

# Weaving the County Together

For over half a century, **SAMCEDA** has worked in partnership with **businesses, elected leaders, educators, labor and non-profits**, as well as many others to promote San Mateo County as the **THE PLACE** to work, live and prosper.



**T**ransportation



**H**ousing



**R**egionalism



**E**conomy



**D**evelopment



# Rosanne Foust

## President & CEO

### SAMCEDA

When the San Mateo County Development Association was founded in 1953 (the word Economic did not become a part of its name until the 1960's), the purpose was "to further and promote balanced economic growth in San Mateo County particularly and the San Francisco Bay generally and develop cooperation and unified action in commercial, industrial, civic and cultural fields and to promote the general welfare of the area."

Fast forward to 2017 and SAMCEDA's mission holds true to that original purpose and is even more critical today. San Mateo County and the Silicon Valley Region has long been a birthplace of innovation. Collectively, we lead the world in education, healthcare, biotechnology, technology, software, online media, and social media.

The original success which created the suburban communities between San Francisco and San Jose has now intensified to the point where our region is one of the most highly sought after places to live, work, and create transformational companies.

While we celebrate our unprecedented economic growth, low unemployment, and 21<sup>st</sup> Century innovation, success comes with a price that demands solutions. This is why SAMCEDA has always been focused on the need for more housing at all income levels, quality healthcare, childcare options, great schools, and good jobs that allow residents at every income level to remain in San Mateo County.

Last year we launched SAMCEDA's "THRED Talks" as an interactive presentation by industry leaders to weave San Mateo County together through **T**ransportation, **H**ousing, **R**egionalism, **E**conomy and **D**evelopment – 5 subjects that encompass the depth and breadth of communities identifying opportunities and meeting the challenges that come with change. Not easy subjects and not easy solutions but lots of great ideas that demonstrate how to harness innovation and entrepreneurship to solve public policy challenges.

**But no issue besides housing touches the life of almost every resident, commuter or business of every size on a daily basis more than traffic congestion and mobility.**

2017 and 2018 represent an unprecedented opportunity to implement a strategic and critical series of steps that will produce significant and

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meaningful congestion relief, transit improvements, and innovative mobility solutions if we do this right.

In order to meet this challenge head on SAMCEDA launched the **Peninsula Mobility Group** in 2016 to leverage and deepen the impact of our work on transportation issues and demonstrate the commitment among private employers. Never before in the history of private industry have the major employers who call San Mateo County and Silicon Valley home stepped up to the table with money and resources for transportation solutions like they are doing now.

One example of this work is the partnership between the San Mateo County Transit District, Peninsula Mobility Group members, C/CAG and the State to advance the US 101 Managed Lanes project with \$3 million in funding from private employers. The purpose of the proposed project is to provide a continuous lane in each direction on US 101 from the terminus of the Santa Clara County Express Lanes at Whipple in Redwood City to I-380 in northern San Mateo County that would be managed in real time to achieve maximum efficiency and operations. The environmental work is well under way, Peninsula Mobility Group is supporting community outreach efforts, and the project is well positioned for new state transportation funding.

Thanks to the leadership of Governor Brown, State Senators Hill and Wiener, and Assembly Members Mullin, Berman and Ting, along with the State Legislature, the recently approved Road Repair and Accountability Act of 2017 will provide billions to address California's road repair backlog and allow San Mateo County to compete for critical new funding for infrastructure and transit improvements in San Mateo County.

Caltrain Modernization and Electrification is also underway with the approval of a Full Funding Grant Agreement with the Federal Transit Administration which provides the final \$647 million for this vital project to electrify Caltrain, increase ridership, purchase new electric vehicles, and increase efficiency. When many had given up on this funding due to the change in Administrations in Washington, the staff at the San Mateo County Transit District with the strong support of Governor Brown, Leader Pelosi, Senators Feinstein and Harris and our Members of Congress Representatives Eshoo, Speier and Lofgren did not give up.

