STRATEGIC PLAN
2009–2012
World-Class Public Transportation, Walkable Communities

TRANSFORM
Formerly TALC, the Transportation and Land Use Coalition
**Mission:** TransForm works to create world-class public transportation and walkable communities in the Bay Area and beyond. We build diverse coalitions, influence policy, and develop innovative programs to improve the lives of all people and protect the environment.

**Beliefs:** TransForm believes that:

- All people deserve affordable, safe, and easy access to jobs, services, and nature on foot, bicycle, or public transportation.
- People should play a central role in shaping the future of their communities.
- Communities can become healthier and more vibrant while also nurturing the diversity and inclusion of existing residents, rather than displacement.
- Growth should be directed towards existing developed areas, not our precious remaining open space.
- We can only achieve our mission by working with people from a wide range of backgrounds, abilities, and perspectives.

**Brief History:** TransForm, formerly the Transportation and Land Use Coalition (TALC), was founded in 1997 by environmental and social justice groups. These groups came together because they recognized how the quality of life and environment in the nine-county Bay Area were at risk due to poorly planned development and a transportation system focused on just one way of getting around: driving. In the years since, TransForm, often working with our powerful regional coalition, has helped to win literally billions of dollars and groundbreaking policies in support of public transportation, smart growth, affordable housing, and bicycle/pedestrian safety.

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Dear Friend,

When I helped establish TransForm back in 1997, there was no way of knowing our work would gain so much momentum over the years. Yet the reasons our mission matters more than ever are tragic ones: our climate is in crisis, we’re suffering from shocking rates of obesity-related diseases, and inequities based on income and race continue to grow.

Sweeping changes are possible, though. In fact, we’ve already made incredible strides over the past decade. TransForm, working with a diverse range of partners, has won literally billions of dollars and groundbreaking policies in support of public transportation, smart growth, affordable housing, and bicycle/pedestrian safety in the Bay Area. In the past four years, guided by our first strategic plan, TransForm has initiated innovative programs that are involving a huge range of people in local land use decisions and embracing transportation choices.

This strategic plan is going to take our work to the next level. Nine months in the making, it outlines the strategies TransForm will pursue to achieve world-class public transportation and walkable communities in the Bay Area and beyond. This includes an expanded role at the state level, where we will bring together a range of stakeholders to develop and work towards a vision for sustainable, equitable transportation in California. TransForm will also continue to help lead ClimatePlan, a new network of organizations ensuring that California’s landmark global warming law, AB 32, ushers in an era of smarter growth.

The stakes have never been higher, nor the window of opportunity wider. I’m confident that together we can make the Bay Area and California a beacon of livability, sustainability, and equity. On behalf of TransForm’s Board of Directors, staff, and regional coalition member groups, thank you for reading this plan. We look forward to working with you.

Sincerely,

Stuart Cohen

P.S. As I’m sure you have noticed, we changed our name from the Transportation and Land Use Coalition (TALC) to TransForm. We believe this inspirational name captures the urgency of addressing both transportation and urban form—and will be a springboard for greater visibility and impact.
SEPTEMBER 1997
Twenty organizations come together to launch TransForm, initially known as the Bay Area Transportation and Land Use Coalition.

MAY 1998
The Metropolitan Transportation Commission (MTC) agrees to TransForm’s proposal to develop a regional smart growth strategy.

OCTOBER 1998
After months of pressure from TransForm’s regional coalition, MTC Commissioners reject their staff’s proposed 1998 Regional Transportation Plan in favor of our regional coalition’s recommendation to fully fund public transit.

JUNE 1999
Over 60 groups from across the Bay Area make a long-term commitment to working together towards a shared regional vision for transportation and land use.

JANUARY 2000
TransForm releases World-Class Transit for the Bay Area, a 120-page report showing exactly how to make the region’s transportation system what it should be: extensive, reliable, and affordable for everyone. Every media outlet in the region covers it.

JULY 2000
After debating Governor Davis’ administration twice on statewide TV, TransForm wins over $300 million for transit operations—stopping fare hikes and service reductions.

NOVEMBER 2000
TransForm brings together a diverse coalition in Alameda County to win a new transportation sales tax proposal dedicating 80% of funds to public transit, paratransit, and bicycle/pedestrian safety. The tax passes with a record-breaking 81% vote!

DECEMBER 2001
After a yearlong effort by TransForm’s regional coalition, MTC adopts its 2001 Regional Transportaton Plan with $27 million a year for promoting smart growth and affordable housing through the Transportation for Livable Communities and Housing Incentive Program.

FALL 2002
TransForm releases three major policy reports. Housing Shortage/Parking Surplus demonstrates how Silicon Valley can meet housing needs and address transportation problems through innovative parking policies. Revolutionizing Bay Area Transit...on a Budget outlines how a Bus Rapid Transit network can dramatically improve the speed and quality of public transit in the region. Roadblocks to Health: Transportation Barriers to Healthy Communities provides an analysis of and solutions to the transportation barriers faced by low-income communities in accessing health services.

MARCH 2003
TransForm solidifies our reputation for cutting-edge policy work with the release of Transportation Injustice. The report’s primary recommendation is adopted three months later by the Santa Clara Valley Transportation Authority, stopping a proposed 21% cut in bus service.

MARCH 2004
TransForm’s regional coalition plays a leading role in developing Regional Measure 2, the one-dollar bridge toll increase to fund public transit. Its passage results in a massive expansion of rail, bus, and ferry services and includes a host of great programs, from the AllNighter (buses that run BART routes from 1 AM–5 AM) to Safe Routes to Transit (grants to improve bike/ped access to transit stations).
NOVEMBER 2004
TransForm brings together 39 groups around the passage of Contra Costa County’s transportation sales tax proposal, winning significant funds for a smart growth and affordable housing incentive program, plus a Safe Transportation for Children program.

JANUARY 2005
TransForm distributes over 1,500 copies of Access Now! A Guide to Winning the Transportation Your Community Needs and provides trains over 400 people, mostly in low-income communities, on how to navigate and influence transportation decisions.

