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April 28-May 1, 2019

**GREATER PORTLAND LEADERSHIP**  
**Bay Area Best Practices Trip**

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## Introduction

For over thirty years, Greater Portland's civic leaders have been traveling together to other cities and regions seeking tools to improve outcomes in our place. Over the decades, these trips have evolved to be more intentional, effective, and inclusive. Now, as our region finds itself in transition --at a crossroads, some would say-- it's more important than ever that we invest as a learning community in increasing our capacity for addressing the various challenges we face, including housing affordability and a homelessness crisis, congestion and transit investments, disaster preparedness, and deepening inequality.

This spring, we'll journey together to the San Francisco Bay Area for a three-day deep-dive into policies & best practices exploring what's working and what's not there, asking their leaders what they wished they'd known 20 years ago, and discovering which tools they can share to help Portland grow smarter.

**The research question for our trip is this: how do you grow in a managed way while ensuring equity in your city and region?**

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## Sponsors



## Planning Committee & Advisors

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**Marc Jolin**

A Home for Everyone (Joint Office of Homeless Services)

**Ian Galloway**

Federal Reserve Bank of San Francisco

**Dwayne Johnson**

Globe Three Ventures

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## Study Tour Logistics

Need help? Contact your logistics team.

Name	Cell	Email
<b>Randy Miller</b>	503-757-7755	djohnson@melvinmark.com
<b>Sarah Iannarone</b>	503-975-0240	ss.iannarone@gmail.com
<b>Deborah Johnson</b>		
<b>Sally Bachman</b>	650-714-4412	sarahbach@coastside.net
<b>James Alexander</b>	541-530-0982	Alexanderjpdx@gmail.com

### Arriving and Getting Around in Oakland

The Oakland Marriott City Center is easily accessible by public transportation and we encourage you to use the system as part of the learning experience.

- ❑ From San Francisco International Airport: **BART Yellow Line** to 12th Street / Oakland City Center (\$10)
- ❑ From Oakland International Airport: **BART Beige Line** to Coliseum Station; transfer to BART Orange Line to 12th Street / Oakland City Center (\$8.65)
- ❑ We will be using [Ford GoBikes](#) and [LI.ME e-scooters](#) during our mobility tour on Weds 5/1, please install the mobile app on your phones. If you can't join the tour, perhaps take a ride anyway!

### Hotel + Meals

**Oakland Marriott City Center, 1001 Broadway, Oakland, CA 94607, (510) 451-4000**

Oakland Marriott City Center will be our home base for this best practices trip. Our activities at the Marriott will take place in the Skyline Room of on the 21st floor unless otherwise noted.

Full breakfast and lunch are provided Monday 4/29 through Wednesday 5/1. There will also be three evening receptions, each with a drink ticket and assorted hors-d'oeuvres.

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## Packing for study tours

We're planning to spend plenty of time seeing the Bay Area outside a motor coach or conference room. Come rain or shine, we'll be traveling on foot and by public transit (and for some of us even e-bike or scooter). Please dress for comfort and flexibility. For the most part, business casual is sufficient wardrobe for the Bay Area. Remember to layer, wear comfortable walking shoes, apply sunscreen, and safeguard personal belongings throughout the trip.

Temperatures should hover between 50 - 75° F (the area has a temperate marine climate and enjoys mild weather year-round). Morning and evening fog sometimes rolls in but rarely persists. [This week's forecast is gorgeous!](#)

## Itinerary updates + communicating with each other

Find the most up-to-date itinerary about the trip online: <http://tinyurl.com/PDX2BAY19>  
You can join our Greater Portland Best Practices Trip Study Channel at ...

**Privacy notice:** Please ask people for their permission before posting images or other info about them online. (Not everyone wants their private information publicly shared.) We will have stickers available for you to attach to your nametag if you want to **opt-out** of being included in social media posts, photos, or other public communications about our study trip.

## Post-study tour debrief (your feedback is important!)

There will be an informal reception a few weeks following the trip where we'll gather to debrief, reflect, and discuss takeaways. We're also asking participants to complete a brief post-study tour evaluation... so make sure you take good notes throughout!

## DAY ONE Sunday 4/28: Arrival + Kickoff

Time	Event	Presenter/Speaker	Location
3:00 pm	Arrival & Check-ins		Oakland Marriott City Center, 1001 Broadway, Oakland, CA 94607   (510) 451-4000
4:00-5:30	<b><u>WALKING TOUR</u> Active Transportation, Community Capacity Building, and Anti-displacement in Oakland's Greater Downtown, China Town &amp; Jack London Square</b>	<b>Oakland WOBO (Walk Oakland, Bike Oakland)</b>  <b>Chris Hwang</b> Executive Director	Depart from lobby, Oakland Marriott City Center
5:30-6:30	<b><u>WELCOME RECEPTION &amp; ORIENTATION</u></b> Generous hors d'oeuvres served + 1 drink ticket (no-host bar available)  5:30-6:15  6:15-6:20 Sarah-- itinerary, slack, dress code for Monday  6:20-6:25 Ben-- Intro to <a href="http://Bridgeline.com">Bridgeline.com</a>  6:25-6:30 Randy-- Intro to Kim-Mai Cutler		Oakland Marriott City Center, Skyline Room (21st Floor)
6:30-7:30	<b><u>KEYNOTE SPEAKER</u></b> <b>Public Policy, Housing &amp; Equity in the Bay Area</b>  Here's a <a href="#">great article</a> by Kim-Mai to get you excited for her keynote!	<b>Kim-Mai Cutler</b> Partner, Initialized Journalist, TechCrunch, etc.  <a href="#">[SLIDES PDF]</a>	Oakland Marriott City Center, Skyline Room (21st Floor)
<p>Free time-- enjoy your evening! Not sure where to go for dinner? Here's a <a href="#">list of 10 Black-owned Restaurants in Oakland</a> to get you started.</p>			