SAMCEDA and the Peninsula Mobility Group is working hard every day to support efforts at every level of government and within our business community to address congestion and mobility issues and support the many important and exciting solutions underway which will make a difference.

In the following pages you will see the spirit of San Mateo County – what we have accomplished and what we can accomplish if we “**weave together**” our knowledge, energy, commitment and values.

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*Pacific Gas and Electric Company*

**William Graham**  
*Sequoia Hospital/A Dignity Health Member*

**Rick Knauf**  
*Colliers International*

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*Emeritus Advisor to the Chair  
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**Paul Shepherd**  
*Emeritus Advisor to the Chair  
Cargill (Retired)*

Volume II  
2017

“Courage is  
rightly esteemed  
the first of human  
qualities, because  
it is the quality  
which guarantees  
all others.”

– Winston Churchill

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## James Jaber

### CEO & Captain PROP

With its rapid deployment and minimal dockside requirements, PROP is a legitimate and cost effective alternative transportation model for cities impacted by vehicle traffic and congestion.

PROP provides a cost effective, efficient, on-time, and environmentally superior form of transportation. PROP reimagined what a commuter ferry service in the San Francisco Bay Area can be. PROP's state-of-the-art fleet consists of brand new passenger vessels designed exclusively for PROP which prioritize speed, comfort and rider experience. Due to minimal draft and relatively small size, PROP vessels can access marinas and piers that existing ferries are unable to serve. Taking single occupancy vehicles off the road helps the entire region. PROP's service is a tangible solution to the number one threat to economic growth for the nerve center of the state – traffic congestion. As a Bay Area native, I have an intimate understanding of how commuting affects my family, my friends and our community. This experience has generated PROP's number 1 core value: the ability to improve everyone's lives.

PROP brings a sensible modern option to the public ferry marketplace. Cities and transit authorities now have a way to bring service to areas with various size vessels at a fraction of the traditional ferry costs.

PROP has generated best practices and references by working with cities and the unique requirements surrounding traffic, parking and neighborhoods. Our app, our first mile solution and communications team all create a potent suite of unique skills focused on rolling out successful and effective programs while focusing on unique needs of each client.

We encourage interaction and invite all of you to join us in discussing how we all can come together to reduce traffic, increase quality of life and create a modern transportation network we can all be proud of.

“Customer service is the cornerstone of a successful and rewarding business.”

– James Jaber





## Honorable David Canepa San Mateo County Supervisor, District 5

As a fourth generation San Mateo County resident, I can tell you there is no place on Earth I would rather call home. The Bay, our beautiful coast, clean air and thousands and thousands of acres of open space are the envy of our neighbors.

Our true strength, however, is the more than 765,000 individuals who call the county home. We are small business owners, teachers, artists, skilled laborers, environmentalists and thought leaders. We are inclusive, compassionate and welcoming. Simply put, we are great.

What we are no longer, though, is a sleepy bedroom community.

San Mateo County has become incredibly desirable as Silicon Valley tiptoes north and San Francisco continues to flourish.

Tech giants such as Facebook, Google, Box and Coupa have added thousands of new jobs to the county and some of our cities have literally leaped at the opportunity to attract and keep these companies and their high-salaried workers.

It's a mixed blessing.

While the county continues to add jobs it hasn't built the housing to accommodate them. The result? Displacement and horrible traffic.

Fortunately, the San Mateo County Board of Supervisors recognized nearly three years ago that the housing crisis was indeed real and that it had a moral responsibility to address it.

This recognition led to the formation of Home For All, a county initiative that brings together business leaders, nonprofit service providers, housing advocates, property rights defenders, government officials, school leaders and environmentalists to tackle the problem head on.

This collaborative effort led to the passage of Measure K in November 2016, a 20-year extension of a half-cent sales tax that generates roughly \$80 million a year.

In May, the board voted to make an historic investment in affordable housing by committing \$43.75 million over two years to fund construction and rehabilitation projects. As the county's newest supervisor, I was incredibly proud to be a part of this process.