JULY 2005
After years of advocacy by TransForm, MTC establishes a first-in-the-nation policy requiring that cities plan for homes and transit-oriented development around new transit stations before receiving funding.

JUNE 2006
The Great Communities Collaborative launches, bringing together four regional non-profits plus the San Francisco Foundation, East Bay Community Foundation, and Reconnecting America to work toward having half of all new Bay Area homes built by 2030 to be in walkable communities located near transit, jobs, and services with homes for people of all incomes. TransForm coordinates the Collaborative, which engages local organizations, leaders, and residents in planning processes across the Bay Area.

AUGUST 2006
TransForm’s TravelChoice pilot project in the City of Alameda achieves a 14% reduction in single-passenger vehicle trips by the 8,000+ participating residents.

MAY 2007
TransForm helps found ClimatePlan, a collaboration of organizations from throughout the state working to ensure that California’s landmark global warming law, AB 32, yields strong transportation and land use policies.

SEPTEMBER 2007
TransForm brings Safe Routes to Schools programs to over 30 schools in Alameda County, inspiring thousands of children to safely walk and bicycle to school.

AUGUST 2008
TransForm has a huge impact on the proposal for a high-speed train system in California, leading the effort for the California High-Speed Rail Authority to agree to power the train entirely with renewable energy. The Authority also agrees to fund community-based planning near future train stations, require bicycle and pedestrian access and smart growth around stations, and protect important wetlands.

SEPTEMBER 2008
After a yearlong effort by TransForm’s regional coalition, MTC adopts a draft 2009 Regional Transportation Plan that doubles funding for its smart growth incentive program and its program to ensure low-income communities have sufficient access to destinations like jobs and health care. It also commits $10 million per year to support a regional Safe Routes to Schools grant program.
TRANSFORM’S VISION, GOALS, AND APPROACH

OUR VISION

When you take a moment to imagine what our lives will be like 10, 20, or 50 years from now, you might end up feeling hopeless—or eager for what the future will bring. At TransForm, we think great things are possible in the Bay Area and beyond.

Transportation will be redefined in terms of access and sustainability. Everyone will be able to quickly get where they want to go in ways that fully meet their needs, whether these needs are health, happiness, saving time, or saving money. Our trains and buses will be exceptional, even state-of-the-art. Our streets and sidewalks will welcome people of all ages, whether they are on foot or bicycle, in wheelchairs or strollers.

The Bay Area and regions throughout California will be beautiful tapestries of inviting towns, livable cities, farmland, and open space with pristine watersheds and thriving wildlife. We will be breathing the cleanest air since the Gold Rush and have surpassed emission reduction targets. Active living will be second nature for everyone, with rates of obesity and heart disease plummeting.

Our communities will be friendly, diverse places where people are deeply engaged in shaping transportation and land use decisions. New development will enhance and respect existing neighborhoods, and bring new amenities and needed services. We’ll have parks nearby to bring our kids or dog to, a coffee shop a couple of blocks away where we can meet our friends, a corner store to pick up a carton of milk, and maybe a local farmer’s market. The people who keep things humming—the teachers, the firefighters, the service workers—will be able to afford to live near where they work.

This vision is possible, and to realize it, TransForm is focused on three central goals:

➤ Achieving world-class public transportation in the Bay Area.
➤ Achieving a Bay Area of walkable communities.
➤ Providing state-level leadership on transportation and land use.

TransForm takes on these goals in three ways: building diverse coalitions, influencing policy, and developing innovative programs.

BUILDING DIVERSE COALITIONS

TransForm is committed to working collaboratively in all that we do, especially through our leadership of TransForm’s regional coalition and active participation in the Great Communities Collaborative and ClimatePlan. See pages 11, 12, 15, 16, and 19 for more on these efforts.

INFLUENCING POLICY

TransForm is deeply rooted in policy work, from conducting research and analysis to developing alternatives and advocating for them. We are working to identify and promote solutions that are cost-effective, fair, and address a wide range of issues over the next several years, especially regarding road pricing and regional transportation planning (see pages 9 and 10).

DEVELOPING INNOVATIVE PROGRAMS

TransForm has increasingly launched innovative programs such as Safe Routes to Schools to involve a broad range of people in the movement for world-class public transportation and walkable communities. Cool Neighbors is one of the most groundbreaking ways TransForm will help city officials and developers achieve more people-friendly places (see page 13).
A century after the Ford Model T hit the streets and public transportation began its decline, the pendulum is finally swinging back. Due to record gas prices, transit ridership is surging. Many people are looking for ways to fight climate change and realizing that there’s no better way than by getting out of their cars more frequently. For these reasons, and so many more, we need world-class public transportation in the Bay Area.

Fast, frequent, reliable and affordable transit throughout the region will ensure that the nearly two million residents who do not drive can meet their daily needs. It will help keep the Bay Area affordable for working families as they’re able to put more money in the bank, not the gas tank. It will give everyone, including people in cars, more time by reducing congestion: the average resident spends 30 hours less in traffic each year thanks to transit.

But despite the need and desire for world-class public transportation, we have a long way to go. It seems counterintuitive, but despite higher ridership, many transit agencies are actually cutting service and raising fares. They’re dealing with the same high gas prices everyone else is, while suffering draconian state budget cuts. Most don’t have enough funding for even the most basic maintenance. Meanwhile, there are so many ways transit service can be more connected, convenient, and inviting for more people.

Let’s give Bay Area residents the transportation choices they need and deserve. To achieve world-class public transportation in the Bay Area, TransForm will pursue these five strategies:

1. Make the Bay Area’s largest transit services fast, frequent, reliable, and affordable.

2. Expand commuter rail and create a more connected regional transit system.

3. Establish new local and regional funding for public transportation.

4. Make the Bay Area’s Regional Transportation Plan a model in achieving high environmental, equity, health, and safety standards with all programs and projects.

5. Ensure any new road pricing measures improve public transportation and advance social justice and environmental goals.

By achieving world-class public transportation in the Bay Area, we can realize the following outcomes by 2035:

- Transit ridership will double to 12% [3.5 million daily trips].