## DAY TWO Monday 4/29: Oakland

Time	Event	Presenter/Speaker	Location
7:00-8:00 am	<b>Breakfast &amp; Facilitated Debrief</b>		Oakland Marriott City Center, Skyline Room (21st Floor)
8:00-9:00	<p><b><u>MORNING PLENARY</u> Bay Area Regional Economic &amp; Policy Overview</b></p> <p><u>News</u> about Bay Area Council Economic Institute Report on homelessness released April 2019; whole document [<a href="#">PDF</a>]</p>	<p><b>Micah Weinberg</b> CEO, California Forward (fmr President, Bay Area Council Economic Institute)</p> <p>[<a href="#">SLIDES PDF</a>]</p>	Oakland Marriott City Center, Skyline Room (21st Floor)
9:00-9:45	<b><u>CONVERSATION w/ BRIDGE Housing: Translating Affordable Housing Policies between Greater Portland &amp; the Bay Area</u></b>	<b>BRIDGE Housing Team:</b> <b>Kurt Creager</b> , Executive Vice-President Development, Pacific Northwest and <b>Brad Wiblin</b> and <b>Mitch Crispell</b> , San Francisco Office	Oakland Marriott City Center, Skyline Room (21st Floor)
9:45	<b>Coffee break</b>		
10:00-11:30	<b><u>PANEL DISCUSSION</u> The Kaiser Permanente Case Study-- Creative Partnerships for Addressing Homelessness "Health Beyond Housing"</b>	<p><b>MODERATOR:</b> <b>Angela Jenkins</b> Director of Strategic Partnerships, Kaiser Permanente,</p> <p><b>Charise A. Fong</b> Chief Operating Officer, East Bay Asian Local Development Corporation (EBALDC)</p> <p><b>Jamie Almanza</b> Executive Director, Bay Area Services</p> <p><b>Carol Wilkins, M.P.P</b> Partnerships Best Practices Consultant</p>	Oakland Marriott City Center, Skyline Room (21st Floor)

12:00-1:00	<b><u>TRAVEL ON YOUR OWN</u></b> Walk to 12th Street / Oakland City Center BART Station; board ORANGE LINE (Warm Springs/South Fremont) to Fruitvale Station	[MAP]	NOTE: Train departs every fifteen minutes; pre-paid BART tickets included in your trip
1:00--2:00	<b>Buffet Lunch</b>	<u>"The Town Kitchen" (Social Enterprise)</u>	Fruitvale-San Antonio Transit Village Senior Center, 3301 E 12th St, Oakland, 94601
1:30-2:00	<b><u>LUNCHEON SPEAKERS</u></b> <b>Community and Economic Development for Progress in Social Equity</b>	<b>Jose Corona</b> Director of Equity & Strategic Partnerships, City of Oakland Mayor's Office  <b>Marisa Raya</b> Special Projects in Economic and Workforce Development, City of Oakland	Fruitvale-San Antonio Transit Village Senior Center, 3301 E 12th St, Oakland, CA 94601
2:00-3:45	<b><u>MOBILE WORKSHOP</u></b> <b>Transit-oriented development (TOD), Economic Development &amp; Anti-displacement-- BART Fruitvale Station &amp; International Boulevard BRT</b>	<b>MODERATOR:</b> <b>Chris Iglesias</b> Executive Director, The Unity Council  <b>Jennifer Easton,</b> Public Art Manager, BART  <b>John Protopappas,</b> Madison Park Financial  <b>Robert Raburn, Ph.D.</b> BART Board of Directors	Includes discussion followed by walking tour.  (Please be prepared to carry your belongings on the walking tour.)
3:45	Board BART from Fruitvale Station to 12th St/Oakland City Center	[MAP] Exit the BART Station toward 13th St, head southwest on Broadway toward 14th St	NOTE: trains depart 3:44, 3:59, 4:14
4:30-5:30	<b><u>PRESENTATION</u></b> <b>A New Vision for Oakland's Streets: The Creation of OakDOT and their plans for the future</b>	<b>Ryan Russo</b> Director, Oakland Department of Transportation  [SLIDES]	OakDOT Offices, 250 Frank Ogawa Plaza, Oakland, CA
6:00-7:30	<b>Reception</b> Hip rooftop venue, gourmet tapas, full	15 minute walk	<u>The Overlook at the Port Workspaces</u>



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	hosted bar		344 20th St, Oakland, CA 94612
7:00- 9:00	<b><u>MOVIE SCREENING &amp; DISCUSSION</u> <i>Fruitvale Station (2013)</i></b>	Light snacks served	The Overlook at the Port Workspaces

## DAY 3 Tuesday 4/30: San Mateo County/ Silicon Valley

Time	Event	Presenter/Speaker	Location
7:00-8:30 am	<b>Breakfast &amp; Facilitated Debrief</b>		Oakland Marriott City Center, Skyline Room 21st Floor
8:30-9:30	<b><u>MORNING PLENARY</u> Creative Partnerships &amp; Collaborative Governance for Regional Resilience</b>	<b>Allison Brooks</b> , Executive Director, Bay Area Regional Collaborative  <a href="#">[SLIDES PDF]</a>	Oakland Marriott City Center, Skyline Room 21st Floor
9:30-10:00	Board charter buses; depart for South Bay		
10:00-11:45	<b><u>Charter Bus Tour</u> San Mateo County and El Camino "Grand Boulevard" Case Study</b>		
12:00-	<b>BOXED LUNCH</b>		
12:30-1:45	<b>LUNCHEON &amp; EXPERT PANEL: What's Happening in Silicon Valley-- Housing, Transportation &amp; Economic Development</b>	<b>MODERATOR: Rosanne Foust</b> , President, San Mateo County Economic Development Association  <b>Jim Hartnett</b> , CEO/General Manager, Caltrain, San Mateo County Transit District, San Mateo County Transportation Authority, and Grand Boulevard Task Force  <b>Carole Groom</b> , President, San Mateo County Board of Supervisors  <b>Diane Papan</b> , Mayor, City of San Mateo  <b>Ray Mueller</b> , Mayor, City of Menlo Park	San Mateo City Hall Chambers (330 W 20th Ave, San Mateo, CA 94403)
1:45-3:00	Board charter buses; return to Oakland		

