for achieving them, to ensure that progress is made in meeting the goals and objectives of the program. These performance measures shall be consistent with the Authority's Congestion Management Program requirements.

As part of the Strategic Plan development process, the Authority shall adopt, issue, and update detailed guidelines for the development of programs of projects, as well as for the development of project scopes, schedules and budgets.

7. EXPENDITURE PLAN UPDATE PROCESS

The Authority Board may adopt an updated Expenditure Plan anytime after 15 years from the initial receipt of vehicle registration fee revenues, but no later than the last general election in which the Expenditure Plan is in effect. Adoption of the updated Expenditure Plan shall require a 2/3 vote of the Authority Board.

Attachment 2
SB 83 Additional Vehicle Registration Fee – DRAFT Expenditure Plan
(Updated – May 4, 2010)

Attachment 1: SB 83 Citizens Advisory Subcommittee and Stakeholder Advisory Panel Rosters

Citizens Advisory Committee

Jul Lynn Parsons, Chair*
Peter Tannen, Vice Chair*
Brian Larkin
Jacqueline Sachs*
Wendy Tran
Michael Ma
Chris Jones
Robert Switzer*
Glenn Davis
Fran Martin
Rosie West

*Denotes member of the CAC SB 83 Subcommittee

Stakeholder Advisory Panel

Gillian Gillett
Jim Haas
John Holtzclaw
Jim Lazarus
Gabriel Metcalf
Jeremy Pollack
Andy Thornley