



AGENDA

DOWNTOWN CONGESTION PRICING STUDY

Policy Advisory Committee

Meeting Notice

Date: 6:00 pm - 8:30 pm, Thursday, November 21, 2019

Location: Transportation Authority Hearing Room

1455 Market Street, 22nd Floor, San Francisco

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2. Study Purpose and Background (25 min)	12
3. Role of the PAC (5 min)	32
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6. Activity: Meet Fellow PAC Members (10 min)	52
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8. Activity: Editing the Engagement Plan (30 min)	
9. Next Steps (5 min)	66
10. Q&A with public feedback (10 min)	
11. Adjournment	

Next Meeting: Thursday, December 12, 2019

Additional Information

The Hearing Room at the Transportation Authority is wheelchair accessible. To request sign language interpreters, readers, large print agendas or other accommodations, please contact the Clerk of the Board at (415) 522-4800. Requests made at least 48 hours in advance of the meeting will help to ensure availability. Attendees at all public meetings are reminded that other attendees may be sensitive to various chemical-based products.

The nearest accessible BART station is Civic Center (Market/Grove/Hyde Streets). Accessible Muni Metro lines are the F, J, K, L, M, N, T (exit at Civic Center or Van Ness Stations). Muni bus lines also serving the area are the 5, 6, 7, 9, 19, 21, 47, and 49. For more information about Muni accessible services, call (415) 701-4485.

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**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

Downtown Congestion Pricing Policy Advisory Committee

The Policy Advisory Committee will advise the project team throughout the study. The committee consists of representatives from neighborhood groups, historically underserved communities, advocacy organizations, labor and business organizations, and groups that focus on the environment, equity, and health.

The committee includes representation from the following organizations:

1. A. Philip Randolph Institute
2. APA Family Support Services (invited)
3. Chinatown Community Development Center (invited)
4. Central City SRO (invited)
5. ClimatePlan
6. Commission on the Environment
7. Council of District Merchants Associations
8. Hayes Valley Neighborhood Association (invited)
9. El Centro
10. Greenlining
11. Human Rights Commission
12. La Raza Centro Legal, Transit Justice Coalition
13. MEDA (invited)
14. PODER (invited)
15. Potrero Boosters Association
16. SF Chamber
17. SF Giants (invited)
18. SF Labor Council
19. SF Travel (invited)
20. SOMCAN (invited)
21. SPUR (invited)
22. San Francisco Bicycle Coalition
23. San Francisco County Transportation Authority Citizens Advisory Committee
24. San Francisco Transit Riders
25. Senior and Disability Action (invited)
26. South Beach | Rincon | Mission Bay Neighborhood Association
27. Taxi Task Force
28. TransForm
29. UCSF Mission Bay
30. Uber
31. Union Square BID
32. Vietnamese Youth Development Center
33. WalkSF
34. West of Twin Peaks Central Council (invited)
35. Young Community Developers

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Policy Advisory Committee



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November 21, 2019 **5**

Introductions



Lead Agency

- **San Francisco County Transportation Authority**

Lead Consultant

- Nelson\Nygaard

Partner Agencies

- City and County of SF
- San Francisco Municipal Transportation Agency
- Metropolitan Transportation Commission

Introductions



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Reflex Design Collective

Community-Based
Design consultants



San Francisco County Transportation Authority



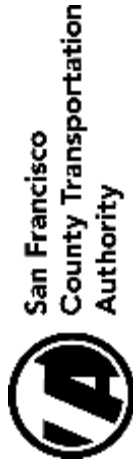
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Civic Edge Consulting



Agenda

1. Welcome and Introductions
2. Study Purpose & Background
3. Role of the PAC
4. Q&A with Public Feedback
5. PAC Governance Protocol
6. Activity: Meet Fellow PAC Members
7. Community Engagement Approach
8. Activity: Editing the Engagement Plan
9. Next Steps
10. Q&A with Public Comment



Introduce PAC Members



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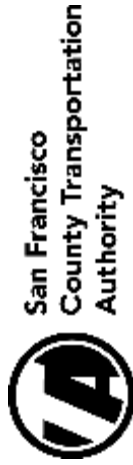
Public Feedback

Thank you for coming!

Please write any comments or questions on the comment cards provided

Cards will be collected throughout meeting and addressed

We will read all comments



Public Feedback

Be ready for “down time”:

PAC meeting format will include small group discussion and workshop activities

Other forms of information and

feedback: Survey, handout, comment cards, new website

Materials provided 72 hours ahead of meeting (guided by Brown Act)