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3:15-4:15	<b>SPEAKER: Real Estate &amp; Economic Development in the Bay Area</b>	<b>Mike Covarrubias</b> Co-Chair CASA (The Committee to House the Bay Area); TMG Partners	Oakland Marriott City Center, Skyline Room (21st Floor)
4:30-5:30	<b>SPEAKER: Managing for regional growth-- BART, SPUR &amp; Measure RR (2016); SB50, AB293</b>	<b>Grace Crunican</b> General Manager, BART; Board of Directors, San Francisco Bay Area Planning and Urban Research Association (SPUR)  <a href="#">[SLIDES PDF]</a>	Oakland Marriott City Center, Skyline Room (21st Floor)  (Special thanks to <b>Val Menotti</b> , Chief Planning and Development Officer, BART, for his guidance in developing this session and the Fruitvale Station itinerary for our group.)
5:30-7:00	<b>HOSTED HAPPY HOUR (Sponsored by Portland Diamond Project)</b>	<b>Craig Cheek</b> , Portland Diamond Project (15 min)	Oakland Marriott City Center, Skyline Room (21st Floor)

## DAY 4 Wednesday 5/1: San Francisco (+ some fun)

Time	Event	Presenter/Speaker	Location
7:00-8:30 am	Breakfast (no debrief)		Oakland Marriott City Center, Skyline Room (21st Floor)
7:30-8:30	<b>BREAKFAST CONVERSATION: The Rise of Pro-Housing Politics in The East Bay (and Parallels in Portland?)</b>	<b>Ernest Brown</b> , East Bay for Everyone	Oakland Marriott City Center, Skyline Room (21st Floor)
8:30-9:00	Commute to San Francisco by BART (12th Street / Oakland City Center to Powell St Station via Yellow Line or Red Line)		
9:00-10:00	<b>Walk through SoMa</b>  (20 min, leisurely pace--please wear comfortable footwear)	Exit BART exit to Market street by going up the exit to the left and rear side in relation to the direction of the train at the Muni level. Walk left/NE on Market facing the Mall, to 4th, then turn right immediately on 4th, continuing to Bluxome for 0.8 miles, then turn right on Bluxome after crossing it. 61 is on the same block, on the left.	[Central SoMa Plan Area <a href="#">MAP</a> ]  <a href="#">Central SoMa Plan</a>
10:00-11:00	<b>Morning Plenary: Effective Partnerships for Regional Investment and Growth</b>	<b>John Grubb</b> , COO, Bay Area Council President	Bluxome Center, 61 Bluxome St, San Francisco, CA 94107
11:00-11:30	Coffee break		
11:30-12:30	<b>CASE STUDY: Innovative Partnerships in the Central SoMa Plan (and its discontents)--</b> planning a district for	<b>Lisa Fisher</b> (or team) San Francisco Planning Department, Citywide Division  <b>Ken Dupee</b>	Bluxome Center

	affordability, restorative urban design, and community benefits	TMG Partners (Project Partners)  <a href="#">[SLIDES PDF]</a>  <b>Laura Foote</b> YIMBY Action	
12:30-1:30	<b>LUNCH &amp; FACILITATED DEBRIEF SESSION</b>		
1:30 - 2:30	Travel to Oakland via BART or Ferry	(details forthcoming)	
2:30-4:30	<b>LIGHT INDIVIDUAL MOBILITY TOURS</b> (E-Bike & E-Scooter)  We'll be riding Ford Go E-Bikes around Oakland and E-Scooters around Lake Merritt-- it's going to be a lot of fun!  <i>(Space is limited to 35 people, please register in advance.)</i>	<b>Ahmed Ali Bob</b> City of Oakland Department of Transportation  <b>Tom Holub</b> Totally Doable Consulting & Community Mobility Advocate	Depart from lobby, Oakland Marriott City Center
	BREAK (on your own)		
5:30-6:30	TRANSIT to Oracle Park via BART & MUNI  Or  San Francisco Bay Ferry		12th Street / Oakland City Center Station to Embarcadero Station; transfer to MUNI N-line to King & 2nd or walk 1.2 mi to the ballpark  Or  Oakland Terminal to Oracle Park Terminal
6:45	<b>BASEBALL GAME</b> Los Angeles Dodgers at San Francisco Giants	(FREE but tickets are limited: please reserve yours in advance)	Oracle Park

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## Expert Presenters

(in order of appearance)



**Chris Hwang** is the chair of the Board of Directors of Walk or Bike Oakland <https://wobo.org/>. Chris works as the Director of Data and Evaluation at the Oakland Promise. Her professional work spans more than 20+ years in public health, education and workforce development. WOBO gives Chris opportunities to advocate for change to make Oakland a healthier place to live. Chris served as the Chair of the City of Oakland Bicycle and Pedestrian Advisory Committee from 2011 to 2014 and served as a Commissioner on the Bicyclist and Pedestrian Advisory Commission until 2017. Chris is actively involved in the Lake Merritt BART Station Area planning process, Oakland Urban Paths and Oaklavia.



**Kim-Mai Cutler** is a partner at Initialized Capital, an early-stage venture fund with about \$500 million under management. The firm is an early investor in Coinbase, Cruise, Flexport among other companies. Previously, Cutler was a technology and financial journalist who worked for TechCrunch, Bloomberg and The Wall Street Journal, where she wrote about the intersection of public policy issues in the Bay Area and the technology industry. A third generation Bay Area native, she started writing long-form about urban planning and housing issues back in 2014 on top of business coverage. She is a Berkeley graduate who has lived on every side of the Bay except for Marin County.



**Dr. Micah Weinberg** is currently CEO of California Forward. This statewide bipartisan organization works to build shared prosperity for Californians in all of our regions and to improve our state government's performance and accountability to its people. Previously, Dr. Weinberg was President of the Bay Area Council Economic Institute, the leading think tank focused on the most critical economic and policy issues facing the nine-county Silicon Valley/San Francisco region, as well as a Senior Fellow at New America. His writing has appeared in diverse outlets from the New York Times to Policy Studies Journal, and he has appeared on Fox News and NPR. He serves on the

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boards or advisory committees of the California Stewardship Network, homelessness services agency Hamilton Families, Rise Together Bay Area, a project focused on reducing poverty in the region, as well as Covered California for Small Business and the Greater Bay Area Redwood Area of the American Cancer Society.



**Kurt Creager** joined BRIDGE Housing as Executive Vice President in October 2018, to oversee BRIDGE's growing real estate development activity in Washington State. Mr. Creager has more than 30 years of leadership experience in community development and finance in both the public and private sectors. As Director of the Portland Housing Bureau, he managed an annual budget of \$215 million, a pipeline of 3,000 affordable dwellings and a portfolio of 14,000 rent-regulated apartments citywide. Previously, he served as Director of Housing & Community Development for Otak, a Portland-based architecture and engineering firm with offices in Redmond, WA. His engagements there included Seattle Workforce Housing Best Practices for the Seattle City Council and the East Corridor Equitable Housing Development Strategy for the Puget Sound Regional Council. Mr. Creager serves on the board of the Housing & Development Law Institute in Washington, DC, and has received numerous regional and national awards for his work.