This money will be used by nonprofit builders to leverage additional funding to build hundreds and hundreds of affordable new units.

The units are badly needed as there are currently more than 8,500 active applicants for Section 8 vouchers with an average wait list time of about three years, according to the San Mateo County Housing Authority.

The county is also rapidly aging. It is estimated that 25 percent of all county residents will be 65 or older by 2030. That means much more housing needs to be built for our senior population unless we want to force them to also flee the county.

With the lowest unemployment rate in California, 2.5 percent, you would

think that San Mateo County residents are prospering like never before. That's true for some but not for all.

Many families are doubling up in single-family homes which means more cars on our congested city streets and area highways and longer commutes.

Longer commutes leads to stress, especially for individuals who have received unexpected rent hikes or have to fight for parking in front of their homes.

The quality of life is on the brink of deteriorating rapidly for many county residents who may have earned a great wage 10 years ago but not anymore due to high housing costs.

A report by the Silicon Valley Institute revealed that between 2011 and 2016 wages increased an average of 2.8 percent per year on the Peninsula while housing costs increased by 9 percent per year. If this trend continues, more displacement is headed our way and more traffic, too.

Some say the market will eventually correct itself and cut into the housing-wage gap. The economy is cyclical after all.

Personally, I'm not wishing for a recession to ease the crisis.

It reminds me of a quote by Jefferson High School's own John Madden. The 1954 graduate of the Daly City school and former Oakland Raiders coach once said: "The road to Easy Street goes through the sewer."

It means to me that we must all roll up our sleeves and get our hands dirty if we want to solve the housing crisis and ease traffic.

We must do it as a team.

In many ways we've done just that when it comes to securing federal funding for Caltrain electrification. An improved Caltrain will take thousands of cars off the roads and lead to a cleaner environment.

And now we are rolling up our sleeves to tackle the housing crisis and it may get dirty as there are many in our community who simply do not want to share the burden.

It's time to shed this old way of thinking, however, and embrace innovative, progressive solutions to the problem.

Perhaps not everyone can live on "Easy Street" but a nearby address would be nice.

“The road to  
Easy Street goes  
through the sewer.”

– John Madden





# Bill Graham

## President Dignity Health Sequoia Hospital

### **High-Tech Health Care with the Community at Heart**

This is Silicon Valley.

Land of innovation, technological advances, and high standards.

Shouldn't you expect the same from health care? (Hint: yes.)

Gone are the days of receiving care by a doctor's schedule. These days you can email your doctor for a diagnosis, or see a physician online via webcam. When you see a medical professional in person, you expect cutting edge technology, with a side of humanity. Humankindness, even.

Enter Dignity Health Sequoia Hospital.

### **The Power of Community ... Hospitals**

These days, patients go looking for the best possible health care.

For elective procedures, especially – knee replacements, heart valve repair, endoscopic services, cancer care – patients are proactive about educating themselves, looking far and wide for good outcomes and high tech. Our patients are no different, and when they do the research, they find the answers right in their own backyard, at Sequoia Hospital. More often than not, they say, a community hospital was their best bet.

You know you're at a community hospital when the cardiac surgeons take the time for a Facetime Q&A about your upcoming procedure. Or when a telemedicine robot is available to connect you with a physician specialist immediately, no matter where the doctor is or what time of day or night. Or when your wait in the emergency room is less than 30 minutes – and you can check-in online.