Purpose & Background of this Initiative

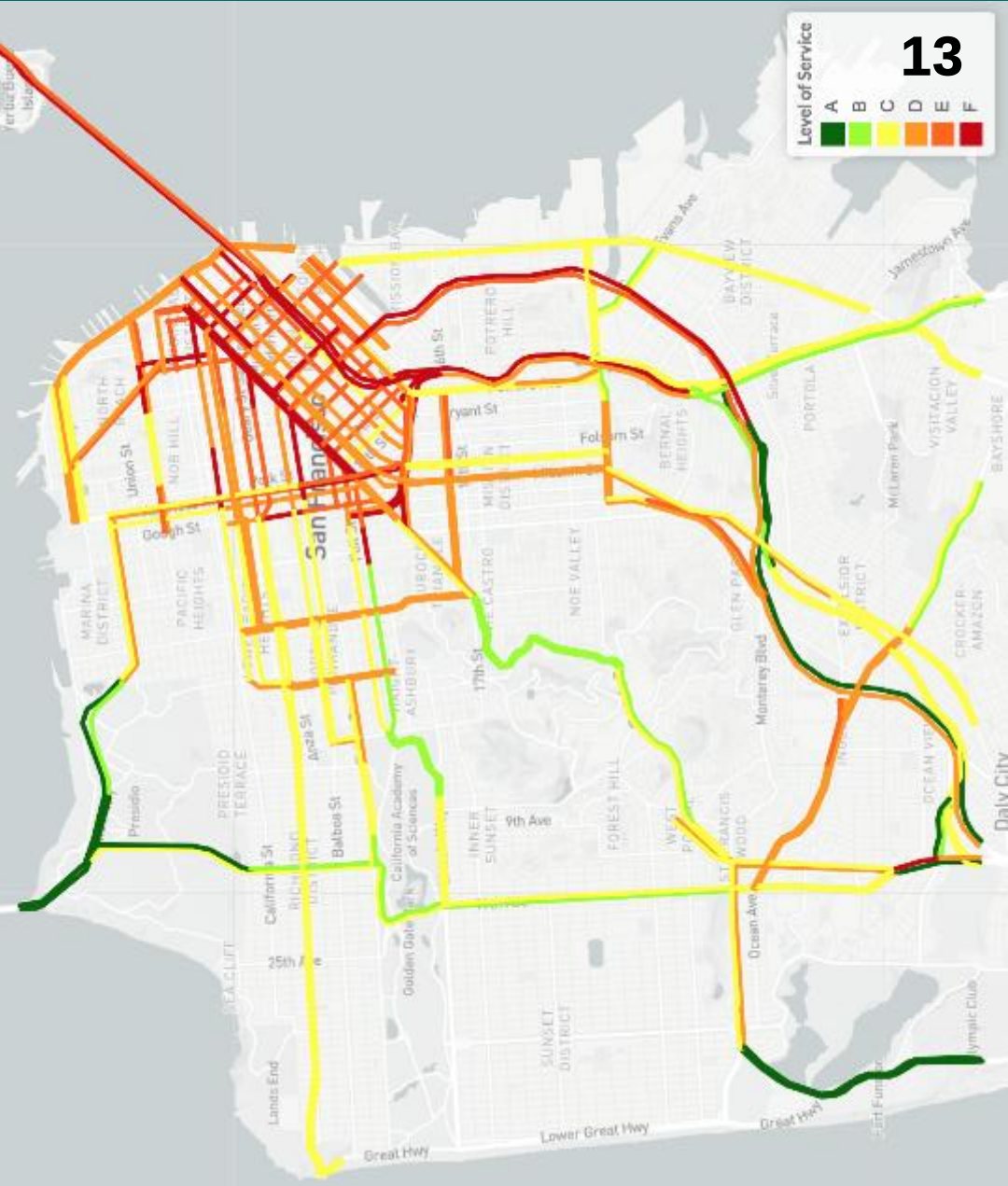


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Congestion downtown continues to increase



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Level of Service
A B C D E F

What are we already doing?





Pricing is the Last Tool in the Toolbox

- National VMT Fee Pilot Program (proposed)
- CA Road User Charge Pilot
- Express Lanes
- Congestion Pricing
- Ultra-Low Emissions Zone
- New Mobility Taxes and Fees



Initiatives reflect multiple rationales...

Pricing as a User Fee

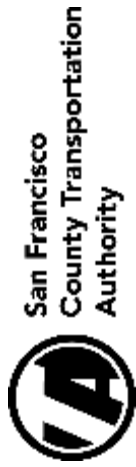


Photo by Money



Photo by Spot Angels



Pricing as a Management Tool

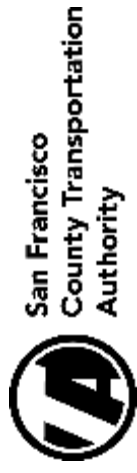


Photo by SFMTA Photography Department



Photo by 680 SB Express Lane



Photo by SFCTA/ Treasure Island Mobility Management Agency



Photo by BART/SFCTA

Pricing as Impact Mitigation

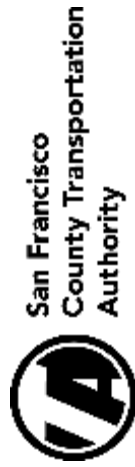


Photo by Arnold Clark Vehicle Management

Is BC's Carbon Tax Fair?
An Impact Analysis for Different Income Levels

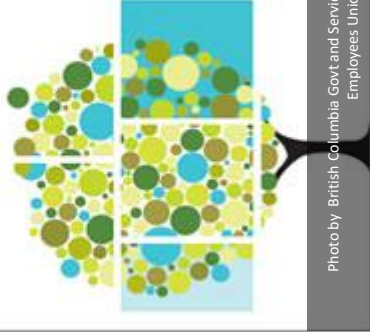


Photo by British Columbia Govt and Service Employees Union



Eno Brief

July 2018

Taxing New Mobility Services: What's Right? What's Next?

So Jung Kim and Robert Puentes

Congestion pricing around the world



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- CITIES WITH EXISTING PRICING SYSTEMS
- CITIES CONSIDERING PRICING
- CITIES IMPLEMENTING PRICING



Congestion pricing around the world



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- CITIES WITH EXISTING PRICING SYSTEMS
- CITIES CONSIDERING PRICING
- CITIES IMPLEMENTING PRICING

Congestion pricing around the world



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- CITIES WITH EXISTING PRICING SYSTEMS
- CITIES CONSIDERING PRICING
- CITIES IMPLEMENTING PRICING

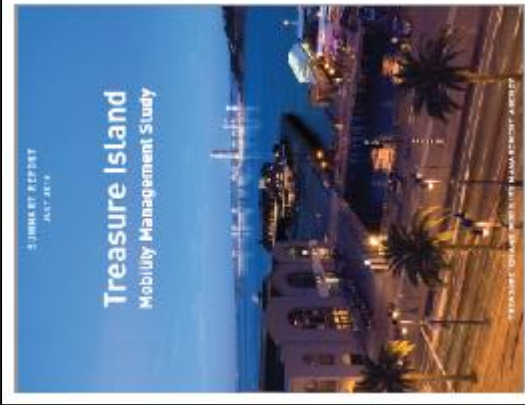
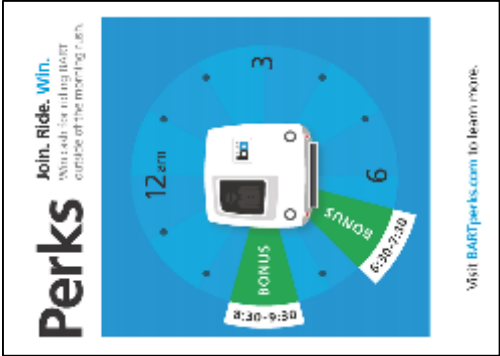
CA, Bay Area & SF Studies



San Francisco Mobility, Access, and Pricing Study



SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY
PRESENTED TO THE AUTHORITY BOARD, DECEMBER 2010

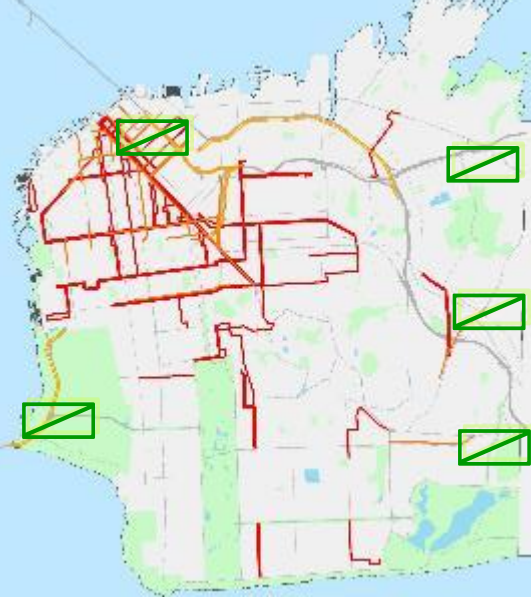


2010 SF Study

What scenarios would be feasible and effective?

What improvements should be part of the package?

What are the potential benefits and impacts?