**Angela Jenkins** currently serves as the Director of Strategic Initiatives for Kaiser Permanente's Northern California Region. In this role, Angela is responsible for the region's Community Health Strategy, an effort designed to leverage all of Kaiser Permanente's unique assets to improve community health. Previously, Angela worked as the Director of Public Affairs for Kaiser Permanente's East Bay Area and the director of Community Benefit (CB) Programs for Kaiser Permanente's Northern California Region. She was accountable for strategy and oversight related to Kaiser Permanente's Community Benefit Funded Programs.. Angela also provided direct oversight for the region's high school and college internship programs (KP LAUNCH) and was responsible for implementing the region's workforce investment strategy. Before working for the Northern California Region, Angela worked in Kaiser Permanente's East Bay Area for seven years as the Community Benefit manager, leading the service area's community investment and engagement

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strategy which focused on improving community health and protecting Kaiser Permanente's not-for-profit status. She also led community benefit and government relations functions in the Napa-Solano and Diablo areas for five years. Angela's professional experience before working for Kaiser Permanente includes time spent serving as a representative for a county supervisor in Solano County and a California State Assembly Member, a case manager for adolescent parents, and a counselor at a women's correctional facility located in northern California. Angela grew up in Tucson, Arizona, graduating with a BS in Justice Studies from Arizona State University. She obtained her graduate degree from California State University, Sacramento earning an MS in Public Policy and Administration.



**Charise Fong** has deep experience with people-based strategies and cross-sector collaborations. She has been part of the EBALDC team for twelve years. As Chief Operating Officer, Charise directly oversees Property Management, Commercial Real Estate, Neighborhood Collaborations, Neighborhood and Economic Development, Human Resources/Administration, and Impact Evaluation. She was a co-founder of the SparkPoint Oakland financial services collaborative. She is also one of the primary architects of EBALDC's Healthy Neighborhoods strategy, and currently oversees EBALDC's Healthy Neighborhoods collective impact initiatives in two neighborhoods in Oakland. Charise started her career as a litigation attorney in Los Angeles. She transitioned into the nonprofit sector to do civil rights and immigration policy advocacy and community organizing at CAA in San Francisco, and then served as Program Director at Mission Hiring Hall/South of Market Employment Center. Charise also currently serves on the Oakland Thrives Leadership Council whose focus is to guide a city and county wide collective impact initiative focused on health and wellbeing for Oakland and Alameda County. Charise holds a BA in history (with specialization in Economics) from the University of California, Los Angeles and a JD from the University of San Francisco School of Law.





**Jamie Almanza** is Executive Director of Bay Area Community Services. BACS provides behavioral health, housing, and aging services for teens, adults, older adults, and their families. Our programs span the Bay Area and focus on doing 'whatever it takes' to help individuals stay out of institutional care and stay connected to their communities.

Each year, BACS helps more than 7,500 people. For each of those people, BACS provides 'whatever it takes' to help them reach stability and wellness with mental health issues, find or keep housing, recover from an addiction, or re-enter the community after leaving prison/jail.

BACS programs are innovative, our methods are proven, and our outcomes show the measurable change BACS is making in communities across the Bay Area:

- This year, BACS saved taxpayers more than \$5.7 million by reducing hospitalization for 96% of our participants
- Since 1953, BACS has served more than 100,000 people
- This year, BACS' housing / homelessness programs reached 23% of all homeless adults in Oakland, with an 88% success rate in ending their homelessness



**Carol Wilkins, M.P.P.**, is an independent consultant working to develop and support the implementation of evidence-based policy solutions to end homelessness for people with complex health needs and vulnerabilities. Through research and technical assistance she works to increase the capacity of state and local governments and non-profit agencies to create integrated systems to provide housing opportunities linked to effective health care and supportive services. Prior to becoming an independent consultant, she was the Director of Intergovernmental Policy and Research with the Corporation for Supportive Housing. She also has experience working in state and local government, including the California Legislature's office of the Legislative Analyst and the Assembly Ways and Means Committee, as Deputy Mayor for Finance in San Francisco, and as Finance Director for the San Francisco Housing Authority.



**Jose Corona** is the Director of Equity and Strategic Partnerships under Oakland Mayor Libby Schaaf. Jose creates, coordinates, and facilitates public/private/philanthropic partnerships that foster equitable opportunities and benefits for the people of Oakland. Prior to this, Jose served as CEO of ICA/Fund Good Jobs for 10 years and led ICA/FGJ to becoming a nationally recognized, award-winning organization for its work on scaling small businesses and entrepreneurs as a way to create good jobs, especially for people with highest need. Jose is an Aspen Institute Quality Jobs Fellow. In 2017, Jose was voted by Planetizen as one of the Top 100 Most Influential Urbanists that have had the most influence on the places and environments that we call home. He serves on the Board of several organizations including ICA/Fund Good Jobs, BALLE and The Unity Council. He holds a Bachelor of Science degree from UC Davis, and Entrepreneur Management Development Certification from the UCLA Anderson School of Management.



**Marisa Raya** has worked with dozens of Bay Area cities on local and regional plans for urban development and climate change. As part of the region's sustainability framework, she created a program that requires local governments to address low income residential displacement resulting from investment in transit-oriented neighborhoods.

Marisa currently works for the City of Oakland in Economic and Workforce Development. She has a BA in Anthropology from Columbia University and an MS in Spatial Planning from the Royal Institute of Technology in Stockholm, Sweden.



**Chris Iglesias** is a visionary leader who has dedicated his career to executing a social equity agenda through innovative and strategic public-private partnerships. As the Chief Executive Officer (CEO) of The Unity Council (TUC), he leads one of East Oakland's most vital community assets—a 53-year-old social equity development organization devoted to improving the quality life for the residents of the largest Latino neighborhood in the Bay Area—Oakland's Fruitvale District—through a place-based economic and intergenerational equity agenda. As CEO, Iglesias is responsible for leading the organization's 300 dedicated staff and \$20 million annual budget, providing holistic support services to over 8,000 individuals and families, including high-quality early

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education, pioneering youth programming, robust senior citizen services and financial and career empowerment. In addition, he oversees \$125 million in assets, including the management of major affordable housing and community real estate like the Fruitvale Transit Village—a nationally recognized transit-oriented development project. Iglesias currently serves on the Job and Housing Coalition and SPUR Oakland Board, as well as on the Oakland Thrives Leadership Council.



