

**NANCY PFEFFER**  
**President, Network Public Affairs, LLC**

Network Public Affairs provides public policy analysis and communications services to public and private sector clients, focusing on environmental and transportation issues. Before founding NPA, Ms. Pfeffer spent seven years working for the Southern California Association of Governments (SCAG). Between 2004 and 2006 she was the manager of SCAG's Goods Movement Program, which she developed into an influential force in the region on this critical policy issue. From 2002 to 2004 she coordinated the public outreach effort for the 2004 Regional Transportation Plan, also known as Destination 2030. From 1999 to 2002 she coordinated SCAG's environmental justice program, developing it into a national model that was recognized by the Transportation Research Board. Before joining SCAG, she worked as an environmental policy analyst and compliance specialist for ARCO, and previously she worked for an environmental consulting firm and as a compliance specialist for an aerospace company. She has been a resident of Long Beach for fifteen years.