- Greenhouse gas emissions from transportation will drop below 1990 levels and our air will be healthier to breathe with 45% fewer coarse particulates thanks to reduced per capita driving, cleaner cars, and better fuels.

- Low-income families will be able to reach over 80% more jobs within a 30-minute transit trip, and reduce their combined transportation and housing costs by 10%.
Although better than many parts of the country, the Bay Area’s transit system often falls short and faces more challenges than ever. Buses are bogged down in increasing traffic. Funding for even the most basic maintenance is scarce. Routes are cut, while fares are raised. More people than ever are looking toward transit, but if adequate service is not there, transit is simply not a viable option. Meanwhile, for low-income families who often rely on transit to reach jobs, health care, and other critical destinations, inadequate transit can be a major barrier to self-sufficiency and achieving a better quality of life. We can make the Bay Area a “transit-first” region, however, by fundamentally rethinking service and embracing innovative new technologies.

**KEY ACTIONS:**

- Advocate for funding so that the region’s largest transit agencies can conduct comprehensive assessments to determine how to vastly improve service.
- Continue building support for the first BRT route in the East Bay, with a focus on engaging residents in shaping the project so it meets the needs of seniors and low-income families.
- Support SPUR and the Go Geary Coalition in their efforts to implement BRT in San Francisco.
- Engage communities in shaping and supporting three BRT routes proposed in Santa Clara County.
- Work with Urban Habitat, the Transportation Justice Working Group, and others to initiate a means-based fare discount at one of the region’s transit agencies. Advocate for regional funding if successful.
- Advocate for BART to prioritize maintenance and improvements to the existing system, including more frequent trains.

**OPPORTUNITY:** In San Francisco, Muni has undertaken a top-to-bottom, data-driven assessment of their transit system and determined ways to make the system faster, more reliable, and more frequent. Their recommendations need be implemented and applied region-wide. At the same time, three transit agencies—Muni, AC Transit, and VTA—are proposing Bus Rapid Transit (BRT) routes in Alameda, San Francisco, and Santa Clara counties. BRT is revolutionizing transit service around the world by emulating the best features of rail through its use of dedicated bus lanes, traffic signal priority, state-of-the-art buses, and proof-of-payment systems.

**OBJECTIVES BY 2012:**

1. BRT lines on Geary and Van Ness in San Francisco are operating and serving as a model for the region, attracting significant numbers of new passengers, showcasing the benefits of BRT, and spurring new projects.
2. Construction of a BRT line connecting San Leandro, Oakland, and Berkeley is close to completion and two BRT lines in Santa Clara County are approved and funded.
3. Muni, AC Transit, and VTA have completed assessments of their systems and implemented key strategies for improving the speed, frequency, and reliability of service, with at least one agency implementing a means-based fare discount.

**KEY COLLABORATION:**

**MAKE TRANSIT RUN ON CLEAN, RENEWABLE POWER**

If public transportation ran on local, clean, renewable power, not only would that be great for the environment, but transit agencies would never have to cut service again due to crippling fuel prices!

TransForm will support efforts by the Sierra Club, Pacific Environment, and Bay Localize to research the feasibility of electrifying the Bay Area’s transportation system and conduct a pilot project with a Bay Area transit agency to establish an electrified transit system powered by local renewable energy.
The Bay Area’s transit network is fragmented and confusing, with long lagtimes between connections (when there are connections) and multiple payment types. We need one seamless transit network that makes it quick and easy to get around the entire region. But we will only reach this goal through close coordination among the Bay Area’s many different transit agencies, a careful eye toward cost-effective expansion of transit services, and a “Grand Central Station” that brings together many of the region’s transit lines.

**Opportunity:** The Metropolitan Transportation Commission’s 2007 Regional Rail Plan includes several strategies that could get the region much closer to realizing a more comprehensive and seamless transit system. Strategies include extending Caltrain to a new Transbay Terminal in San Francisco, building the Sonoma Marin Area Regional Transit (SMART) system, extending BART into Eastern Contra Costa County (eBART), and strengthening BART’s core system. But full funding has yet to be secured for these projects and costs are ballooning for other projects in the plan, including some that were questionable to begin with. In addition, MTC conducted a “transit connectivity study” looking at how improved schedule coordination, real-time transit information, and safe access around transit can better integrate systems, but many recommendations have yet to be implemented.

**Key Actions:**

- Support the efforts of TransForm’s regional coalition members to win full funding for the Transbay Terminal, SMART, and BART to Eastern Contra Costa County.
- Conduct analysis of proposed rail extensions and potential alternatives in places with insufficient funding, such as eastern Alameda County and the South Bay.
- Advocate for the adoption of transit connectivity recommendations at the region’s core transit agencies, including BART, and a discounted fare for regional trips.

**Objectives by 2012:**

1. The new Transbay Terminal, SMART and eBART are fully funded and have started construction.
2. Moving between transit systems is measurably faster and easier, as the region’s largest agencies—Muni, BART, AC Transit, and VTA—have implemented top recommendations from the transit connectivity study.
3. Multiple-leg transit trips are made easier and more affordable thanks to a universal fare card that provides discount fares when using more than one transit system.

**Key Opportunity:**

**Integrating High-Speed Rail with the Bay Area’s Transit System**

If the proposed high-speed train network gains approval and funding, it will not only connect the Bay Area to other parts of the state, but also has the potential to significantly enhance our regional transit system. It would provide an infusion of funds for station improvements and for “feeder” services—the buses and trains that would connect with high-speed rail. TransForm will engage a range of organizations in the planning surrounding the system in order to ensure full integration with the Bay Area’s transit system and well-designed, compact development near the high-speed rail stations.
The Bay Area must raise at least $18 billion over the next 25 years just to operate and maintain our existing public transportation system. Even more funding is needed for the key improvements and expansions outlined in the strategies above. TransForm will work to protect and increase funding for transit in the Regional Transportation Plan and at the state level (see pages 9 and 17). But the Bay Area will still need to raise additional funds at the local and regional level to achieve a truly world-class public transportation system.