**Robert Raburn, Ph.D.** BART Board Member Robert Raburn was elected to the BART Board of Directors on November 2, 2010. Director Raburn represents District 4, which includes most of Oakland, the city of Alameda, and part of San Leandro. It is one of the most diverse districts represented on the BART Board. In the 2018 election, he is running to serve another term. In 2016, Director Raburn successfully led BART’s efforts to pass Measure RR, a \$3.5 billion Green Bond backed by over 70% of voters in BART’s three core counties. Raburn led the East Bay Bicycle Coalition from 1992 to 2010 and his work led to the building of the bike path on the new Eastern Span of the Bay Bridge, and the removal of the “world’s shortest freeway” near Lake Merritt in Oakland. Raburn chaired Alameda County’s Measure B Citizens Watchdog Committee, ensuring Measure B transportation tax funds were spent as promised to the voters. He helped draft the Measure B expenditure plan that was approved by voters in 2000. Raburn has also helped lead other successful local and regional ballot measures, raising \$2.5 million in transportation funds for transit, pedestrian, and bicycle improvements along Fruitvale Avenue and helping to increase bicycle and pedestrian safety near various BART stations.



**Abby Thorne-Lyman** is Transit-Oriented Development Program Manager at Bay Area Rapid Transit (BART). Transit-oriented development (TOD) is a moderate to higher-density development, located within an easy walk of a major transit stop, generally with a mix of residential, employment and shopping opportunities designed for pedestrians without excluding the auto. BART’s TOD Program seeks to 1) Increase Riders – Thereby Reducing Air Quality, Energy, Congestion Impacts of Development 2) Create Physical Connections to Community 3) Create Services at Station – Reduce Auto Dependence 4) Create Development Opportunity – Infill, Mixed-Use 5) Address Housing Affordability Crisis 6) Create Tax Revenue for Cities 7) Create a Sense of Place – Build

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Livable Communities 8) Secure Annual Revenue & Offset Capital Costs for New Station Infrastructure. Learn more at <https://www.bart.gov/about/business/tod>



**John Protopappas** Founder, President, and CEO of Madison Park Financial Corporation (MPF), a California Corporation, is a real estate developer, investor, operator and asset manager. MPF was formed in 1985 to create value through the development and management of real estate. The company seeks value-added development opportunities, as well as existing income producing assets. MPF is responsible for all development activity, in addition to leasing and on-going property management services for its projects. MPF manages eleven investment funds including Madison Park Properties, LLC formerly Madison Park REIT, Madison Park Gateway, LLC; Madison Park Holdings, LLC as well as other independently owned assets. All together MPF and its related entities own and manage approximately \$600 Million in assets.



**Jennifer Easton** is the Art Program Manager, San Francisco Bay Area Rapid Transit (BART), enhancing rider and community experience of transit through the arts. BART stations include notable mosaic works by Alfonso Pardiñas in Lake Merritt, El Cerrito Plaza and El Cerrito del Norte Stations and William Mitchell's wall reliefs in Lake Merritt, Richmond, 16th Street and 24th Street stations; to the more contemporary works of art throughout the line extensions to the San Francisco and Oakland airports, and smaller community-oriented projects. The BART art collection is nearly 50 artworks including murals, mosaics, sculptures, relief work, and several very special youth tile projects at Rockridge, Powell, and Fruitvale. Yet more than permanent artworks are found in BART. Musicians, poets, puppeteers, dancers, writers, cartoonists, and dramatists add to the BART experience in creative ways.



**Ryan Russo** is the first permanent Director of the recently established Oakland Department of Transportation (OakDOT). He comes to this role in Oakland from New York City, where he served as Deputy Commissioner for Transportation Planning and Management with the New York City Department of Transportation. Ryan held senior positions under New York City Mayors Michael Bloomberg and Bill de Blasio, overseeing some of the nation's most innovative and transformative safety, pedestrian, cycling and transit projects over the last decade. He led a division of about 500 employees in planning and operational offices with an annual budget exceeding \$100 million. OakDOT was formed in 2016 under Oakland Mayor Libby Schaaf's leadership and vision of transportation infrastructure as an investment strategy to make Oakland safer, more equitable, and increase access to housing, jobs, schools and services for its residents. The agency is tasked with bringing the city's roads into a state of good repair and updating their designs to meet current standards with \$350 million in transportation funds made available following Oakland voters' passage of Measure KK in 2016.



**Allison Brooks** is Executive Director of Bay Area Regional Collaborative (BARC), helping to coordinate regional planning efforts of the Bay Area's four regional agencies with a primary focus on aligning climate change mitigation and adaptation efforts. The agencies include the Metropolitan Transportation Commission (MTC), the Association of Bay Area Governments (ABAG), the Bay Area Air Quality Management District (BAAQMD), and the Bay Conservation and Development Commission (BCDC). She is also Chair of the Resilient by Design Executive Board. Prior to joining BARC, Allison led the national organization Reconnecting America, where she helped develop data-driven and interdisciplinary solutions to better integrate transportation and land use to meet broader climate, social equity and economic goals in metro areas across the United States, and across federal agencies. Allison has a Bachelor's degree in Political Science from the University of California, San Diego and a Masters in Sustainable International Development from the Heller Graduate School of Social Policy and Management at Brandeis University.