2010 Key Issues



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Stakeholders raised questions about:

Costs to low-income travelers

Effects on businesses

Transit system capacity

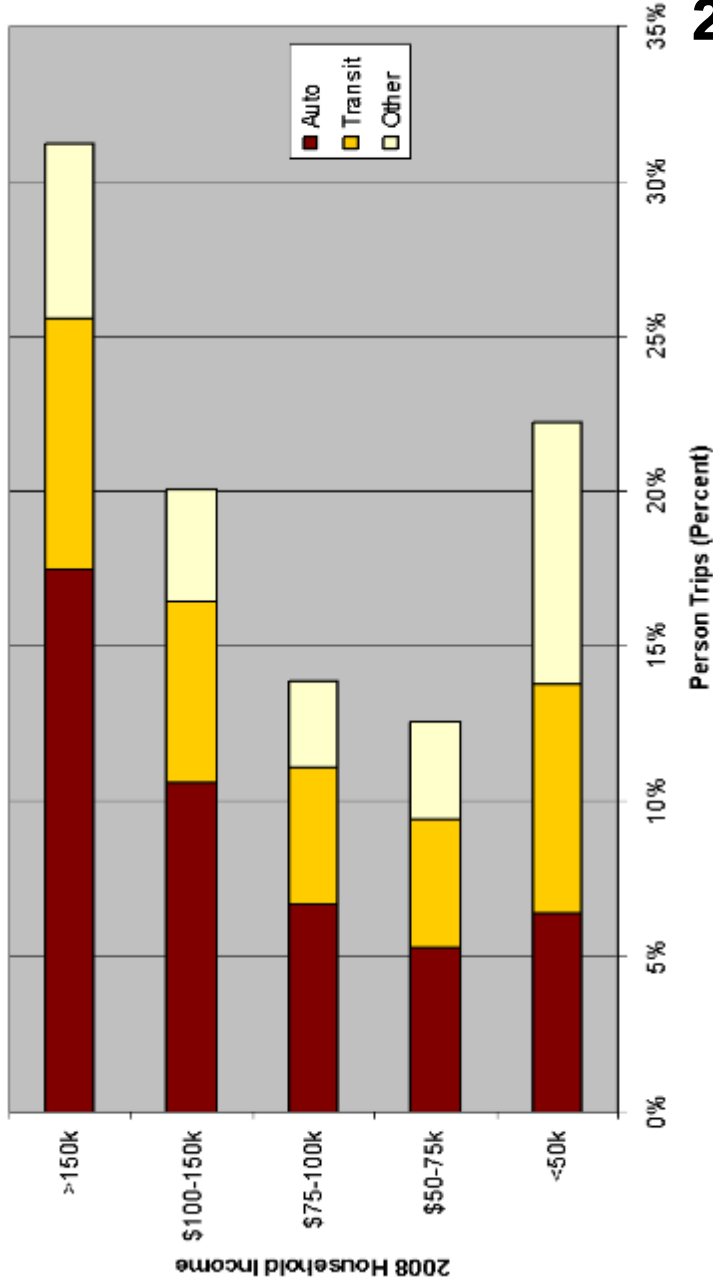
Parking & traffic diversions



Income of downtown travelers by mode, 2008

Travel to Focus Area by Mode & Income
Group

(PM Peak Period)



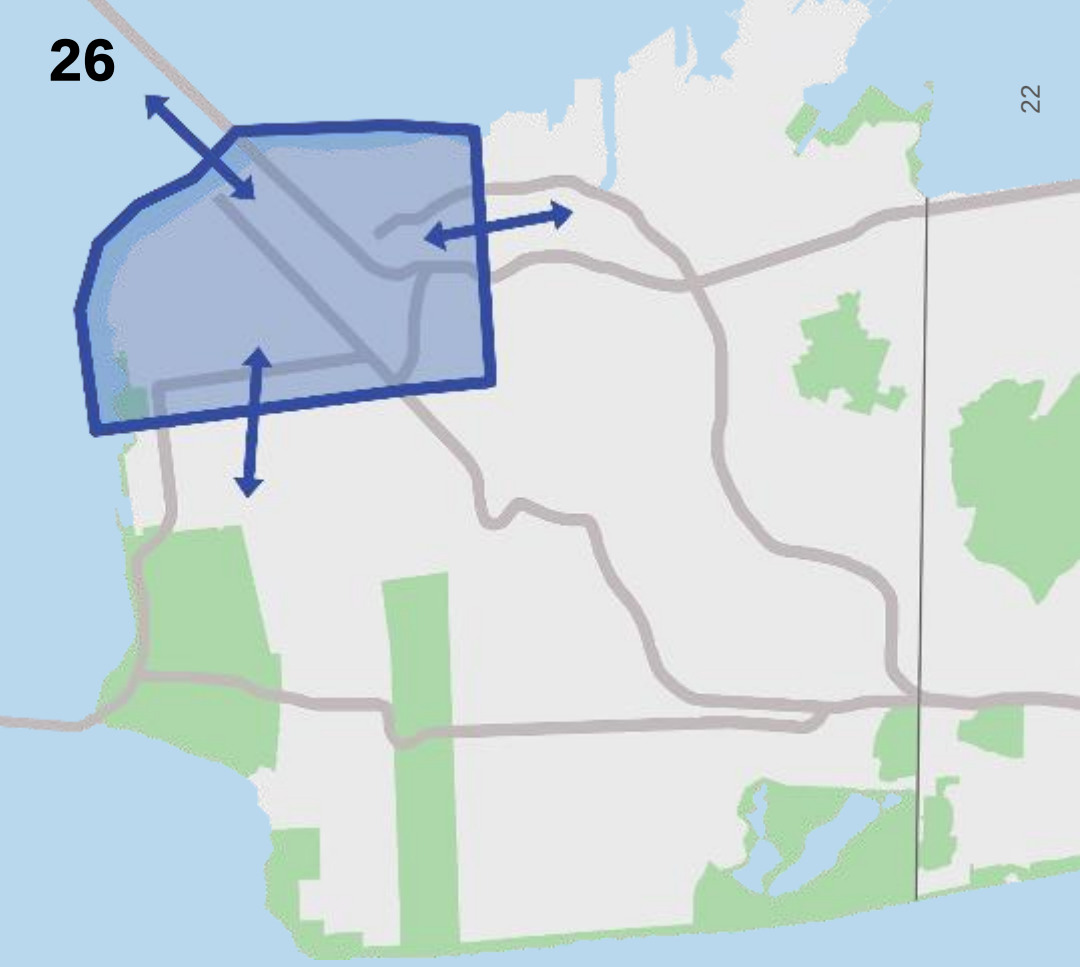
Northeast Cordon

Proposed program:

Toll to cross cordon during peak

Discounts & subsidies

Multimodal investment program



2010 RECOMMENDATION

Northeast Cordon

Benefits:

