UCSF Parnassus Heights
Re-envisioning Process

Community Working Group Meeting #1

October 1, 2018
Agenda

- Welcome, Introductions, and Agenda Overview
  (Barbara French, Vice Chancellor, Strategic Communications and University Relations)

- Campus Re-Envisioning Process Overview
  (Barbara French)

- Community Working Group Purpose and Organizing Framework
  (Daniel Iacofano, CEO, MIG)

- Defining the Future of Research and Discovery and UCSF Parnassus
  (Daniel Lowenstein, Executive Vice Chancellor and Provost)

- Community Survey Results
  (Daniel Iacofano)

- Discussion: Working Group Members Desired Outcomes and Future Possibilities

- Public Comment

- Next Steps
Campus Re-Envisioning Process Overview
Comprehensive Parnassus Heights Plan

The Parnassus Heights Campus has been integral to UCSF for more than 100 years, and UCSF is dedicated to ensuring its place as a vital contributor to our research, education and patient care mission.

- Parnassus Heights is home to the UCSF Helen Diller Medical Center, the #1 hospital in California and a vital provider of care to residents of San Francisco, the Bay Area and beyond.

- Parnassus Heights houses some of the best translational science in the world – immunology, stem cell biology, diabetes, neuro-oncology, transplant biology, among others – and offers great possibilities for new, leading-edge programs.

- Inter-professional collaboration is core to UCSF’s educational mission, and Parnassus Heights is the base for all four of our professionals schools.
Comprehensive Parnassus Heights Plan

Why a re-envisioning process?
- The opportunity exists to create a unique integration of clinical, research and education missions within a cohesive identity, while inviting access to community spaces, improving connection and linkage with the adjacent neighborhood, and linking the campus to the area’s natural beauty (“park to peak”).

Why now?
- After 20-plus years, Mission Bay is well established.
- Parnassus Heights is aging. Its infrastructure, buildings and interior spaces require significant renewal and investment.
- We must improve our research and academic space to retain and attract the best faculty, students and staff.
- We must replace Moffitt Hospital because it will not meet the state’s 2030 seismic standards for hospitals.
Comprehensive Parnassus Heights Plan

Objectives

- Develop a long-term, holistic plan for Parnassus Heights with discrete, measurable impact through the preparation of a Comprehensive Parnassus Heights Plan.

- Ensure that the UCSF Parnassus Heights campus remains a flagship destination for the best clinical care, life sciences research and education in the U.S.
Comprehensive Parnassus Heights Plan: Values

- UCSF’s commitment to re-envision the future Parnassus Heights campus includes our commitment that the campus complement and enhance the surrounding neighborhood – it's important that we are a good and responsible neighbor.

- The Parnassus Heights campus is critical to UCSF’s future and the upcoming planning process is intended to ensure our excellence in research, education and patient care well into the future – and to ensure we will continue to be an anchor institution for San Francisco.

- Over the coming year, the planning process will enable us to envision a Parnassus Heights campus that will advance the university’s mission AND enhance the neighborhood that we have called home for more than 100 years.
The projected need for a larger Parnassus Heights hospital facility demands that we take a hard look as to how we can remain faithful to our commitment to abide by the space ceiling. As such, we will explore every appropriate avenue to manage our growth and to partner with the community to ensure the vision for the Parnassus Heights Campus benefits both the neighborhood and UCSF.
Space Ceiling

1976 UC Board of Regents’ Resolution: *Designation of Open Space Reserve, Alteration of Campus Boundaries, Commitment of Houses to Residential Use, Authorization to Negotiate Sale of Properties and Commitment to Transportation Studies, San Francisco*

- Designated the Mount Sutro Open Space Reserve to be permanent open space
- Established campus boundaries
- Established the total amount of structured space within the campus boundaries not to exceed 3.55 million gross square feet, excluding residential use (revised in 2014 Long Range Development Plan)
- Determined need for tracking transportation impacts and average daily population
Comprehensive Parnassus Heights Plan: Consultant Scope

- Site assessment for Parnassus Heights
- Prioritize future development considerations that influence physical options for Parnassus Heights
- Infrastructure, utility, and code-compliance framework
- Physical options (including a “blue sky plan,” adjusted based on priority constraints, such as regulatory, political, financial)
- Parnassus Heights design guidelines (for buildings fronting Parnassus Avenue and other high-profile public spaces)
- Comprehensive Parnassus Heights Plan and implementation strategy
Comprehensive Parnassus Heights Plan: Consultant Scope