**Rosanne Foust** is the President & CEO of the San Mateo County Economic Development Association (SAMCEDA), a leading voice of the business community in San Mateo County and across the Bay Area. Previously, Ms. Foust had a twenty-year career with Alsace Development International USA, Inc. As Executive Vice President & Treasurer of the Corporation she managed offices in Boston, Los Angeles, Redwood City and Sydney, Australia. Ms. Foust served for twelve years on the City Council in Redwood City, including as Mayor and Vice Mayor. During her tenure she successfully negotiated the Development Agreement to bring Stanford University to the community, oversaw the building of a brand new Public Library in Redwood Shores, and approved a \$90 million recycled water plant and secured funding to restore Bair Island. She is credited with working tirelessly on Redwood City's Downtown Precise Plan which catalyzed the transformation of Redwood City's downtown. Ms. Foust also served on the boards of the San Mateo County Transportation Authority for ten years, five as Chair and seven years on the San Francisco Bay Restoration Authority. Today Ms. Foust serves on the boards of the Bay Area Council Economic Institute, First Five San Mateo County, NOVA-Workforce Investment Board which encompasses northern Santa Clara County and San Mateo County, the Redwood City Improvement Association, Peninsula Television, Casa de Redwood-senior affordable housing complex, and the RWC-SMC Chamber. Ms. Foust holds an MA in Public Administration; BA in International Studies and Economics; completed multiple Executive Education programs at Stanford University's Graduate School of Business and the Executive Management program at UCLA's Anderson Graduate School of Management.



**Jim Hartnett** is General Manager/CEO of the San Mateo County Transit District, a post that includes General Manager of the bus and transit agency SamTrans, Executive Director of the commuter rail system Caltrain, and Executive Director of the San Mateo County Transportation Authority. Prior to joining the transit agency in March 2015, Hartnett had a law practice in Redwood City, a career that spanned over 30 years. Hartnett is a past mayor and 15 year council member in Redwood City. He also served as Chair of the Board of Directors of both the Caltrain and SamTrans Boards and Vice Chair of the Board of the California State High Speed Rail Authority, serving 4 years on the High Speed Rail Board until March 2015.



**Carole Groom**, was elected to the Board of Supervisors in June 2010, served as President of the Board in 2011, 2015, and currently in 2019. Prior, she served nine years on the San Mateo City Council, including two terms as Mayor, and on the San Mateo Planning and Public Works Commissions. She currently serves on the Bay Area Air Quality Management District Board of Directors. She also serves on the Board of Directors of the San Mateo County Medical Center, the San Mateo County Transit District (SamTrans), the San Mateo County Transportation Authority, and as board liaison to the San Mateo County Event Center. She also was appointed to the California Coastal Commission by former California State Assembly Speaker, John Perez. In 2009 she launched “Active San Mateo County”; which convenes an annual Fall conference that explores the health and wellbeing of residents through planning, recreation, and policy. Since 2011, she has worked with the San Mateo County Office of Education and Silicon Valley Community Foundation on “The Big Lift” to raise the reading proficiency of third grade students in San Mateo County from 58% to 80% by 2020. In 2014, Supervisor Groom and Supervisor Dave Pine began the process of establishing Peninsula Clean Energy (PCE), a community choice energy program to provide consumers with an option for more renewable energy sources. With the support of the Board of Supervisors and participation of all 20 San Mateo County cities, a feasibility study was completed in 2015 and the Joint Powers Authority was formally created to launch Peninsula Clean Energy in 2016. PCE began serving customers in late 2016 and had enrolled all residents and businesses in San Mateo County by mid- 2017. Her professional experience includes 18 years as a Vice President of Mills-Peninsula Health Services. She also serves on the Boards of Directors of the San Mateo Police Activities League and Leadership San Mateo. Supervisor Groom resides in the city of San Mateo.



**Diane Papan**, Mayor, City of San Mateo was elected in November 2015, and is serving her first term on the San Mateo City Council. She serves as the City's representative to the City and County Association of Governments, sits on the C/CAG Resource Management Climate Protection Subcommittee, the Countywide Water Coordination Committee and the SFO Roundtable. She is the immediate past chair of the Council of Cities. Diane was raised in San Mateo County. After graduating from UCLA with a degree in Political Science with an emphasis in political theory, she received a law degree from UC Hastings College of the Law. She works as an attorney representing small businesses and commercial clients. Diane is the Director of John's Closet, a non-profit benefiting school-aged children. She also runs the John Papan Memorial Scholarship. She also served as President of the Baywood Owners Improvement.



**Ray Mueller**, Mayor, City of Menlo Park was elected to the Menlo Park City Council as the lead vote getter in the 2012 and 2016 elections. He previously served as Mayor of Menlo Park in 2014. Ray's public career has been defined by land use, transportation, and climate action decisions. For example, at one point in 2014, while serving as Mayor of Menlo Park, Ray also simultaneously worked as Chief of Staff to a Santa Clara County Supervisor, and was involved in public oversight that touched complex campus expansion and transportation projects throughout the Silicon Valley, including Facebook, Google and Apple. In his private life, Ray works, and was the first executive team hire, at an artificial intelligence company focused in disaster response, that recently was awarded Fast Company's 2019 World Changing Idea Award in the category of AI and Data. Ray is a noted speaker on innovation policy. In 2018, Ray was invited to speak on panels for organizations such as the World Bank and the Inter-American Development Bank, to governmental bodies, such as the Subcommittee to the United States Senate Judiciary Committee and the State of California's Little Hoover Commission. Ray holds a law degree from University of California Hastings College of the Law in San Francisco, and is a proud graduate of the College of Natural Resources at UC Berkeley.





**Grace Crunican** was appointed General Manager of the San Francisco Bay Area Rapid Transit by the BART Board of Directors on August 31, 2011. She oversees a staff of 3,600 full time employees and a \$40 billion transportation infrastructure. Prior to coming to BART, Ms. Crunican was Director of the Seattle Department of Transportation (SDOT). She guided SDOT in meeting the goals of Bridging the Gap, Seattle's transportation maintenance levy, and implemented the Transit Master Plan aimed at building a system to move more people and goods with fewer cars and helping Seattle achieve the U.S. Kyoto Protocol goals. Previously, Ms. Crunican was the Director of the Oregon Dept of Transportation for five years where she implemented Community Solution Teams, integrated livability objectives into transportation planning and instilled a customer focus throughout the department. Her Washington DC experience includes being the Deputy Administrator for the Federal Transit Administration (FTA) from 1993 to 1996. Before joining the FTA, Grace led the Surface Transportation Project a nonprofit coalition dedicated to implementing the Intermodal Surface Transportation Efficiency Act, or ISTEA. Her first transportation appointment was in 1979 to the Presidential Management Intern Program for the U.S. Department of Transportation followed by serving as Professional Staff for Senate Transportation Appropriations Subcommittee. Ms. Crunican has local level experience working as the Deputy Director of Portland's Department of Transportation. She holds a B.A. from Gonzaga University and a MBA from Willamette University.