12% fewer peak period auto trips

21% reduction in vehicle delay

20% – 25% transit speed improvements

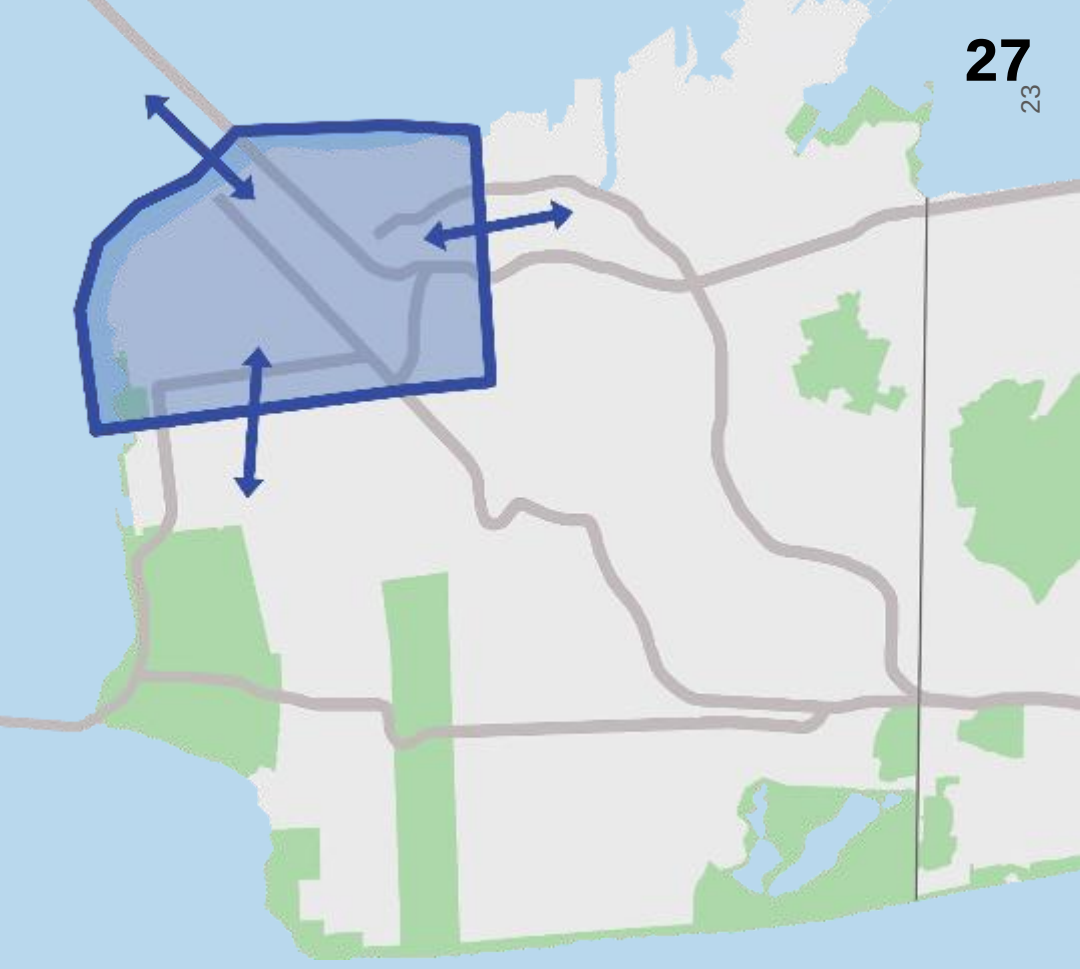
16% reduction in Northeast Cordon GHGs

12% reduction in pedestrian collisions

Business effects broadly neutral



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2010 Investment Program



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2008

Faster, more frequent transit

Street repaving

Traffic calming

Ped & bike improvements

Streetscape enhancements

Parking management & enforcement

TDM programs



What's Different Since 2010



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More growth and congestion

TNCs (Uber, Lyft)

**Even more focus on equity
and affordability**

Opportunity for incentives



Now: New Congestion Pricing Study

New stakeholder conversations

New equity study

Technology advances

Updated analysis and new recommendations



DOWNTOWN CONGESTION PRICING STUDY PROJECT WORKFLOW



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Role of the PAC



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PAC's Role

Help define program and policy design, e.g.,

- Goals and objectives to guide policy design
- Input on program features, use of funds
- Evaluation and refinement of policy options

Advise on community outreach approach and liaise with stakeholders

- Examples: Overall strategy, messaging, feedback from their constituents

Advise decision makers on recommendations

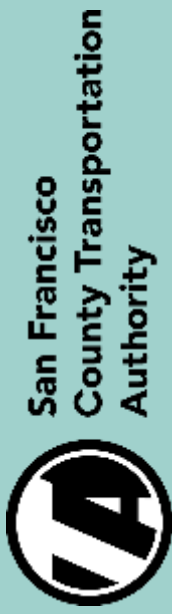
- Vote on final recommendation for presentation at Transportation Authority Board

Today's Focus:

PAC's Role

1. **PAC Governance Protocol:** How will we work together to make decisions?
2. **Engagement Plan:** Your Feedback

Questions?



Community Agreements



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Community Agreements

1. Make space, take space
2. Stories stay, lessons leave
3. Speak from “I”, think from “we”
4. Assume good intentions
5. No one knows everything,
together we know a lot

San Francisco has many issues around equity, transportation is one of them.

How can we build a more equitable, accessible city?



Reflections and Introductions

1. Draw the 4x4 on a sheet of paper
2. Write down some reflections in each section that address the prompts
3. Introduce yourself to 3 people in the room and explain your diagram

What skills / experiences do you bring to the table?

What do you hope will come of this study?

What do you fear will come of this study?

What barriers might you have to participation? E.g. blind-spots, personal responsibilities, biases, who you are beholden to

How we work together



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Decision

Making

Process

PAC has significant influence on several key decisions in the Study

Goal: Lift up diverse expertise

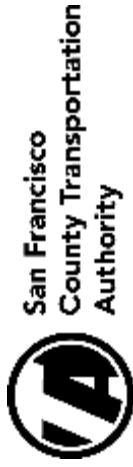
Goal: Respond to different levels of agreement

- “I am completely on board”
- “I feel okay about this”
- “I don’t have a stake in this” or “My conclusions are mixed”
- “I have reservations about some of this”
- “I am strongly opposed”

Goal: Be able to move through key decisions efficiently and with clarity about the decision.

- Avoid: Frustration, slowness of consensus
- Avoid: Lack of clarity that can come without consensus (Did we make a decision? What was it? What was the next step?)

Decision Making Process



For major decisions:

1. Facilitators introduce item, how PAC input will be used
2. Clarifying questions
3. PAC discusses item (time limited)
4. At end of time allotment, all PAC members indicate their level of agreement

1 = I have serious concerns with this item moving forward as is

2 = I don't like the item but don't feel that it is important enough to discuss

3 = I am neutral about the item

4 = I like the item

5 = I am highly supportive of the item

Decision Making Process

5. Any low scores (e.g. 1 or 2) will have space for written comment on what they would want to change to make it a higher(e.g. 4-5)agreement score
6. If the average vote is below a 3, facilitators will identify next steps to improve the item at hand
7. Members can also choose to “flag” the item instead of voting (see below)

Decision Making Process

Accountability to Equity:

For any item a member can “flag” it if they feel that it poses a risk to effectiveness in reach our objectives, or impacts on stakeholders

Example: Harmful to social equity and shouldn't happen, and therefore requires serious consideration before moving forward on implementation.