### **Technology at Your Doorstep**

Surgery is never easy. Luckily, with a full service hospital like Sequoia in your community, you don't have to make it any harder by traveling out of town for your care. Here are just a few of the exciting technological advances in medicine available at Sequoia:

- Our award-winning Heart and Vascular Institute uses leading-edge electrophysiology or EP technology to literally create a “map” of your heart. This way, we can most effectively diagnose and treat conditions including atrial fibrillation (A-Fib), heart arrhythmia, sudden cardiac arrest, and congestive heart failure.
- Our cardiac team was also the first on the West Coast to implant a wireless pacemaker into a patient. The size of a triple A battery, the Nanostim “leadless” pacemaker is a significant improvement over traditional pacemakers because it is implanted directly inside the heart and has no wires, which are subject to failure.
- Sequoia is helping to pioneer innovative new cancer diagnostics technology. We are building a liquid biopsy program, which will make

it possible to diagnose cancer via a simple blood test rather than an invasive tissue biopsy procedure. This allows our medical staff to provide targeted therapy options based on the unique make-up of each patient's individual tumor.

- Our cutting-edge procedures to treat gastrointestinal conditions aren't available anywhere else on the Peninsula and provide our physicians with more minimally-invasive alternatives to traditional surgery.
- For patients who have been told they need spine surgery, Sequoia offers an exciting alternative to traditional spinal fusion. The Mobi-C Cervical Disc is the most advanced technology available to alleviate pain from herniated, bulging, and slipped discs in the neck.

### **Supporting the Human Experience**

Sequoia Hospital is known as much for our advanced medical technology as for our personalized care. It's a unique commitment to both quality and community, and major health care leaders have taken notice.

Our Heart and Vascular Institute is affiliated with the world-renowned Cleveland Clinic Heart and Vascular Institute, representing the first affiliation of its kind in Northern California and bringing unmatched cardiac care to the Peninsula.

Our Neonatal Intensive Care Unit operates in partnership with Lucile Packard Children's Hospital Stanford to provide state-of-the-art care to our littlest patients.

And now, Sequoia has teamed with UCSF Health to integrate community-based care with the best of academic medicine, and create a stronger physician network throughout the Bay Area.

So the next time you need a hospital, consider Sequoia. A community hospital with the resources of a large, national system and a commitment to local care.

At Dignity Health, we say medicine can cure but humanity can heal. We aim to unleash the healing power of humankindness. And this is at the very core of who we are at Sequoia Hospital. We believe in listening, technology, compassion, and community. But most of all, we believe in you.

At Sequoia, you are at the center of your care. You are the CEO of your health. And in Silicon Valley, we're lucky to have you.

“If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

– Antoine de Saint-Exupéry





# Russell Hancock

## President & CEO

### Joint Venture Silicon Valley

#### Grand Boulevard Initiative

El Camino Real is a road with a proud history. Spanish for “The King’s Highway,” it once linked California’s missions and later became our first paved artery. Here in the Bay Area it stretches from San Francisco to San Jose, threading through 19 Peninsula cities. In a way, it serves as our region’s “Main Street” and in the last century it really was a place showcasing our growth and modernization.

But something happened and El Camino took a bad turn. Freeways were built, land use patterns changed, new retail models took shape. The road fell to a hodge-podge of other uses and developed the look and feel of a “strip.” It’s no longer a source of local pride. None of us living here feel like El Camino is an asset to the Peninsula, or that it reflects our region’s dynamic profile.

What if the road were a grand boulevard? What if it could be an exciting gateway linking San Francisco to Silicon Valley?

What if the road could be a solution to our region’s housing and transportation woes?

What if the road showcased the most forward-thinking urban planning and design, integrating housing, retail and transit in new and exciting ways?

When I go to Europe I always envy the beauty of their urban landscapes. It’s upsetting to me that we can’t do the same thing here. Why can they do it and we can’t? What’s the difference? There are human beings on either side of the ocean making development decisions and design choices, but for some reason their humans have built inspiring streetscapes and our humans have made other trade-offs.

What if it were different?

Ten years ago a group of people came together to ask this very question. The result was the Grand Boulevard Task Force, and I’m proud to serve as co-chair. The Task Force is a broad federation of public and private sector leaders and we are challenging communities to rethink the corridor’s potential for housing and urban living, balancing the need for cars and parking with viable options for transit, walking and biking. We’re also hoping communities will demand higher aesthetic standards, so that El Camino gets a new look and feel.