**Mike Covarrubias** is Co-Chair of CASA (The Committee to House the Bay Area). He joined TMG Partners in 1988 and has directed the company since 1995, overseeing all of the company's operations. Michael began his career with 17 years at Union Bank. His roles included managing commercial and real estate lending, administrative management, and in his last position before joining TMG, serving as Senior Vice President and Manager of Union Bank's Silicon Valley Regional Real Estate Center. As CEO, Michael has led the TMG team in \$30 billion of acquisitions and development while leading an entrepreneurial culture of talented, committed professionals. Beyond the firm's distinguished reputation as a leader in Bay Area real estate, Michael is highly respected for his leadership in the business community, highlights of which are chairing the Bay Area Council, and leading a critical effort with the Metropolitan Transportation Committee on regional solutions for transportation, housing, and

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economic vitality. He has also served in multiple leadership roles for the Urban Land Institute. He was honored with a Lifetime Achievement Award from the San Francisco Business Times in 2019. Michael is a graduate of the University of San Francisco with a bachelor's degree in business administration.



**Ernest Brown** is Co-Executive of East Bay for Everyone, a network of voices speaking up for housing abundance and better cities all over the East Bay. EBFE organized YIMBYtown 2017, the world's "Yes In My Back Yard" conference which brought nearly 200 organizers to experience Oakland and learn more about housing justice across the country. They've also organized for the approval of nearly three thousand homes across the region, received international news coverage. Ernest helps shape their partnership strategies. Last year, they targeted the East Bay Young Democrats as an organization with young people struggling with housing that seemed to be avoiding taking positions on key housing legislation. Ernest joined the organization, joined the policy committee, and then stepped up to serve on the board to push the organization to take better stances on addressing the housing crisis. They're continuing to build partnerships with other aligned organizations. "As a black man, I'm particularly focused on building stronger connections with black-led organizations in Oakland," say Ernest. "I'm a third or fourth generation college graduate from The South. I hope I get to continue a fairly long legacy of black excellence and black wealth building, and being at the end of that stream is pretty heavy sometimes but it's pretty inspiring. If my grandad can figure it out, I can."



**Jim Wunderman** is President and CEO of the Bay Area Council, a CEO-led public policy and advocacy organization formed in 1945 that works to shape the future of the Bay Area and keep it as the most innovative, globally competitive, and sustainable region in the world. Since becoming CEO in 2004, Jim has expanded and deepened the Council's reach and influence. The Council has grown under Jim's tenure to include more than 325 member companies across a wide range of industries. He has positioned the Council as a leading voice for business and the economy on a wide range of issues, including housing, transportation, homelessness, workforce development, early education and more. Jim opened the Council's office in Sacramento and has spearheaded and partnered in numerous ballot measure campaigns that have secured tens of billions of dollars for transportation,

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affordable housing, early education, climate resilience, and healthcare. They are creating a unified vision for the growth of the Northern California megaregion, bringing the assets and economies of the Bay Area, Sacramento and the Central Valley into a common market. Jim steered the Council to play a greater role on the international stage, launching bold partnerships with China Jim has served on numerous boards and commissions. He currently serves as a gubernatorial appointee as Vice Chair of the Water Emergency Transportation Authority (WETA, which develops and operates the region's ferry system), the University of California Business Executive Council, the State of California's International Trade and Investment Advisory Council, the Too Small to Fail Advisory Council, California-China Trade and Investment Advisory Board, Fisher Center for Real Estate & Urban Economics, Sierra Energy, TMG Partners, and Bay Area Sports Hall of Fame. Other recent board engagements included the California Pacific Medical Center, the California Child Care Resource and Referral Network, and the Oakland Zoo. Since 2008, Jim has served as a Visiting Professor at the UC Davis Graduate School of Management, teaching a course in executive leadership.

Prior to his work at the Bay Area Council, Jim's career from 1984 to 2004 was split between both the private and public sectors. He served as Chief of Staff to San Francisco Mayor Frank M. Jordan from 1992-95, following five years of work for Mayor Dianne Feinstein. From 1997 to 2004 he served as Senior Vice President for external affairs at Provident Financial Corporation. He also served as Vice President and General Manager of two major waste collection, disposal and recycling firms in the Bay Area under its parent, Recology, Inc.



**Lisa Fisher** leads the Sustainable City Team at the San Francisco Planning Department – fostering a vibrant, regenerative, and adaptive urban environment through bold efforts at the building, neighborhood, and citywide scale. Although focused on “environmental” sustainability (climate, ecology, resources, et al), the initiative also seeks to embed a more comprehensive sustainability lens into Department-wide efforts (e.g., neighborhood plans, land use, housing, and transportation policies; public space and urban design; community engagement, et al). Currently, Lisa is developing sustainability policies and implementation measures for several of the City's Sustainability Districts, including Central SoMa and three major waterfront developments. This work is also informing a next-generation neighborhood-scale sustainability

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framework, targeted for roll out later this year. She also co-leads the City's biodiversity work and district-scale utility explorations, and helped author the City's Sea Level Rise Action Plan. Previously, as an Associate Principal with AECOM (EDAW) for ten years, she managed complex urban regeneration projects in Latin and North America. Favorites include the 45-block Nova Luz neighborhood in central São Paulo, 35-acre Pier 70 in San Francisco, and a 350-acre mixed-use waterfront vision for North Vancouver. Lisa holds a Master's Degree in Urban Planning from Columbia University and serves on the Board of Directors for the San Francisco Bicycle Coalition, the City's largest advocacy organization.



**Ken Dupee** joined TMG Partners in 1998 and focuses on commercial development. Ken has over 25 years of direct real estate development and construction experience. At TMG he has managed the redevelopment, lease-up and sale of 1.5 million sq. ft. of San Francisco office space. In addition he managed the reconstruction of 225 apartments in Marin. Most recently, he developed two LEED Platinum build-to-suit office projects in San Francisco and Mountain View. Currently he is working on the design, entitlement and construction of two separate office projects near the Caltrain Stations in San Francisco and San Jose. Prior to TMG: Ken was a Development Manager at Catellus Development where he built approximately 750,000 sq. ft. of industrial and manufacturing facilities. Ken holds a Bachelor's degree from Duke University and a MBA in real estate and finance from the Haas School of Business at the University of California at Berkeley.