- Site plan with height/bulk zones, demolition/new construction footprints and massing, circulation, site/building access, open space/recreation, housing, site infrastructure
- Long-term strategy and siting criteria for locating major uses throughout campus
- Identify near-term research opportunity sites
- Identify other implementation priorities, such as social/collegial spaces, education spaces, site and building infrastructure, code compliance plan
Comprehensive Parnassus Heights Plan: Perkins Eastman

Perkins Eastman is an international architecture, interior design, urban design, planning, landscape architecture, graphic design, and project management firm with offices in San Francisco and around the world. The Perkins Eastman team includes specialized sub-consultants with expertise in:

- Real Estate
- Landscape Architecture
- Community Engagement
- Transportation Planning
- Civil, Mechanical, Electrical, and Structural Engineering
Comprehensive Parnassus Heights Plan: Perkins Eastman

Timeline

<table>
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<tr>
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<tr>
<td>CPHP consultant on board</td>
<td>April 2018</td>
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<tr>
<td>Draft Comprehensive Parnassus Heights Plan</td>
<td>Spring 2019</td>
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<tr>
<td>Final Comprehensive Parnassus Heights Plan</td>
<td>June 2019</td>
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<td>Clinical Sciences Building Renovation Complete</td>
<td>2019</td>
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<td>Central Research Lab Complete</td>
<td>Early 2020</td>
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<td>New Hospital Complete</td>
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PROPOSALS FOR PARNASSUS HEIGHTS

- Demolish the Laboratory of Radiobiology, Medical Research 4, Surge, Woods, Environmental Health and Safety (EHS), Langley Porter Psychiatric Institute (LPPI), Koret Vision Research (Koret), and Proctor buildings.
- Construct a new hospital addition to Long Hospital, and renovate and reuse Moffitt Hospital.
- Develop new housing (student housing at UC Hall and Millberry Union towers; faculty housing at Fifth and Parnassus avenues and the Proctor site).
- Complete the conversion of Fifth Avenue houses to faculty housing.
- Seismically retrofit the Faculty Alumni House.
- Restore the Surge, Woods, and EHS footprint areas to open space, and add to the Reserve.
- Continue to manage the Mount Sutro Open Space Reserve as permanent open space and create new/restored trails.
- Renovate Saunders Court and enhance the pedestrian spine.
- Implement the Parnassus Avenue Streetscape Plan.
- Reduce UCSF traffic by enhancing Transportation Demand Management (TDM) programs.
- Reduce congestion through parking and loading improvements.
Community Working Group
Purpose and Organizing Framework
PURPOSE AND CHARGE: Provide input into the Parnassus Heights Campus’s planning and development projects.

The specific charge is to:

- Advise UCSF staff on neighborhood issues and opportunities related to the Parnassus Heights Campus re-envisioning process;
- Articulate key community planning and design principles to be considered by UCSF as it considers future projects;
- Identify recommended strategies and actions for addressing community concerns regarding the physical development of the Parnassus Heights Campus;
- Provide input and feedback to UCSF staff for the purpose of helping the University be a good neighbor to the community at large; and
- Serve as a communication link between UCSF and the community.
Community Working Group Purpose, Organizing Framework

**CWG MEMBER RESPONSIBILITIES:** Uphold the CWG purpose and charge, each member is asked to fulfill the following responsibilities:

- Attend CWG meetings (two excused absences are allowed);
- Listen actively to the ideas and opinions expressed by CWG members, project staff and team members, and all members of the community; engage in constructive discussion; be open to alternative solutions and points of view;
- Review and respond to technical planning and policy information provided by UCSF staff and community members;
- Present the views of constituencies, acknowledging and drawing on the diversity of opinions and outlooks represented;
- Inform constituencies and other community members about the CWG process; and
- Adhere to the CWG’s Operating Principles and cooperate with this process to the fullest extent possible.
COMMUNITY WORKING GROUP PURPOSE, ORGANIZING FRAMEWORK

OPERATING PRINCIPLES: The Community Working Group (CWG) will carry out its charge through a series of regularly scheduled, facilitated meetings. To ensure a useful and productive exchange of information, the Group will conduct its work according to the following operating principles:

- **Transparency:** UCSF staff and CWG members will share relevant information and facts to facilitate productive discussion and progress toward mutual goals.