**OPPORTUNITY:** With high gas prices, increasing concern about climate change, and unrelenting traffic congestion, residents increasingly value smart investments in transportation choices. A 2007 poll by TransForm and the Bay Area Council showed that a majority of Bay Area residents would support a new fee on gasoline if it was used to fight climate change and expand public transportation.

**KEY ACTIONS:**
- Continue leading a state legislative campaign to give regional agencies the statutory authority to ask voters to approve a climate impact fee on gasoline or vehicles.
- Work with TransForm’s regional coalition to develop a Bay Area climate impact fee proposal that improves public transportation and reduces greenhouse gas emissions. Collaborate with key partners to lead a supportive campaign.
- Support members of TransForm’s regional coalition in local campaigns to increase funds for transit, including congestion pricing and development impact fees.

**OBJECTIVES BY 2012:**
1. A new regional funding source of at least $150 million per year for the Bay Area’s public transportation system is established, with funds directed towards our regional coalition’s priority projects and programs.
2. New local funding sources allow the Bay Area’s core transit agencies to achieve stable, healthy budgets and end the vicious cycle of service cuts and fare hikes.

**KEY OPPORTUNITY: THE 2009 FEDERAL TRANSPORTATION BILL**

The federal government currently spends about 80% of transportation dollars on roads and 20% on transit. But in 2009, when the federal transportation bill is revised and passed, that needs to change if we are going to give people real transportation choices in the Bay Area and beyond.

TransForm will participate and engage our regional coalition members in Transportation for America’s campaign to dramatically shift funding within the federal transportation bill towards supporting a world-class rail and transit network and neighborhoods that require less driving, while keeping our current transportation infrastructure in great shape.
After a decade of tenacious advocacy by TransForm’s regional coalition, the Regional Transportation Plan (RTP) now supports many programs and projects that will make the region a better place for all of us to live. MTC, the agency that develops this blueprint for transportation funding, is now committed to spending over $100 million each year on: transit routes that connect low-income communities with essential destinations; bicycle/pedestrian safety programs and projects; and rewards for cities that place housing—particularly affordable housing—near transit.

However, the RTP is still not what it needs to be: an outcomes-based plan. During the 2009 RTP process, MTC took a major step in the right direction by establishing bold environmental, equity, health, and safety goals. To MTC’s credit, they designated many of their limited “flexible” funds for excellent projects and programs that support these goals. But to actually achieve the new goals, every project and program in future RTPs, no matter the funding source, must be shown to make significant contributions toward reducing carbon emissions, increasing the affordability of transportation and housing for low-income families, and other key goals. Because county transportation plans form the basis of the RTP, county agencies must also get on board with outcomes-based planning. The era of traditional transportation decision-making based on polls, politics, and inertia must end.

**OPPORTUNITY:** Due to growing concerns about climate change and the dearth of funding for new projects, MTC staff and commissioners are increasingly open to new approaches in transportation decision-making. What's needed now are the tools to evaluate how potential projects and programs support the new environmental, equity, health, and safety goals, plus the political will at the county and regional levels to reject the investments that move the region in the wrong direction.

**KEY ACTIONS:**

- Work with MTC to ensure that new modeling accurately captures the benefits of smarter land use, public transportation, and bicycle and pedestrian safety programs and projects.

- Work with coalition members at the county level in advocating for the adoption of MTC’s goals within countywide transportation plans.

- Disseminate RTP successes to state and national partners.

**OBJECTIVES BY 2012:**

1. At least three county transportation agencies, including Alameda, Contra Costa, and Santa Clara, adopt MTC’s goals and use them to evaluate potential local and county transportation projects and programs.

2. The draft investment plan for the next RTP (to be drafted in 2012) overwhelmingly includes projects and programs showing significant contributions towards achieving MTC’s goals.

3. Best practices from the Bay Area are quickly disseminated and adopted by other regions in California and beyond.
After 50 years of major highway expansions, it is clear that we can’t pave our way out of congestion: the Bay Area’s traffic is now second only to Los Angeles’ in the entire country. However, there are ways to move more people on our existing highway system and improve transportation for everyone. We can offer incentives for people to carpool or drive at less congested times, and make sure carpool lanes are not clogged. We can use the array of road pricing mechanisms being tried across the country to raise funds for public transportation and reduce transit fares for low-income riders, while giving drivers faster commutes. High-occupancy toll (HOT) lanes, for example, allow single-occupancy vehicles to pay to enter high-occupancy vehicle (HOV) lanes. Other examples include variable bridge tolls and cordon pricing, as being studied in San Francisco. Road pricing can be an important tool for reducing greenhouse gas emissions by increasing the use of alternatives and leaving fewer drivers stuck idling in traffic.

**OPPORTUNITY:** MTC has proposed a regional HOT network and Santa Clara and Alameda Counties are working to launch HOT corridors in the next few years. But how HOT lanes are implemented is critical. The well-being of low-income commuters must be the first consideration in order that new transportation costs do not hit them unfairly. Funds raised by HOT lanes also must improve transit options in the same corridors where HOT lanes are established and not support new highway expansion.

**OBJECTIVES BY 2012:**
1. When the first high-occupancy toll lane opens on I-680, it generates significant new funds for public transportation improvements in the corridor and reduces transportation costs for low-income commuters.
2. A regional high-occupancy toll (HOT) lane program is adopted that includes equity provisions and guarantees immediate funding for transit improvements when an HOT lane begins operating.

**KEY ACTIONS:**
- Work with Urban Habitat, our regional coalition members, and a range of social justice groups to develop a proactive agenda on HOT lanes. Advocate for including the priorities in MTC’s regional HOT lane proposal.
- Engage groups in Santa Clara County in shaping a proposed HOT lane there so that it supports social justice and environmental goals and serves as a model for the region.
For the past 50 years, poorly planned growth has led to an almost complete reliance on cars and the loss of some of the region’s best farmland and most beautiful landscapes. The long distances between housing, services, and workplaces have left many people living in areas with grinding commutes, polluted air, and untenable transportation costs. For those who can’t or don’t drive, especially seniors and people with disabilities or limited incomes, the lack of nearby services and transportation choices in sprawling areas can be limiting and isolating.