Nothing about this is easy. It requires people to think more broadly and expansively. It requires decision makers to have the courage to face down impatient applicants who don’t care about design. It also requires people to come out of their silos so that transit providers are talking with elected officials, or developers are talking to biking advocates, or local leaders are talking to state officials at Caltrans, and literally anybody with a stake is participating in an overarching framework for the street.

Grand Boulevard accomplishes that, and it couldn’t happen without the

vision and leadership of SAMCEDA. By playing such an instrumental role on the steering committee, SAMCEDA has been able to pair San Mateo county's leaders with their counterparts in Santa Clara, bring regional thinking and regional approaches to this road, coordinate planning efforts, and—for the first time ever—bring home funding. Nearly \$10 million in state and federal dollars have come to Grand Boulevard's participating communities, money that has been spent on planning, design, public outreach and even construction. There's more to come.

Now when I travel to Europe and their boulevards fill me with envy, I'm happy and proud that we've found a way to prioritize these issues here in the Bay Area, and hold out for more. I'm proud that all 19 cities on the El Camino corridor have adopted Grand Boulevard's guiding principles, and are using them to evaluate all future development. I'm proud that the most recent roadway improvements have been sensitive to their context and surroundings. I'm proud that we're not merely treating the road like a highway. We're preserving historic buildings, we're creating people-friendly spaces, we're using the road as the most logical place to provide dense housing, and we're treating rail stations and bus facilities as public gathering places.

We have a long way to go and this project will span generations, but I'm so proud that we're underway.

“What we have before us is a set of breathtaking opportunities disguised as insoluble problems.”

– John Gardner





Honorable Don Horsley  
Supervisor  
San Mateo County



Honorable Warren Slocum  
Supervisor  
San Mateo County

Housing has not always been a crisis in the San Francisco Bay Area. Blue collar towns on the Peninsula, including San Francisco, once offered a widely diverse range of available housing.

Think about the history of South San Francisco, Pacifica and Redwood City. Folks who loved living and working near the City by the Bay could actually do just that.

Today we are facing the very real and understandable current problem created by a vibrant economy pumping out tens of thousands of new jobs while the region has restricted the number of places people can live. This is not a mystery. We all know exactly what is going on and we also know that it will not be changing overnight.

The San Mateo County Board of Supervisors decided to tackle this problem through a multi-pronged effort. We have created the Home for All San Mateo County Initiative, which spreads a bright light on a variety of factors.

San Mateo County has simply not kept up with the basic societal requirement of maintaining a meaningful ratio of jobs to housing. Instead, for the last couple of decades, we have rejoiced in the financial windfall being driven by Silicon Valley engines while ignoring the pressure on housing, which has only driven local prices into the stratosphere. The fact that some people are able to afford housing, even in what is viewed as one of the most expensive markets on the planet, keeps those prices from falling. It's simple supply and demand economics.

But what it fosters is the kind of society where lower and middle income people, including people with disabilities, veterans, seniors, service workers, teachers and even entry-level career professionals, are shut out of the housing market. This challenge impacts everyone in the community at all income levels. It's about folks who grew up in the Bay Area and those who came here seeking a better life, found decent jobs, and now cannot stay because they cannot afford, or even find, a place to live.

Between 2010 and 2015, 72,800 new jobs were created in San Mateo County, while only 3,844 new housing units were built, a 19:1 ratio. Generally, San Mateo County has not produced as much housing as other inner Bay Area Counties, which has kept prices rising. Every economic indicator suggests that this trend will continue, with tens of millions of square feet of new commercial development in the pipeline. We have an embarrassment of riches on that level. In fact, some people are actually pleading with large companies hoping to locate in the Bay

Area to simply stay away.

We don't advocate closing the door on San Mateo County and telling people there's no more room at the inn. What we are saying is that it is possible to address the challenge through a combination of approaches that includes housing, regulation and transportation.