Decision Making Process

1. Individual voices concern publicly or privately
2. Group discussion
3. Facilitators share next steps:
 - 1-1 conversation with individual
 - Internal team to come up with an alternative solution. Coordinate with individual remotely.
 - Share updates in next meeting
 - i. Group votes 1-5 to indicate agreement: Is this good enough to move on now?
 - ii. If there is disagreement, we will allot a limited amount of time (e.g. 10 minutes) to further discussion.

Applying the Process



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Clarifying Questions



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Discussion



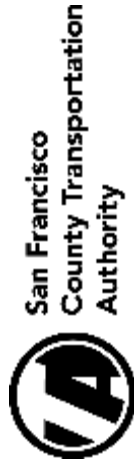
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Agreement Levels



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Step 4: Agreement Levels



Indicate your level of agreement to the question:
The PAC should adopt the proposed decision making model

- 1** = I have serious concerns with this moving forward as is (write concerns your comment card)
- 2** = I don't like this but don't feel that it is important enough to discuss (write concerns your comment card)
- 3** = I am neutral about this
- 4** = I like this
- 5** = I am highly supportive of this

Steps 5 – 7

5. Any 1 or 2 scores- write on comment card what would make it a 4-5 agreement score
6. If the average vote is below a 3: identify next steps to improve the item at hand
7. Members can also choose to “flag” the item instead of voting: privately on your card, or publicly

Activity: Meet Fellow PAC Members



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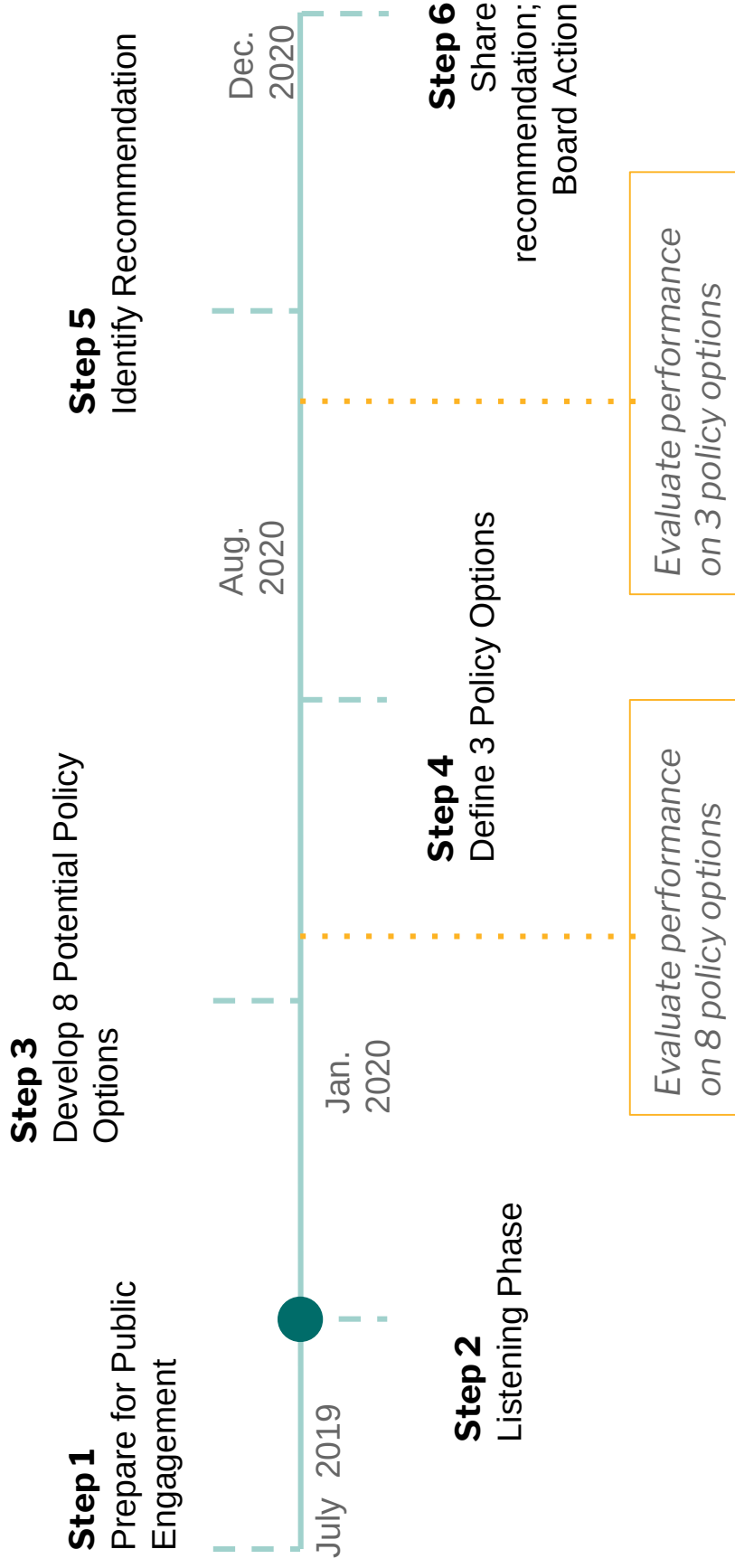
Community Engagement: Our Approach



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Community Engagement Timeline



What can participation look like?

Harder, Burford & Hoover, 2013

Learning as one

Learning together

Learning from

Learning about

Neglect

Denigration



What can participation look like?

Harder, Burford & Hoover, 2013

Learning as one

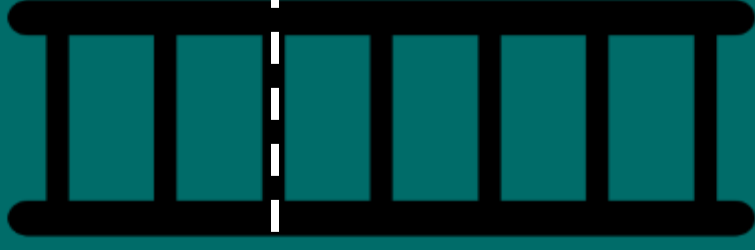
Learning together

Learning from

Learning about

Neglect

Denigration



Co-Creation Process

- + Build direct partnership as often as possible to **design with, not for, those most affected**
- + Address barriers to engagement
- + Co-create the process and the outcome