- **Equal Participation:** All participants will agree to provide one another the opportunity to engage in balanced dialogue and presentation on meeting topics, and will minimize domination of discussions by allowing time for other speakers.

- **Inclusivity:** CWG meetings and related activities will be conducted to ensure the ideas and views of all members are considered. This includes an inclusive process to set and design meeting agendas that includes both UCSF staff and CWG members.
Community Working Group Purpose, Organizing Framework

OPERATING PRINCIPLES (continued)

- **Respectful and Responsive Engagement:** CWG members and UCSF staff will show courtesy, honesty and respect for each other during all communications, especially when giving or receiving contrary opinions as well as positive or negative feedback.

- **Accessibility:** Meetings will be scheduled and materials will be developed to enhance availability and ensure equal opportunities for participation based on the needs of the CWG members. All meetings will be open to the public.

- **Facilitated Meetings:** The meeting facilitator will help the CWG manage its agendas and enforce the Operating Principles.

- **Meeting Documentation:** Meeting summaries will be prepared and made available to members.
Community Working Group Purpose, Organizing Framework

CWG MEMBERSHIP AND PARTICIPATION

UCSF will work to ensure that CWG membership includes residents of all residential communities adjacent to UCSF, as identified by UCSF staff and CWG members.

UCSF will encourage the active participation of outside agency representatives and community organizations not represented on the CWG whose jurisdiction and subject matter expertise make it likely that they could make a useful contribution to CWG meeting topics.
Community Working Group Purpose and Organizing Framework

TOPICS FOR 2018-2019 CWG MEETINGS

- Facilitated discussions on neighborhood issues, opportunities
  - Housing
  - Transportation and Mobility
  - Urban design
  - Public realm and streetscape
  - Open space
  - Neighborhood amenities, such as campus facilities, programs and activities
- Neighborhood open house results
- Re-envisioning ideas and opportunities
- Plan alternatives
# Re-Envisioning the UCSF Parnassus Campus: Community Engagement Process

**AUGUST 2018**

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<th>DISCOVERY</th>
<th>ALTERNATIVES</th>
<th>FUTURE DIRECTION</th>
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<td>CAG Meeting 1 September 5th</td>
<td>Community Working Group Meeting 1 October 1</td>
<td>Community Working Group Meeting 5 March 20</td>
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<td>On-Line Neighborhood Survey</td>
<td>Community Working Group Meeting 2 October 24</td>
<td>Community Working Group Meeting 6 April 25</td>
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<td>Community Outreach</td>
<td>Community Working Group Meeting 3 December 10</td>
<td>Community Working Group Meeting 7 May 23</td>
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<td>Neighborhood Open House 1 November 26</td>
<td>Community Working Group Meeting 4 January 24</td>
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<td>March 2019</td>
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Defining the Future of Research and Discovery at UCSF Parnassus
UCSF Research Achievements

- Discovery of recombinant DNA technology
- Discovery of proto-oncogenes by UCSF
- Discovery of prions
- Discovery of telomerase
- Discovery of pluripotential stem cells

- HIV/AIDS
- Immunotherapy for prostate cancer
- Tobacco-related research
- Global Health Sciences
- Precision Medicine
Impact

- All four UCSF’s professional schools are leaders in education and research funding, reflecting the breadth of UCSF’s excellence across multiple health-science arenas.

- UCSF is the *only* School of Medicine in the nation ranked among the top five in both research and primary care.

- UCSF is the 2nd-largest employer in San Francisco and the 5th largest in the Bay Area: ~27,000 employees.

- UCSF has ~ $6.2 billion economic impact in the Bay Area; generating nearly 40,000 jobs.

- UCSF is located in more than 20 sites around the Bay Area; Fresno, Africa, South America, and beyond.

- The birth of the biotech industry with dozens of start-up companies formed as direct result of UCSF science.
UCSF’s role is to transform biomedical research to benefit patients and the community.