The innovative nature of our area, combined with its gorgeous natural resources and dynamic population, can surely solve the housing crisis. It's a shame that this issue is viewed as the top problem facing our region and some 40% of our residents say they are probably going to leave in the next few years. Highly paid executives write scathing farewell letters to local newspapers complaining that they can no longer find housing. Teachers often don't have the benefit of such high-profile exits. But the dilemma is essentially the same. When you no longer have affordable housing at various levels, you start to eliminate a diverse society.

Think about this on a statistical level. Only 29% of San Mateo County households can afford an entry-level home and only 14% can afford a median-priced home in the county. Of course, that's because a median-priced home is now about \$1.4 million, and rising. The USA median-priced home is \$188,900, which allows 74% to buy into the dream of home ownership. That's what we are facing, in a gold-plated nutshell.

How we fix this problem is going to be a complex, multi-faceted solution. The enormity of the challenge cannot be overstated. Providing housing for everyone who wants to live in San Mateo County is not a reasonable goal. Developing opportunities for more diverse options in the housing market is much more realistic.

We are doing that through our Home For All Initiative, our use of a considerable amount of Measure K funds, our partnership with HEART of San Mateo County, our programs to assist first-time homebuyers with low-interest loans, our partnership with the cities in the county and our overall emphasis on the creation of new, affordable housing developments linked with new, innovative transportation improvements.

The Home for All mission is to establish a climate in San Mateo County where a diversity of housing is produced and preserved. We cannot and will not ignore the reality of our local housing crisis. We know the bar is high, but together, with the compassion and intelligence of our residents, we will find ways to improve the housing situation. Some say living in San Mateo County is not a right but a privilege. We say everyone should have the right to try and make it more reasonable to enjoy the amazing place that is San Mateo County.

“Having a roof over your head is not simply a quality of life issue; it is also about having human dignity and respect.”

– Supervisor Don Horsley

“We must provide housing for anticipated future job growth. The County cannot solve the housing crisis alone, and it will take a large, cooperative effort to ensure we make progress toward a ‘home for all’.”

– Supervisor Warren Slocum





# Anne LeClair

## President & CEO San Mateo/Silicon Valley Convention & Visitors Bureau

### **Pulling Together as a Region to Capture Tourism Dollars**

Imagine that you're a meeting planner for a large trade association on the East Coast and you're in charge of planning your annual conference for 2020. What are the first destinations that come to mind? No doubt they are San Diego, San Francisco, Chicago and Boston—all first tier cities with much larger budgets—and our main competition for meetings.

Is San Mateo County/Silicon Valley even on your radar? It's probably not, unless one of our sales team has enticed you to come and experience our area or unless a fellow meeting planner has told you about us.

Without regional promotion, visitors and meeting planners from outside our area might fly into SFO, but they'd be likely to head directly to San Francisco "without passing go". Our job is to find and educate visitors and planners about our beautiful county and our endless attributes, enticing them to stay with us.

Our research shows us that the top two reasons planners bring a meeting to San Mateo County for the first time are San Francisco and the convenience of SFO. When they return with a meeting, the number one reason is our scenic beauty. As a result, we not only promote the entire region, but our proximity to San Francisco, as well. As we often tell planners, with our diverse region, we have "everything California" except snow sports.

In 2001, we formed a regional Tourism Business Improvement District (TBID) in order to have enough money to compete. Our board members realized that no progress could be made in attracting bookings without a budget large enough to support a substantial sales team and extensive marketing efforts.

With a TBID, a city's hotel/motel properties are either "all in" or "all out". Individual city councils in San Mateo County and Palo Alto voted "in" to join us in a regional attempt to compete for meeting, tour and travel, flexible independent travel and individual travel business. As a result, we have a property and location to suit every group's needs.