Learning as one

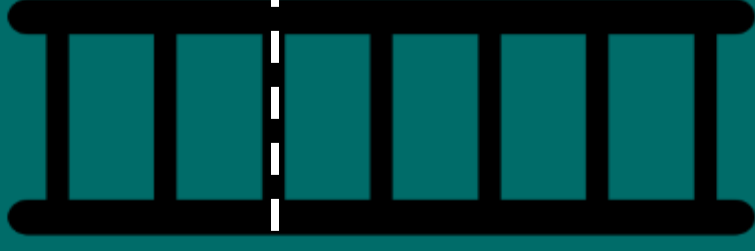
Learning together

Learning from

Learning about

Neglect

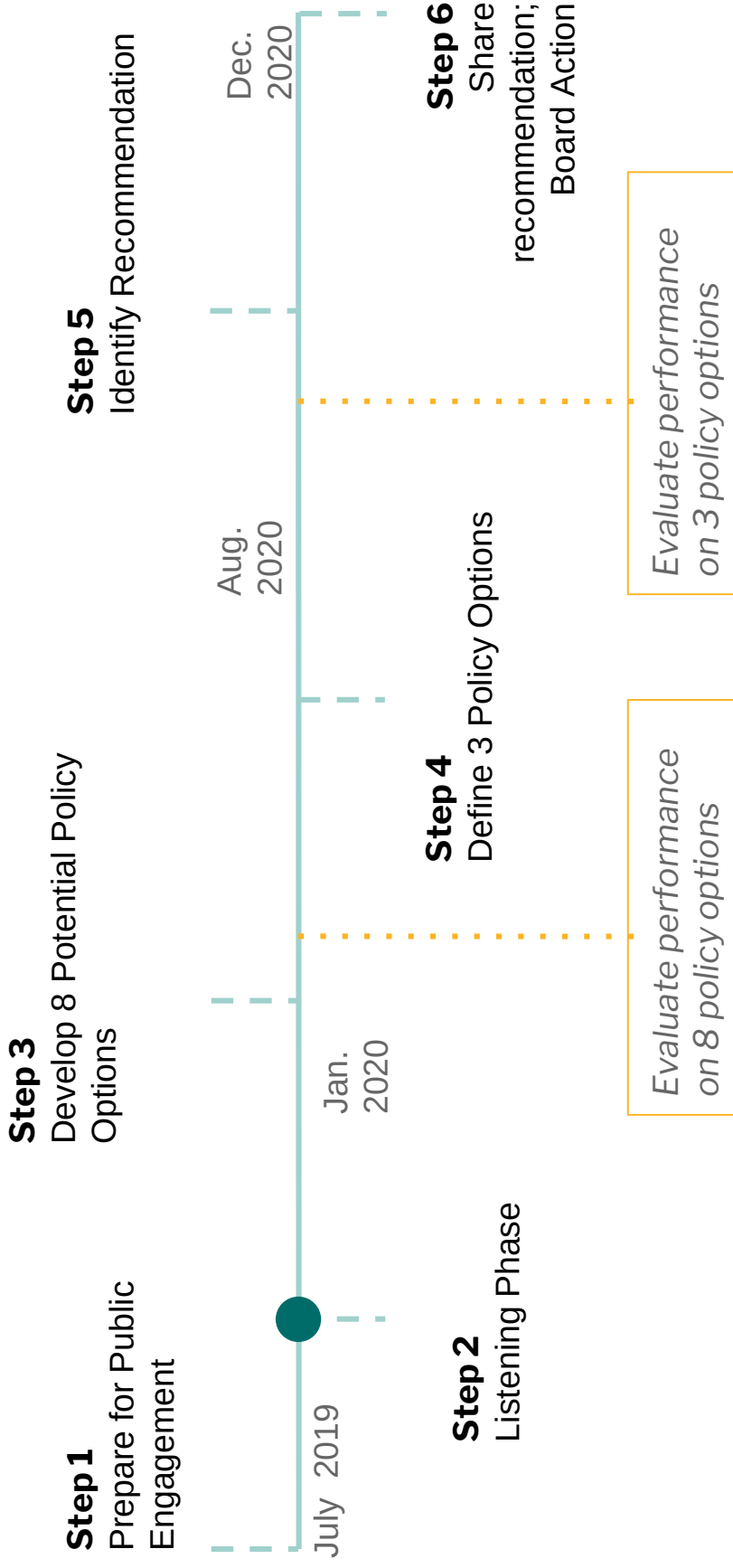
Denigration



Key Engagement Tools

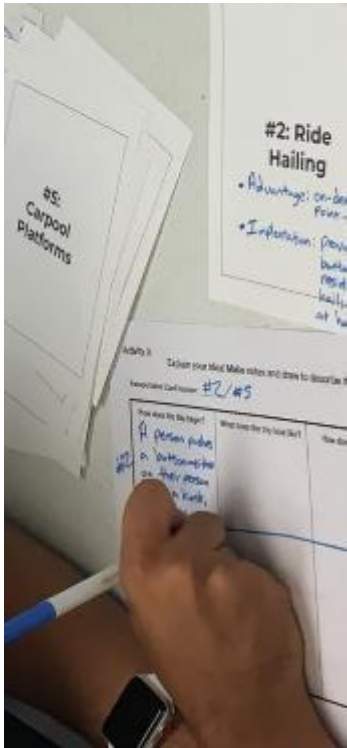
- 1:1 listening sessions
- Co-creation workshops
- Pop-up events
- **Digital engagement:** website, social media, e-newsletters
- **Surveys:** Online and in-person
- **Presentations to community groups**
- **Educational materials**

Community Engagement Timeline



Interpretation & Accessibility

- **Key languages:** English, Spanish, Cantonese, Filipino, with ASL and other languages upon request
- **Accessible meeting spaces**
- **Meeting people where they're at**





Your Input: Community Engagement Plan



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Community Engagement Plan

*Using the governance process (if
adopted)*

1. Take a minute to review the plan
2. Q&A
3. Discussion

Community Engagement Plan

Step 4: Indicate your level of agreement to the statement: *The community engagement should continue following this plan.*

- 1** = I have serious concerns with the item moving forward as is (write concerns your comment card)
- 2** = I don't like this but don't feel that it is important enough to discuss (write concerns your comment card)
- 3** = I am neutral about the item
- 4** = I like the item
- 5** = I am highly supportive of the item

Community Engagement Plan

5. Any 1 or 2 scores- write on comment card what would make it a 4-5 agreement score
6. If the average vote is below a 3: identify next steps to improve the item at hand
7. Members can also choose to “flag” the item instead of voting: privately on your card, or publically

Next Steps

1. Now: Incorporate ideas, feedback gathered today
2. Now: Begin planning co-creation workshops
3. December: PAC #2: Thursday, December 12th 6-8pm
 - a. Share findings from 1-1 outreach
 - i. Your thoughts, additions
 - b. PAC consultation on:
 - i. Goals and Objectives of policy
 - ii. Existing Conditions
 - iii. Communications Materials
 - iv. Co-Creation Workshop Materials
4. January: First round of co-creation workshops

Thank you!