There is a better way. Walkable communities near transit, with a mix of housing, shops, offices, community facilities, and parks can make a world of difference for our health, happiness, and environment. People can more easily get around without a car, keeping them active and engaged in their communities, bringing life to the streets, and reducing congestion. Abundant parks and sidewalks create safe spaces for kids to play. Foot traffic keeps local businesses bustling. With enough people easily able to get to transit stations, public transportation becomes frequent and affordable as more people ride it (in the Bay Area, people who live and work close to transit are ten times more likely to use it). When there are a range of housing types, from apartments to single-family houses, people in all phases of life and at all different incomes can have a place to call home.

TransForm is already making great strides towards this goal. Through the Great Communities Collaborative, we have engaged dozens of communities across the region in local planning. They are shaping future growth to meet their needs while also making the entire region more sustainable.

**In order to achieve this goal, TransForm will pursue these three strategies:**

1. Engage people in planning for and creating great communities near transit throughout the region.

2. Encourage and guide cities in developing parking and traffic policies that support walkable communities.

3. Make walking and bicycling safe, convenient, and preferred for more trips.

**By achieving widespread walkable communities in the Bay Area, we can realize the following outcomes by 2035:**

- 8 million fewer miles of driving per day, which will save energy, improve air and water quality, and reduce greenhouse gas emissions.

- A savings of $1.8 billion per year, mostly for low-income Bay Area households, through the ownership and operation of fewer cars.

- Sufficient housing options so that workers of all income levels can afford to live in the Bay Area.

- A healthier, more active population and a reduction in health care costs by $350 million as walking and bicycling make up 20% of all trips.
GOAL: A BAY AREA OF WALKABLE COMMUNITIES

STRATEGY 1: Engage people in planning for and creating great communities near transit throughout the region.

Recent polls show that 90% of Americans believe that new communities should be designed so we can walk more and drive less. With intense traffic congestion, high gas prices, and shifting demographics, the demand for more walkable communities is skyrocketing. But many obstacles stand in the way of realizing “complete” neighborhoods with homes, shops, and services near transit. Most of the popular neighborhoods in the Bay Area would be illegal to build today because of zoning codes almost exclusively focused on cars instead of people. Meanwhile, rising land prices threaten to displace existing residents and make communities unaffordable for working families. Most importantly, few residents are actively engaged in planning their communities, so they often oppose changes that appear to be thrust upon them without providing any benefits to the community.

Great communities are possible, however, when a wide range of people get involved in local land use planning processes. When planning truly involves the people impacted by new development, amazing things happen. New development doesn’t just build houses, condos, and apartments. It designates space for things such as parks, childcare, libraries, and health facilities. It supports economically and ethnically diverse places that nurture active, affordable lifestyles. Local residents feel a sense of ownership over their community’s future and see transit-oriented development as a powerful way to improve their neighborhood and city.

OCCUPORTUNITY: Over 50 cities in the Bay Area have identified specific neighborhoods where they plan to re-focus growth around transit stations and existing downtown areas. Meanwhile, dozens of new rail stations and bus rapid transit corridors will open over the next decade. Combined, these opportunities offer a way to significantly influence land use planning and achieve huge local and regional benefits.

KEY ACTIONS:
- Continue to lead the Great Communities Collaborative.
- In key neighborhood planning processes near transit, work with the Collaborative partners to educate and empower residents and local groups to advocate for land use plans that strongly support local needs and a healthier, more equitable, and more sustainable region.
- With the Collaborative partners, create and widely share the tools and technical assistance needed for local residents and city officials to make better decisions about development.

KEY COLLABORATION: SUPPORT A REGIONAL SMART GROWTH VISION

Transform’s first campaign in 1997 led to the creation of a regional smart growth vision that showed where new development should and should not happen. Transform will work with Greenbelt Alliance, the League of Women Voters of the Bay Area, and other groups to ensure that the regional agencies’ FOCUS process—meant to implement the regional smart growth vision—has the funding and supportive policies needed to reward the cities that are planning for a sustainable region.

KEY OBJECTIVES BY 2012:
1. Half of new homes approved for development in the Bay Area are located in walkable neighborhoods near transit stations at prices affordable to people of all incomes.
2. At least 30 land use plans are adopted that strongly support the creation of walkable neighborhoods near transit, significant local services and amenities, and a range of housing types and prices.
3. At least 5 model developments are approved and under construction, demonstrating best practices in transit-oriented development.
4. Communities throughout the Bay Area are experiencing new and lasting levels of civic participation in planning processes by a diverse range of residents.
Achieving walkable communities means prioritizing the needs of people over the needs of cars. Unfortunately, when it comes to tackling traffic and parking congestion, most cities see wider roads and parking lots as the only solution. These outdated approaches reduce the space available for shops and green space, reduce the number of homes and make them more expensive, and actually increase driving. Thankfully, there are a range of innovative solutions that can tackle traffic and parking congestion by improving alternatives to driving and rewarding people who reduce how much they drive. But for too long, outdated parking codes, traffic policies, zoning, and misconceptions have held back the kind of development that improves communities and enhances mobility for all. Instead, we see overly-paved places where you have to get in a car to pick up even a carton of milk or loaf of bread.

**OPPORTUNITY:** For several years, the U.S. Green Building Council has been raising the bar for new development through its Leadership in Energy and Environmental Design (LEED) certification program. But there is currently no LEED-style standard for parking and traffic policies, despite their impact on safety, air quality, toxic runoff, and greenhouse gas emissions.

Meanwhile, many cities are considering making parking and traffic policy changes as they update local land use plans and create climate action plans. If cities and developers had real benchmarks and were awarded for achieving people-friendly parking and traffic policies, we’d start to have much better designed developments in the Bay Area and beyond.

**KEY ACTIONS:**

- Design and launch the Cool Neighbors program: a certification program to rank new developments in terms of how much they reduce traffic and emissions. Explore creating an outreach program within Cool Neighbors that would educate new residents of transit-oriented developments about their transportation choices and encourage them to leave the car behind for more trips.

- Work with ClimatePlan partner organizations to get agencies and cities to adopt Cool Neighbors as a local climate change mitigation measure.