TRANSLATIONAL RESEARCH

Basic scientists  Life science industries  Clinicians

IMPROVE HEALTH CARE
It’s all about the people...
Parnassus Today: The Challenges for Research

- Dated infrastructure (specific concerns include HVAC, CO2 supply, water supply)
- For basic scientists in particular, perception of insufficient access to graduate students (approx. 72% of whom are at MB)
- Imbalance in Cores (more of them, more modern and updated at MB)
- Sub-optimally attended weekly faculty research seminars, due to location and logistical/access challenges, contributing to poor sense of community
- Perception of being “the second tier campus” and perceived inability to attract talent, lack of cohesive community at PH. For some, a clearly stated preference for MB
Why Should Research Stay at Parnassus?

- PH will continue to be the site of the #1 tertiary/quaternary adult care hospital in the western half of the U.S. and among the top in the U.S.
- Some of the best translational science in the world occurs at PH (immunology, stem cell biology, diabetes, neuro-oncology, transplant biology, et al), and there are great opportunities for creating new, cutting-edge programs (ImmunoX, Microbiome, Digital Hub, et al)
- PH will remain the base for all 4 professional schools
- The physical layout of PH lends itself to a unique integration of our clinical, research and education missions
The Developing Plan

- Desire for a bold, transformative vision entailing collaboration and leveraging synergies across multiple disciplines
- “Beacon” concept: a comprehensive, attractive vision to retain key faculty and trainees, vs. “piecemeal” physical improvements
- Keen need for reestablishing an exciting, vibrant community at Parnassus; one that draws in research and clinical faculty, staff and trainees, removes barriers to their work and instills a sense of empowerment and pride
- Desire/interest for explicit research-clinical care connection: state of the art, robust research capabilities will enhance patient care in adult hospital

This is the existential threat of our time -- serious risk of attrition/further loss of morale
Desired Outcomes for Research

- Identified resources – space and funds – for initial phase of Parnassus Heights improvement
- Enhanced morale and energy at Parnassus Heights across stakeholders due to visible progress and milestone achievement; i.e. “Future Proof”
- As part of a separate, but concurrent process, planning and design for a “Central Research Lab” hub in the Towers
The “C” is a multi-faceted representation of CoLabs: as a logomark; as an interconnected space of shared labs; as an open “ring of collaboration” that will mirror the eventual rejuvenation and space concept at Parnassus.
Community Survey Results
UCSF Parnassus Heights Campus Neighborhood Survey

The purpose of the survey was to collect community input on the following:

- Use of UCSF facilities and programs
- Benefits and challenges of living near UCSF
- Priorities for potential campus improvements to further neighborhood goals
UCSF Parnassus Heights Campus Neighborhood Survey

- Survey open from July 30 – August 30, 2018
- Available in English, Spanish and Chinese
- Accessible in print and online formats
- Outreach via print mailers to local residents and businesses; e-blasts to UCSF list-servs and other established channels
- 1,139 responses collected
UCSF is beginning a process to re-envision our historic Parnassus Heights Campus to better serve the community, our employees, patients, and visitors.

To better inform this process, we want to hear how you use the campus and what changes you’d like to see.

Participate in two ways | 兩種方法參加調查 | Participar en dos sentidos

Online | 往上 | Internet
rebrand.ly/UCSFsurvey

OR

In person | 或親自到UCSF圖書館 | En persona
UCSF Parnassus Library
530 Parnassus Avenue
Monday - Friday, 8 a.m. and 8 p.m.
Saturday - Sunday, 10 a.m. to 6 p.m.

Surveys will be collected through August 30.
調查將在8月30日之前收集。
Las encuestas se recogerán hasta el 30 de agosto.
Participant Profile

- 49% of respondents have lived near the Parnassus Heights Campus for over 10 years
- 79% do not have children younger than 18 years of age living at home
- 83% are residential neighbors

Please indicate your relationship to UCSF.

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<th>Relationship</th>
<th>Percentage</th>
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<td>Residential Neighbor</td>
<td>83%</td>
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<tr>
<td>Patient</td>
<td>28%</td>
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<tr>
<td>Faculty or Staff</td>
<td>14%</td>
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<tr>
<td>Other</td>
<td>13%</td>
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<tr>
<td>Student or Trainee</td>
<td>11%</td>
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<tr>
<td>Business Neighbor</td>
<td>3%</td>
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Campus Programs and Facilities
Most Frequently Used Programs and Facilities

Please indicate which facilities and/or programs you have used in the past two years.