Julia.Kong@reflexdc.com

Brooke@reflexdc.com

Rachel.Hiatt@sfcta.org



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DOWNTOWN CONGESTION PRICING STUDY PROJECT WORKFLOW

2019

JUL - SEPT

OCT - DEC

2020

JAN - MAR

APR - JUN

JUL - SEP

OCT - DEC

STEP
1

Developing the goals, engaging the community

Stakeholder Engagement Plan, messaging research
PAC and TAC formation
Begin initial engagement activities
Begin GOPN and Briefing Papers
Begin ECA and TAP

STEP
2

Continue data gathering from community and quantitative data sources

Program Development Plan
Initial engagement activities completed
GOPN completed pending outreach confirmation
ECA completed pending outreach confirmation
Develop TAP for screening and alternatives analysis steps
Briefing papers completed

STEP
3

Define scenarios, screening analysis

Co-creation workshops and public outreach: scenario development and GOPN & ECA confirmation
GOPN, ECA finalized
Scenario development
TAP to evaluate scenarios
Begin scenario testing

STEP
4

Refine and narrow alternatives

Initial alternatives testing completed
Cost & revenue estimates for screening scenarios
Co-creation workshops to refine and narrow alternatives
Develop refined alternatives

STEP
5

Alternatives analysis and selection

Model analysis of refined alternatives
Cost & revenue estimates for alternatives
Public outreach on refined alternatives to inform recommendation
Select recommended alternative

STEP
6

Recommendations, next steps and final report

Refine cost & revenue estimates for recommended alternative
Implementation Plan development
Final report
Board presentation

ECA - Existing Conditions Analysis
GOPN - Goals & Objectives, Purpose & Need
PAC - Policy Advisory Committee
TAC - Technical Advisory Committee
TAP - Technical Analysis Plan

ASSUMPTIONS:

1. Outreach and engagement occurs throughout the project period
2. PAC and TAC meetings occur throughout project period
3. This workflow diagram reflects the major steps of the project occurring each quarter
4. This workflow does not reflect all project deliverables
5. Steps happening within a given quarter are largely co-dependent

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Downtown Congestion Pricing

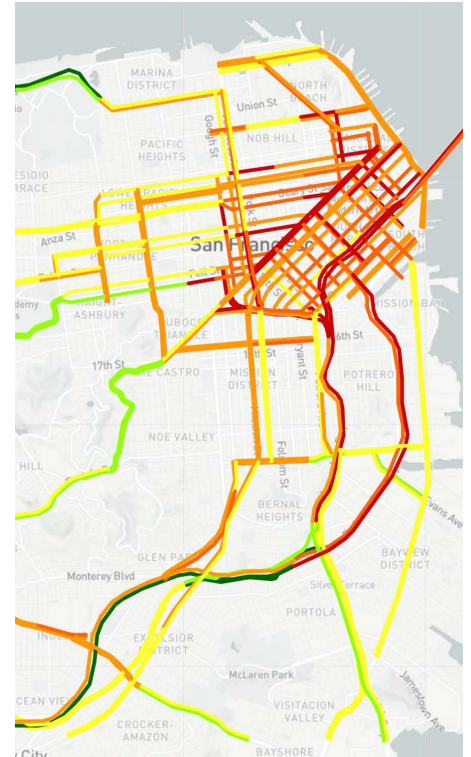
Traffic Congestion is Getting Worse

Congestion in San Francisco has reached record levels. A rising population and job growth—combined with a growing presence of ride-hail vehicles—has resulted in clogged streets, particularly downtown and in SoMa.

San Francisco has done a lot of work to reduce congestion: from adding transit-only lanes to our streets, to implementing street safety measures that make it easier to walk and bike, to taxing ride-hail trips to support transit, walking, and biking.

While these efforts are helping, they are not enough.

Without action, gridlock is projected to get worse: Between now and 2040, the city is expected to add another 200,000 new residents and 150,000 new jobs.



Downtown Congestion Pricing

The Transportation Authority is exploring how a fee to drive into downtown/ SoMa during busy hours could keep traffic moving while making our transportation system safer and more equitable.

The best practice is to combine the fee with discounts, subsidies, and incentives to make the system fair and encourage the use of sustainable transportation modes like transit, walking, and biking.

We will assess additional benefits such as whether downtown congestion pricing could make Muni faster and more reliable, reduce greenhouse gas emissions, and generate revenue for transit and pedestrian, bicycle, and street improvements.

Timeline and Status

Through the end of 2020, we will be working with community members and technical experts to understand what an effective and equitable downtown congestion pricing program could look like. If San Francisco decides to implement congestion pricing, the city will need to obtain state legislative approval and conduct further planning.

Contact Us

**San Francisco County
Transportation Authority**

1455 Market Street, 22nd Floor
San Francisco, CA 94103

Project Manager:

Colin Dentel-Post, Senior Planner

Email the project team at

congestion-pricing@sfta.org

Sign up for email updates or get more information at sfta.org/downtown

continued on other side »



Making Sure Pricing Programs are Fair

One question we often hear about about congestion pricing is whether we can make the system fair.

Inequities have long been ingrained in our transportation system. Vulnerable communities — including low-income households, people of color, and people who are disadvantaged due to ability, age, or other factors — have long borne the brunt of negative transportation impacts while paying a proportionally larger share of their income to get where they need to go (2019 TransForm report “Pricing Roads, Advancing Equity,” transformca.org).

We’re looking at congestion pricing to flip this dynamic by prioritizing public transit and addressing the unequal burdens of climate change on low income and historically underinvested communities. In addition to using pricing revenue to pay for sustainable transportation modes, we can develop programs that specifically help disadvantaged travelers.

A few examples include:

Targeted Re-Investment of Fees: Prioritize revenue from congestion fees for services and improvements benefitting low-income travelers and affected neighborhoods such as increased bus service, lighting, and safer streets.

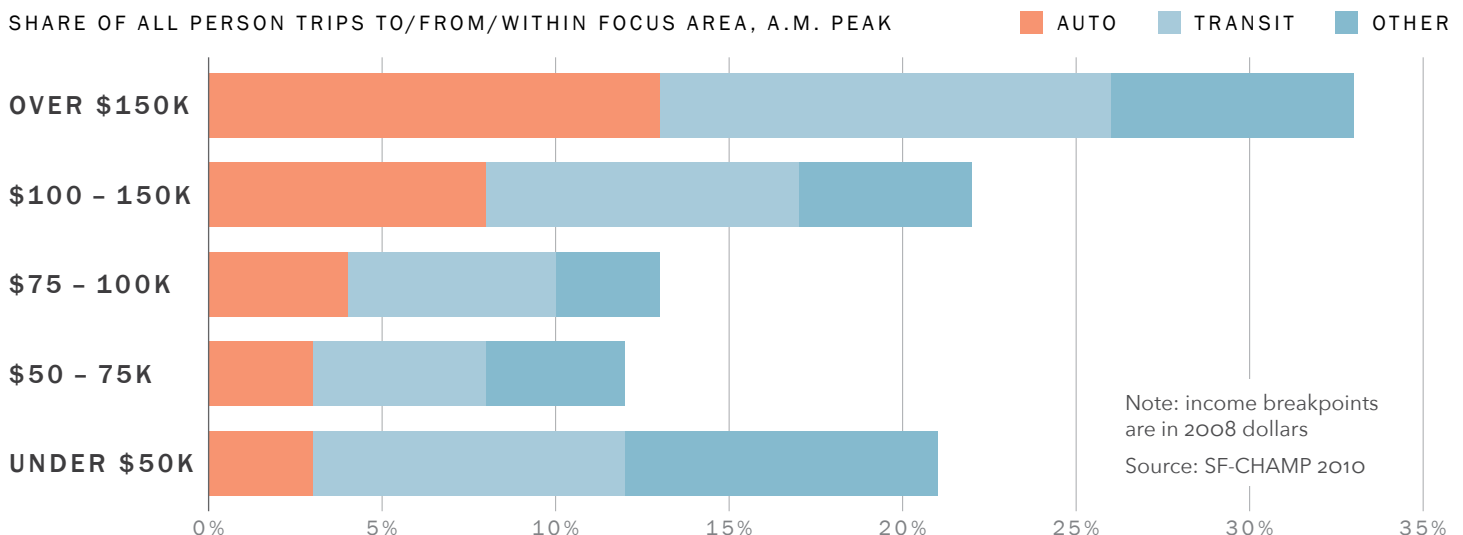
Subsidies: People with low incomes receive a subsidy to offset the costs of a pricing system.