**Laura Foote Clark** is executive director of YIMBY Action, a non-profit dedicated to ending the Bay Area's housing crisis by advocating for more home-building. She lived in Washington, DC, New York City, and Chicago before moving to San Francisco in 2014. She held a variety of transient jobs, from barista to sales, before founding a pro-housing advocacy nonprofit in 2015 in a fit of rage after a Noe Valley neighbor tried to block a single family home from becoming a two-unit building. Since then, she's been involved in San Francisco's housing politics, kick starting the YIMBY movement with Sonja Trauss and advocating throughout the region and state to push pro-housing laws.



**Ahmed Ali Bob** is a communications specialist with the City of Oakland Department of Transportation. OakDOT is doing outreach, engagement, and marketing program to support the widespread accessibility and adoption of shared mobility services. The goal of this program is to reduce existing barriers to use through program education, the development and promotion of discounted membership programs, and the distribution of financial incentives (i.e. promo codes, free trials).

Through this outreach, OakDOT identified common barriers to use that low income residents face, such as access to a credit card or smart phone. Kerby works with operators to find creative solutions so all residents can benefit from these services.



**Tom Holub** is the founder of Totally Doable Consulting. He has over two decades of experience managing projects and technology in the public sector. He's now focused on IT strategy development: helping non-technical leaders align their technology investments with their organizational needs.

In 2017, Tom completed the Urban Studies program at UC Berkeley, which sparked his interest in applying his skills in community engagement and strategic planning to real-world problems in the city. His years of working directly with academia, non-profits and government have given him a strong appreciation for the unique nature of their challenges, and a desire to help them further their goals. Schools and non-profits have unique requirements which don't fit well into corporate consulting models. Tom creates successful plans based on real analysis of local conditions, and provide solutions which are practical for the local environment. Totally Doable Consulting is a registered Alameda County Small, Local and Emerging Business.

## Greater Portland Leaders

*(in alphabetical order)*

**Marcelino Alvarez**  
Uncorked Studios

**Hank Ashforth**  
The Ashforth Company

**Sally Bachman**

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Freelance Journalist

**Laura Bachman**

The Bachman Group LLC

**Joyce Barnard**

City of Beaverton

**Johnell Bell**

Portland Diamond Project

**Kimberly Branam**

Prosper Portland

**Craig Cheek**

Portland Diamond Project

**Chris Clemow**

Clemow & Associates

**Andrew Colas**

Colas Construction

**Jim Crumpacker**

**Stan Curtis**

Urban Systems

**Caitlin Baggot Davis**

North Star Civic

**Ben DeJarnette**

Bridgeliner

**Sam DeSue**

TriMet

**George Devendorf**

Transition Projects

**Nate Dick**

Cole Valley Partners

**Brian Doran**

Travel Portland

**Andrea Durbin**

City of Portland,  
Bureau of Planning & Sustainability

**Jim Etzel**

Oregon Sports Authority

**Nancy Frisch**

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WiseMove

**Deane Funk**

Portland General Electric

**Mike Gerard**

Mobility Cubed

**Patrick Gilligan**

Lincoln Property Co.

**David Gold**

Gold Properties

**Katie Gold**

Gold Properties

**Greg Hall**

Century 3 Inc

**Ian Haight**

WiLine Networks

**Ashley Henry**

Business for a Better Portland

**Becky Hewitt**

ECONorthwes

**Maurice Henderson**

BIRD

**Sarah Iannarone**

Urban Policy & Best Practices Consulting

**Deborah Johnson**

Melvin Mark Companies

**Dwayne Johnson**

Globe Three Ventures

**Marc Jolin**

Joint Office of Homeless Services, Multnomah County

**Keith Jones**

Contextual Design

**Rob Justus**

Home First Development

**Jake Kaempf**

Amprsnd

**Alana Kambury**

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Salmonberry Trail Foundation

**Luke Kanies**

The Compressor

**Mitch Katzer**

Freestone Capital Management

**Tamara Kennedy-Hill**

Travel Portland

**Tom Kilbane**

Urban Renaissance Group

**Debbie Kitchin**

InterWorks

**Eddie LaBerge**

Turner Construction Company

**Erik Lawrence**

TenBridge Partners

**Keith Leavitt**

Port of Portland

**Timothy Lee**

Leeway Development

**Kristen Leonard**

Port of Portland

**Nolan Lienhart**

ZGF Architects

**Brad Malsin**

Beam Development

**Jonathan Malsin**

Beam Development

**Eric Mandel**

Killian Pacific

**Andrew McGough**

Worksystems, Inc.

**Shawn Menashe**

Gevurtz Menashe

**Kate Merrill**

Central Eastside Industrial Council

**Greg Miller**



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Wells Fargo

**Randy Miller**  
Produce Row Management

**Dorothy Mitchell**  
Lyft - Biketown

**Haley Morrison**  
Tonkon Torp

**Carl Moyer**  
Parr Lumber

**Nathan Nayman**  
Portland Diamond Project

**Mark New**  
N&N Real Estate Services

**Skip Newberry**  
Tech Oregon

**Linda Nilsen**  
Project Access Now

**Tara O'Brien**  
Jacobs

**Derrick Olsen**  
WorldOregon

**Art Pearce**  
City of Portland  
Bureau of Transportation

**Steve Percy**  
Portland State University

**Lynn Peterson**  
Metro Council President

**Cara Rene**  
Greater Portland Inc

**Traci Rieckmann**  
Greenfield Health

**Amy Ruiz**  
Strategies 360

**Andy Schreck**  
Mortenson

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**Jonathan Singer**  
Barg Singer PC

**Gregg Sloan**  
Amplified

**Tim Smith**  
SERA Architects

**Cara Snow**  
Tech Oregon

**Miguel Sossa**  
Delta Airlines

**Erik Sten**  
Strategies 360

**Travis Stovall**  
eRep

**Nancy Stueber**  
OMSI

**Jason Triplett**  
HUD

**Kina Voelz**  
Constructive Form Architecture  
Noraneko Ramen

**Dietrich Wieland**  
Mackenzie

**Jordan Winkler**  
Winkler Development Corporation

**Dan Yates**  
Portland Spirit

**Marisa Zapata**  
Portland State University

**Ina Zucker**  
Metro

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**NOTES:**