- Research and publish a report on the best practices in parking and transportation demand management (TDM) policies for cities. Work with TransForm’s regional coalition member groups to promote this in cities region-wide.

- Provide targeted technical assistance to groups and cities working for better parking and traffic policies.

**OBJECTIVES BY 2012:**

1. The initial development projects endorsed by Cool Neighbors are built and publicized as the next generation in transit-oriented development, creating models in people-friendly parking design and traffic reduction.

2. Cool Neighbors programs are implemented by at least 3 cities in the Bay Area, and promoted statewide as a climate strategy.

3. Parking and traffic reduction policies are improved in at least 5 cities.
About 20% of all trips are less than one mile in length, an easy distance to travel on foot or bicycle. Plus, walking and bicycling improve health, are possible year-round in the Bay Area, affordable for everyone, and are emissions-free. But people choose not to bicycle or walk for many trips for a good reason: it’s dangerous. Nearly 20% of auto-related fatalities involve bicyclists and pedestrians. Unsafe streets, especially near key destinations such as schools, transit hubs, and shopping centers, mean more people are compelled to drive, creating a cycle of worsening congestion that deters potential walkers and bikers. This downward spiral needs to end.

With significant new infrastructure and education programs, we can double the number of people walking and bicycling while increasing safety. Safe Routes to School programs (SR2S) are proof that this can work. SR2S programs reduce traffic around schools, improve air quality, save families money, foster a stronger sense of community, and increase physical activity. SR2S was originally launched in Marin County, where it has yielded dramatic increases in the number of children walking and bicycling at participating public schools. Marin’s program led TransForm to begin its own SR2S program in order to share its benefits with the region’s more urban areas.

Another key way to make bicycling a real option for more trips is by building a complete network of routes and facilities in the region so that Bay Area residents can fully access major businesses, activity centers, and transit hubs on bicycle.

**OPPORTUNITY:** As the result of a major campaign led by TransForm and the Bay Area Bicycle Coalition, MTC will initiate a regional SR2S grants program and has committed to a significant investment in its Regional Bicycle Plan. The Safe Routes to Schools Alameda County Partnership, led by TransForm, is fast becoming a model for successful urban SR2S programs.

**KEY ACTIONS:**

➤ Continue partnering with Cycles of Change and the Alameda County Department of Public Health in leading an Alameda County SR2S program through at least 2011.

➤ Engage TransForm’s regional coalition member groups in ensuring MTC allocates regional funding for SR2S as soon as possible and shape how funds are allocated.

➤ Support key partners in establishing SR2S programs in Contra Costa and Santa Clara Counties.

➤ Support the Bay Area Bicycle Coalition and other partners in advocating for full funding for the Regional Bicycle Plan.

**OBJECTIVES BY 2012:**

1. Safe Routes to Schools programs are successfully established in at least 100 Alameda County public elementary schools, reaching more than 50,000 students.

2. Every county in the Bay Area has launched its own SR2S program, thanks to new regional funding.

3. Full funding—$1.5 billion—is secured for a complete bicycle network, with large parts of the network built or under construction.

**KEY ACTION: SUPPORT SAFE ROUTES TO TRANSIT**

In 2004, TransForm proposed that MTC create a program to fund projects improving the safety and convenience of walking and bicycling to regional transit stations. Today, as part of Regional Measure 2 (the $1 bridge toll increase for transit), the program has $22.5 million to give as grants. TransForm will continue implementing the Safe Routes to Transit grant program through at least 2010, and advocate for additional funding for the program.
GOAL: STATE-LEVEL LEADERSHIP ON TRANSPORTATION AND LAND USE

For too long, California has failed to establish any real framework for land use and transportation policy. We feel the impacts of this every day as California suffers the country’s worst traffic and air quality and too many families are stuck with long commutes and few transportation choices. As California grows towards 50 million residents, we must create a new paradigm for growth focused on walkable communities connected by world-class public transportation.

With nearly 40% of California’s greenhouse gas emissions coming from transportation, the state cannot meet ambitious greenhouse gas goals unless it is easy for people to drive less. The Global Warming Solutions Act, AB 32, is creating an incredible window of opportunity to make sweeping changes in state land use and transportation policy. To realize this potential, TransForm co-founded ClimatePlan, a collaboration of environmental and planning organizations working to ensure smart land use is a key component of California’s climate strategy. ClimatePlan has quickly become a strong voice for smart growth and is growing more powerful as public health, social equity, and other stakeholders join its efforts.

Unfortunately, the ongoing crisis in public transportation funding could undermine the policy changes achieved through AB 32. For years, the Governor and state legislature have pillaged public transportation funding for other uses. This onslaught will continue until there is a coordinated, state-level effort that proposes real, long-term solutions.

That’s why TransForm will increase our state-level capacity and open a satellite Sacramento office. We will bring together diverse stakeholders to develop a shared agenda for transportation in California and then coordinate efforts to achieve it.

*If there ever was a time for bold action, it is now.* Dozens of other states and the federal government are looking to California as a model for addressing climate change. Together we can meet our climate goals and make California an even better place to live.

**In order to achieve this, TransForm will pursue these two strategies:**

1. Ensure California’s global warming law leads to strong transportation and land use policies that reduce driving, protect our climate, and promote social equity.

2. Secure sufficient state funding for public transportation.

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**By working at the state-level, we can realize the following outcomes by 2035:**

- Greenhouse gas emissions from transportation have been reduced by almost 50% since 2008, allowing California to meet its overall reduction goals and putting the state on track for an 80% reduction by 2050. Multiple states around the country are close behind in emissions reductions.

- California’s working families spend 10% less of their household income on transportation and housing costs.
The traditional approach to reducing greenhouse gas emissions from transportation has been to develop new fuel and vehicle technologies. But with an estimated 18 million new residents in California over the next 30 years, driving could increase an astonishing 70% by 2030 (twice the rate of population growth) if poorly planned “sprawl” development continues unchecked. California’s landmark climate change law, AB 32, simply will not meet its ambitious emissions targets without strong policies that support the creation of world-class public transportation and walkable communities across the state.