Discounts: People with low incomes pay a discounted rate.

Incentives: People with low incomes accrue credits after taking a certain number of trips on transit, and can use those credits to pay for pricing fees, transit, or other transportation costs.

If done well,
transportation pricing
can make San Francisco’s
transportation system
more equitable.

The majority of people with high incomes traveling into downtown at peak hours drive, while most people with lower incomes take transit, walk, or bike





Downtown Congestion Pricing Policy Advisory Committee Role and In-Meeting Governance Protocol

Policy Advisory Committee Roles:

Below is a description of key roles the Policy Advisory Committee may play in the six sessions.

Consult on Policy Design

- Consulting: Goals and Objectives to guide policy design
- Consulting: Policy evaluation metrics / indicators
- Consulting: Evaluation and refinement of co-designed policy solutions
- Prioritization: Help prioritize findings from public outreach
 - List of major concerns
 - List of community priorities/visions for success
 - List of preferred features for policy prototypes
 - List of final funding priorities (i.e. where congestion pricing funding goes), for consideration by other stakeholders

Consult on Community Outreach Approach

- Overall strategy
- Messaging: Overall framing, 1 pagers, FAQ page, etc.
- Who is involved and how
- Timing of outreach
- Co-creation materials (e.g. worksheets, briefing booklets, etc.)
- Share feedback / thoughts from their constituents

Advise decision makers on final recommendation

- Vote on final recommendation for presentation at Transportation Authority Board
- Individual PAC members can present directly to board if desired

PAC Governance Protocol:

PAC has significant influence on several key decisions in the Study, including the items articulated above. To be able to move through key decisions efficiently and with clarity, while giving space for a spectrum of agreement levels, the following in-meeting governance process is proposed.

This proposed process will be used in major decisions, e.g. Goals and Objectives of the Study.

Decision Making Process

1. Facilitators introduce item, how PAC input will be used
2. Clarifying Questions
3. PAC discusses item (time limited)
4. At end of time allotment, all PAC members indicate their level of agreement



- 1 = I have serious concerns with this item moving forward as is
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5. Any 1 or 2 scores will have space for written comment on what they would want to change make it a 4-5 agreement score.
6. If the average vote is below a 3, facilitators will identify next steps to improve the item at hand
7. Members can also choose to "flag" the item instead of voting (see below)

Accountability to Equity:

For any item (e.g. outreach approach) brought up in meetings, a member can "flag" the item if they feel that it poses a risk to social equity. This will automatically initiate a discussion and steps to resolve the concern.

When to use this: If a member flags an item, this means that they think the item is harmful to social equity and shouldn't happen, and therefore requires serious consideration before moving forward on implementation.

Equity Flag Process:

1. Individual who flags an item (e.g. "I am flagging this for equity concerns") can choose to share with the group what their concerns are, and if they have any potential solutions to address this concern. If the individual wants to flag the item but has privacy concerns, they can alert a facilitator with the notice and the process will skip to step three.
2. Group discusses concerns and potential solutions
3. Facilitators share next steps
 1. 1-1 conversation and work with whomever flagged the item to better understand the concern and develop a solution to address this concern
 2. Consult with TA staff and other project stakeholders as necessary (e.g. Consultant Team, TAC) to come up with an alternative solution that we can run by the individual via email or a call.
 3. Bring updates back to group in next meeting with reasoning around a new change or lack of change
 4. Group votes 1-5 to indicate agreement: Is this good enough to move on now? If there is disagreement, we will allot a limited amount of time (e.g. 10 minutes) to further discussion.



**San Francisco
County Transportation
Authority**

1455 Market Street, 22ND Floor, San Francisco, California 94103 415-522-4800 info@sfcta.org www.sfcta.org

One-on-One Listening Sessions

The project team is holding one-on-one interviews with members of the community during fall and winter 2019.

Complete

Nicole Bohn

Director of the Mayor's Office on Disability

Dion-Jay (DJ) Brookter

Executive Director of Young Community Developers (YCD)

Eric Chan

Community Organizer for SF Transit Riders and Asian Pacific Environmental Network (APEN)

Tyra Fennell

Founding director of Imprint.City
Board member of SPUR

Alexandra Goldman

Senior Community Organizing and Planning Manager at Tenderloin Neighborhood Development Corporation

Matthew Goudeau

Director, San Francisco Grants for the Arts

Miriam (Mir) Green

Owner of Wicked Grounds Kink Cafe and Boutique
Community leader in the LGBTQ and Leather District within SoMa

Christina Olague

Lead of El Centro Bayview - Mission Neighborhood Centers

Peter Papadopoulos

Land Use Policy Analyst at MEDA

Jason Serafino-Agar



Founder of My Bike Skills

Staff of SOMCAN - South of Market Community Action Network
Community advocacy group in SoMa

Amy Farah Weiss

Community Organizer

Co-Founder of the St. Francis Homelessness Challenge

Karin Flood

Executive Director, Union Square BID

Sherry Williams

Executive Director of One Treasure Island

Eddy Zheng

Former Executive Director at the Community Youth Center of San Francisco

Former board member of Chinatown Community Development Center

Azja Ragasa

Student at San Francisco State University

Organizer for the Pistahan Parade and Festival

Jason Porth

Executive Director, San Francisco State University

Also: Caitlin Steele and Nick Kordesch, SFSU Office of Sustainability

Chhavi Sahni

Interim Executive Director, Golden Gate Restaurant Association

Scheduled/to be scheduled

Joe D'Alessandro

President and CEO, SF Travel

Vincent Boudreau

President, City College of San Francisco

Kevin Carroll



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Executive Director, Hotel Council of San Francisco

Michon Coleman

Regional Vice President, San Francisco Hospital Association

Regina Dick-Endrizzi

Executive Director, Small Business Commission

David J. Fike

President, Golden Gate University

Rodney Fong

President and CEO, San Francisco Chamber of Commerce

Marc Intermaggio

Exec. Vice President, Building Owners & Managers Association

Nick Josefowitz

Director Policy, SPUR

Brian Kingston

CEO, Forest City/Brookfield Properties

Michael Pappas

Executive Director, San Francisco Interfaith Council

Raymond Ridder

VP of Communications, Golden State Warriors

Randall Scott

Executive Director, Fisherman's Wharf CBD

Staci Slaughter

Exec. Vice President, San Francisco Giants

Alex Tourk

Consultant, SF.Citi

Francesca Vega

Vice Chancellor, UCSF

Jim Wunderman

President and CEO, Bay Area Council