- Mount Sutro: 54%
- Food Service: 49%
- Health Clinics: 38%
- Fitness Center: 38%
- Library: 37%
- Farmers' Market: 33%
- Emergency Room: 26%
- Lectures: 24%
- Other: 11%
- Research and Support Groups: 9%
- Not Applicable: 7%
- Concerts: 7%
- Child Care: 1%
Most Frequently Recommended Programs and Facilities

Which UCSF facilities and/or programs have you recommended to your family and friends?

- Mount Sutro: 45%
- Fitness Center: 36%
- Health Clinics: 30%
- Library: 27%
- Emergency Room: 21%
- Farmers’ Market: 17%
- Food Service: 16%
- Not Applicable: 16%
- Lectures: 13%
- Research and Support Groups: 8%
- Concerts: 4%
- Child Care: 3%
- Other: 2%
Frequency of Facility and Program Use

How often do you use facilities and/or programs at UCSF?

- I don't use any UCSF facilities or programs: 8%
- Less than one time per year: 7%
- 1 or more times a month: 22%
- 1 or more times a year: 27%
- 1 or more times a week: 33%
- Not Applicable: 3%
Preferred Mode of Transportation

Key Comments:
- UCSF should increase parking options and provide cheaper parking options.
- Respondents requested more frequent bus and Muni service to the area.
- There is a need for more convenient and secure bike parking.
Recommendations for New Facilities and Programs

Fitness and Recreation
- Improved **fitness centers** with more programming
- New **sports facilities** (e.g., basketball courts, pool)
- **Discount rates** for seniors and neighbors

Arts and Culture
- **Library** with more reading space
- **Film series**

Community Amenities
- **Community rooms available for rent** by local organizations or for private events
- **Dog park**
- **Childcare** and programs for children
- **Healthier food options**
Recommendations for New Facilities and Programs (continued)

I would use or visit the Parnassus Heights campus more frequently if it had the following:

- An event center: 60%
- Educational opportunities: 56%
- More restaurants: 51%
- Outdoor recreational space: 50%
- Campus open spaces or courtyards: 47%
- Art exhibits: 35%
- Not Applicable: 9%
- Other: 9%
- Overnight accommodations for patient families and visitors: 8%
Campus Environment
Benefits of Living near UCSF

- **Proximity to medical services and access to world-class facilities**
  - Sense of safety provided by being close to a hospital and emergency room
  - Access to high-quality healthcare services, with excellent doctors and facilities.
  - Community pride in living near a world-class institution and being surrounded by a community of talented students, academics and medical professionals.
Benefits of Living Near UCSF (continued)

- **Vitality of local businesses supported by UCSF staff, students and visitors**
  - Diverse and vibrant neighborhood with students and staff working and living in the neighborhood
  - Numerous retail and restaurant options in the community
  - Farmer’s market

- **Access to open space**
  - Proximity to Mount Sutro Open Space Reserve and its trails for hiking and running
  - Access to beautiful views
Benefits of Living near UCSF (continued)

- **Access to community amenities**
  - Recreation and fitness opportunities: fitness center, pool, etc.
  - Educational and cultural opportunities: library, lectures, etc.

- **Mobility**
  - Convenience of living close to work and being able to **walk to work**
  - Access to **UCSF shuttle**
Benefits of Living near UCSF: Sample Responses

“The Sutro Forest is a great escape from the urban areas surrounding it.”

“A world-class hospital so close to our front door.”

“Student energy, adds density and amenities to the neighborhood, feeling of being connected to education.”

“It doesn't get better than walking to work! Also, having such great health care and fitness center nearby is priceless, especially in this city with ever-growing traffic issues.”
Challenges of Living near UCSF

- **Traffic, parking and multi-modal access to facilities**
  - Traffic congestion is increasing and is exacerbated by the many shuttles serving UCSF
  - **Lack of parking** for UCSF staff, visitors and neighbors is a critical concern
  - UCSF staff, students and visitors use residential parking in the neighborhood, which **limits parking for residents**
  - **Unsafe conditions for pedestrians** (e.g., crowded narrow sidewalks)
  - **Poor driver behavior**, especially as shuttles speed through residential streets
  - **Unreliable and infrequent public transit**
Challenges of Living near UCSF (continued)

- **Nuisances**
  - Emergency vehicle sirens and overall *noise pollution*
  - Concern about people *smoking* in the streets around the campus
  - Impacts of *constant construction* on campus.