**OPPORTUNITY:** By January 1, 2011, all of the policies and regulations to implement AB 32 will be developed, making bold changes in state land use and transportation policy possible. In addition, SB 375, a landmark piece of legislation to rein in sprawl, was passed in September 2008. It provides the impetus for strong regional planning in order to meet emissions targets for different parts of the state. It could provide a major shot in the arm for smart growth, land protection, and more transit.

**KEY ACTIONS:**
- Continue as the fiscal sponsor of ClimatePlan and increase involvement by groups in Southern California and the Central Valley. Also ensure that social justice, housing, and public health groups have the capacity to analyze and influence AB 32’s Implementation Plan.
- Working with key ClimatePlan partners, coordinate a targeted media campaign on the connection between land use and climate change.
- Disseminate best practices nationally to ensure California’s groundbreaking actions are replicated in other states and at the federal level.

**OBJECTIVES BY 2012:**
1. The final AB32 Implementation Plan has strong, effective transportation and land use policies, putting California at the forefront of a new planning paradigm and allowing California to exceed emission reductions targets for transportation.
2. Diverse groups around the state are collaborating on land use and climate change and are considering how to institutionalize this effort to have a lasting power base on these issues.
3. At least 5 other states follow California’s lead in including smart growth as a primary emissions reduction strategy in their climate change plans.
Sadly, public transportation funding is a perpetual victim of Sacramento’s dysfunctional budget. Billions of public transportation dollars have been siphoned away to help shore up the general fund over the past several years, while transit agencies face skyrocketing gas prices and a growing surge in ridership. For so many reasons—social, economic, and environmental—we must reverse this trend by securing and expanding state funding for public transportation.

OPPORTUNITY: California will have to identify new sources of funding for all types of transportation, as the state’s 18-cent gas tax has lost a third of its value since it was last increased in 1994. Other states are pursuing innovative ways of raising new funds that show promise for California, some of which are tied to reducing greenhouse gas emissions. But there is currently no broad-based leadership on these transportation issues, despite growing recognition of their importance.

KEY ACTIONS:

- By 2010, convene experts and advocates from a range of groups including labor, senior, and social justice groups to develop a common agenda for sustainable transportation in California and work together to implement it in 2011–2012.
- Facilitate, as necessary, transportation policy groups within ClimatePlan, the Global Warming Action Coalition, and other networks.
- Work with key partners to watchdog transportation agencies and decision-makers, such as Caltrans and the California Transportation Commission.

OBJECTIVES BY 2012:

1. The state now has sufficient and consistent funding in place for public transportation.
2. The state enables regional agencies and transit operators to raise additional funding for transit with climate-based impact fees.
3. Caltrans and the California Transportation Commission choose transportation investments based on measurable performance criteria (including strong equity and environmental criteria), plus make a strong link between transportation and land use.
While most of this strategic plan is devoted to TransForm’s on-the-ground work, we recognize the importance of thinking ahead about the many things that must happen internally to make this work possible. These efforts range from raising sufficient funding to doing a better job of recruiting volunteers and interns. Described below are the top ways TransForm will work over the next four years to become a stronger, more effective organization.

STRATEGIC COMMUNICATIONS

We simply can’t succeed without engaging a broad range of people in our efforts, from local activists to decision-makers. That’s why we will build up our web presence with a more engaging, interactive website plus improved online advocacy tools. Our campaigns and programs will become increasingly proactive in gaining media coverage. We will boost capacity to do more communications planning. We will create more effective outreach materials. We will increasingly tailor all of our communications to different audiences. All the while, we will keep a vigilant eye towards clearly, consistently, and powerfully expressing who we are and what we are all about.

STRATEGIC BUDGETING AND FUND DEVELOPMENT

As part of this planning process, TransForm created a detailed strategic budget to forecast our expenses through 2012. To support this strategic budget, TransForm will work to increase and diversify its funding sources. While foundations will continue to be our largest funding source, we want to almost triple individual and private sector support. These funds are critical for allowing us to be nimble in our advocacy work while helping build a sufficient operating reserve.

ENHANCED DIVERSITY AND INCLUSION

We believe that in our increasingly diverse region and state, TransForm can only achieve its mission by bringing together and representing people from a wide range of backgrounds, abilities, and perspectives. Part of our strength is that we work with a diverse array of partners, allies, and coalition groups. During 2009–2012, we will build on this strength by working to diversify board and staff at all levels and developing an internship program to encourage a diverse pool of applicants for jobs. Our campaigns and programs will continue to deeply involve low-income communities and communities of color in local planning and other decision-making processes.

BOARD, STAFF, VOLUNTEER, AND INTERN DEVELOPMENT

None of the work described in this plan can happen without a whole lot of people—and you might be one of them! TransForm will restructure our Board of Directors to better meet our increased needs in terms of governance and fundraising while maintaining a strong policy focus. TransForm recently overhauled our staff structure to free up more of the Executive Director’s time to oversee new state-level work, and we will soon boost staff capacity on regional work as well. We also plan to expand our capacity through a formal volunteer program.

Changing our name to TransForm was a critical first step in dramatically improving communications. Our old name, the Transportation and Land Use Coalition wasn’t just a mouthful, it was constantly misprinted and misread. It was very difficult to remember and the words “land use” and “coalition” tended to make eyes glaze over. The accompanying acronym, TALC, didn’t directly match the name and worse still, our old website, www.transcoalition.org, didn’t match either our name or acronym. After months of brainstorming sessions, several online surveys, focus groups, and pro bono guidance from marketing professionals, the name that got the strongest response in surveys and felt the most inspirational was TransForm. It also captures our desire to reform transportation and urban form in order to transform communities. Imagine: a simple name that encapsulates both transportation and land use!
TRANSFORM’S REGIONAL COALITION

The following organizations are members of TransForm’s regional coalition, which is united by a shared vision and policy agenda for the Bay Area.

Our regional coalition has been central to many victories over the years. Together, TransForm’s regional coalition has successfully taken on the Regional Transportation Plan, the Bay Area’s transportation funding blueprint. Our regional coalition was also central to the passage of Regional Measure 2, the one-dollar bridge toll increase to fund transit.