- **Housing challenges**
  - *Lack of housing* for students and researchers
  - *Increasing rents* and housing demand
  - *Homelessness*, especially homeless people staying in the neighborhood after having been discharged from the hospital.
Challenges of Living near UCSF: Sample Responses

“Traffic and parking overflow into our streets.”

“Lack of campus housing for students.”

“Certainly added congestion and very competitive parking on a non-permitted street such as mine.”

“Occasional traffic. But UCSF is a good neighbor.”
Potential Neighborhood Enhancements
Vision for a New and Improved Campus

- Improvements to the streetscape and built environment
  - Modern, state-of-the-art buildings to replace the old, deteriorating, concrete buildings
  - A more unified, welcoming and vibrant appearance
  - An architectural style similar to the modern look of the Mission Bay campus
  - The protection of historical buildings to add to local character
  - Improvements to the streetscape at Irving and Arguello
Vision for a New and Improved Campus
(continued)

- **Traffic and mobility improvements**
  - Safe and **pedestrian-friendly streets** with improved traffic flow
  - Better **lighting** and reduction of nighttime light pollution.
  - Improved **public transit**
  - **Increased parking** for UCSF staff and students
  - Improvements to **bike safety** and cyclist behavior, with separated bike lanes
  - **Close Parnassus** to vehicle traffic two blocks on either side of campus
Vision for a New and Improved Campus (continued)

- **Green space, open space and outdoor recreation opportunities**
  - A central plaza to help anchor the campus
  - Protection of the natural environment and the views
  - Outdoor recreation and gathering spaces: gardens, tennis courts, bocce courts, workout areas, etc.
  - A dog-run
  - Activity clubs, such as dog walking, trail running, tai chi etc.
Vision for a New and Improved Campus
(continued)

- Improved amenities, programs and retail options
  - Library with extended hours and meeting spaces
  - Indoor and outdoor recreation
  - Better quality and larger variety of restaurant offerings
  - Additional cultural activities (art shows, performances, etc.)
  - Increased educational opportunities, including movie series
  - Playground for children
  - Affordable housing
Vision for a New & Improved Campus: Sample Responses

“Another parking structure built for UCSF employees and students.”

“Very modern food facilities and a welcoming atmosphere to the greater community.”

“A place for public forums; Indoor and outdoor recreation; Perhaps art and concert series; Great street presence that is inviting with gardens and restaurants.”

“Not overdeveloped. Preserves the feel of the older buildings, keeps the views to the Bay and Marin open.”
Priorities for Neighborhood Improvements

Rank your priorities for potential neighborhood enhancements and improvements.

- Campus open space and shared facilities: 4.0
- Improvements to Parnassus streetscape: 3.8
- Designated ride share pick-up/drop-off locations: 2.9
- Designated package delivery locations: 2.2
- Bike/scooter share facilities: 2.2
Parking Concerns and Improvements

What are your thoughts regarding parking?

- Parnassus Heights should provide more on-campus parking spaces
- Parnassus Heights should provide fewer on-campus parking spaces
- Other changes to parking

- Other changes to parking 34%
- Parnassus Heights should provide more on-campus parking spaces 66%
- Parnassus Heights should provide fewer on-campus parking spaces 13%
Parking Concerns and Improvements (continued)

- **Changes to parking suggested by respondents:**
  - Provide **less expensive parking** so employees and visitors don’t park on residential streets.
  - Provide **short-term parking** for drop-off and pick-up, and designate rideshare pick-up locations.
  - Encourage the use of **public transportation** and increase frequency of service.
Communication with UCSF
What is your preferred form(s) of communication with UCSF?

- Email: 86%
- Postcards: 25%
- Attendance at meetings, open houses and/or workshops: 22%
- Facebook: 18%
- Other: 4%
Level of Interest in Ongoing Participation

Please indicate your level of interest in participating in future planning meetings related to the future of the UCSF Parnassus campus.

- I am not interested. 13%
- I am somewhat interested. Please keep me and my neighbors informed about future planning meetings and discussions. 60%
- Yes, I am very interested. I will provide my email address at the end of this survey. 27%
Discussion: Desired Outcomes and Future Possibilities
Public Comment
Next Steps
Next Steps

- Parnassus Heights campus tours with Community Working Group members
  - Dates to be determined, please look for a doodle poll
- Next meeting date:
  - Wednesday October 24, 2018
    Millberry Union
    6:30 p.m. (dinner at 6 p.m.)