Our regional coalition’s broad range of members and grassroots power yields great political strength. Indeed, TransForm’s large regional coalition is difficult for agencies to ignore, as we work together to determine joint policy priorities and form a united front on the Bay Area’s transportation and land use needs. TransForm will continue leading and supporting the essential work of the regional coalition and is committed to making it even stronger and more diverse.

REGIONAL AND NATIONAL GROUPS
Architects/Designers/Planners for Social Responsibility (ADPSR)
Bay Area Bicycle Coalition (BABC)
Bay Localize
Bluewater Network, Friends of the Earth
California Public Interest Research Group (CalPIRG)
Carfree City, USA
City CarShare
Congress for the New Urbanism (CNU)
EAH Housing
EcoCity Builders
Environmental Defense Fund
Greenbelt Alliance
Greenlining Institute
International Council for Local Environmental Initiatives (ICLEI)
Latino Issues Forum
League of Women Voters of the Bay Area
LIFETIME: Low-Income Families’ Empowerment through Education
National Trust for Historic Preservation
Non-Profit Housing Association of Northern California (NPH)
Planning and Conservation League (PCL)
PolicyLink
Public Health Law & Policy
Rail Passenger Association of California (RailPAC)
Rails-to-Trails Conservancy
Redefining Progress
Regional Alliance for Transit (RAFT)
Save Mount Diablo
Save The Bay
Service Employees International Union (SEIU) Local 1021
Surface Transportation Policy Partnership
Sustainable Pacific Rim Cities
The Nature Conservancy
Train Riders Association of California (TRAC)
Transportation Solutions Defense and Education Fund (TRANSDEF)
Urban Ecology
Urban Habitat
World Institute on Disability

SOUTH BAY/PENINSULA
Acterra
Affordable Housing Network of Santa Clara County
Alliance for a Livable Palo Alto
Amalgamated Transit Union (ATU) Local 265
BayRail Alliance
Campus Community Association
Cities21.org
Community Homeless Alliance Ministry (CHAM)
Council of Churches of Santa Clara County
East Palo Alto Historical and Agricultural Society (EPA-HAS)
Housing Leadership Council of San Mateo County
Peninsula Bicycle & Pedestrian Coalition
Silicon Valley Bicycle Coalition
Sustainable San Mateo County
Urban Planning Coalition, San Jose State University
Walk San Jose
Working Partnerships USA

EAST BAY
AFSCME Local 3916
Alameda County Local Investment in Childcare
Alameda Labor Council, AFL-CIO
Alameda Transit Advocates
Albany/El Cerrito Access
Amalgamated Transit Union (ATU) Local 192
Amalgamated Transit Union (ATU) Local 1555
Berkeley Ferry Committee
BikeAlameda
Building Opportunities for Self Sufficiency (BOSS)
Citizens for Alternative Transportation Solutions (CATS)
Coalition for West Oakland Revitalization
Contra Costa Central Labor Council, AFL-CIO
East Bay Asian Local Development Corporation (EBALDC)
East Bay Bicycle Coalition (EBBC)
East Bay Housing Organizations (EBHO)
Environmental Justice Institute (EJI)
Friends of Alhambra Creek
Friends of BRT (Bus Rapid Transit)
Friends of Livermore
Gray Panthers of Berkeley/East Bay
Gray Panthers of Southern Alameda County
Green Party of Alameda County
Hayward Area Planning Association
Hayward Demos Democratic Club
Housing Opportunities Make Economic Sense (HOMES)
Livable Berkeley
Pedestrian Friendly Alameda
Richmond Improvement Association
Rockridge Community Planning Council
The People on the Bus
United Seniors of Oakland & Alameda County
Urban Creeks Council
Urbanists for a Livable Temescal Rockridge Area (ULTRA)
Walk and Roll Berkeley
Walk Oakland Bike Oakland (WOBO)
Wellstone Democratic Renewal Club

SAN FRANCISCO
CC Puede
Hayes Valley Neighborhood Association
Livable City
Rescue Muni
San Francisco Bicycle Coalition (SFBC)
San Francisco Green Party
San Francisco Housing Action Coalition (SFHAC)
San Francisco Planning and Urban Research Corporation (SPUR)
San Francisco Tomorrow
Sierra Club San Francisco Bay Chapter
Tenderloin Neighborhood Development Corporation
Walk San Francisco

NORTH BAY
Accountable Development Coalition
Grassroots Leadership Network of Marin
Green Wheels
Leadership Institute for Ecology and the Economy
Marin Center for Independent Living
Marin County Bicycle Coalition
New Economy Working Solutions (NEWS)
North Bay Central Labor Council, AFL-CIO
Sonoma County Conservation Action
Sonoma County Transportation & Land Use Coalition
We are deeply grateful to the foundation staff and trustees who have made our work possible over the years.

Foundations

We are deeply grateful to the foundation staff and trustees who have made our work possible over the years.

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Evelyn and Walter Haas, Jr. Fund
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Fledgling Fund
Flora Family Foundation
Ford Foundation
Furnessville Foundation
Clarence E. Heller Foundation
Kaiser Permanente Community Benefits Programs
Laurel Foundation
Richard and Rhoda Goldman Fund
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Individual Supporters

TransForm warmly thanks the many individuals who have supported us since the very beginning. Your activism and volunteerism make all the difference. Individual contributions have also been essential for our work on legislation and ballot initiatives, which foundations generally do not fund. While we do not have room here to list everyone who has contributed to TransForm over the years, know that your dedication to our mission inspires us every day.
The most successful strategic planning processes include a near-exhaustive look at an organization’s internal strengths and weaknesses, as well as exploring existing and future opportunities and threats. TransForm’s strategic planning process included five different task groups, 18 stakeholder interviews, a 50-person strategy session at a regional meeting, 142 participants in a survey on campaign priorities, countless meetings, and a huge supply of giant sticky-note pads. Nine months after starting this process, we are confident that this blueprint for action and accountability is grounded in reality and sets us on the right path.

We have so many people to thank for helping this plan come together.

**Members of the strategic planning group:**
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**People who participated in interviews or work groups:**
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