By promoting regionally, we can capture business we never would have had, e.g. families driving the coastal route from LA to San Francisco. We tell them why to stop on our Pacific side and give them information on our Bayside, as well. We can get Bayside visitors to our Coastside for a getaway, get international travelers to stay longer and offer pre and post conference activities throughout the county. We have worked with multiple parks and rec departments, pulling together to attract events such as half marathons and bicycle races.

Our film commission also promotes the entire region. A producer might

start out needing a coastal beach, but we may find that he also needs a hospital room that is not being used (North County). A catalog shoot may need an Eichler (Central County) and a classic theater (South County). The more we have to match the needs of the producers, the better.

Catering to the interests of prospective visitors is key and regionalism is essential. For “foodies”, an area wide farms/fish/fine wines/foam map featuring locations throughout the area is a great way to attract people and move them around the area. Likewise, our As Fresh as it Gets awards program for fresh, local cuisine promotes restaurants throughout the peninsula.

Promoting Caltrain and BART as regional selling points works to attract visitors--particularly those not wanting to rent a car. In addition, we have sub regional lists of activities—with lists of “101 Things to Do” for each sub region: North County, Central County, the Coastside and South County/Palo Alto.

How can San Mateo County companies and organizations help with this regional effort to attract visitors? Send us information! The more events we add to our calendar, the greater the chance of attracting people here. Tell us about any awards you have received and whether your company is open to touring a group around your operation.

For cities, responding to our annual “What’s New” questionnaire that we send to your economic development directors is extremely helpful. When we know what projects are pending and who’s expanding or moving in, it helps us to target prospective groups and helps your hotels in going after business. Supporting entertainment use applications in your cities is also key. Visitors want more entertainment options.

In summary, we are all in this together. The more information you give us to promote your cities and organizations, the more our entire region will benefit from visitor dollars. We thank you for your support!

“We make a living  
by what we get –  
we make a life by  
what we give.”

– Winston Churchill





# Jamillah Moore, Ed.D.

## President Cañada College

### **Career Technical Education Prepares San Mateo County Residents as Skill Demands Increase in the Labor Market**

Our economy is rapidly changing. As technology advances across our nation, employer demand for skilled workers are increasing. The Public Policy Institute of California indicates that by 2025, there will be 1.9 million “middle skills” job openings in the state. These jobs provide living-wage salaries for San Mateo County families and require a postsecondary education, college recognized certificate or a Associates of Arts/ Associates of Science (AA/AS) degree. More than ever, “some college” is the new gateway into the workforce as middle skills jobs are on the rise and the labor market is increasingly demanding a more skilled workforce.

With the rapid changes in technology and the many jobs needed to maintain momentum, California Community Colleges are providing residents the opportunity to train for middle skills jobs that will be available over the next decade. To provide some background, in the 1970’s, 28 percent of jobs required more than a high school education. In 1992, 56 percent of jobs required more training and by 2020, an estimated 65 percent of job openings in the U.S. will require some postsecondary education or training, though not necessarily a four-year degree. (Source: Georgetown Center on Education & Workforce Analysis). As compared to past years, we can see that as technology advances, jobs require higher levels of post-secondary education. With this, the California Community College State Chancellor’s Office has set the goal of producing one million more graduates prepared for middle skills jobs by 2025.

The California Community College System is the largest higher education system in the nation, with 114 colleges serving close to 2.2 million students. They lead the country in providing postsecondary career technical education (CTE) and training. In response to historic CTE growth challenges, the state Chancellor’s Office organized a “Strong Workforce Taskforce” which developed a series of recommendations to the State Legislature. As a result, community colleges were granted \$200 million of funding per year, called the Strong Workforce Program (SWP), to improve workforce programs and meet industry needs. Cañada College, which serves San Mateo County residents, receives more than \$800,000 annually from the Strong Workforce fund.

The intent of the SWP includes increasing enrollments in programs leading to high-demand, high wage jobs, more students complete/ transfer, more students employed and more students improving their earnings with the focus on Career Technical Education. CTE graduates will have received an increased earning potential after only two years of education.

Closer to home, Cañada College offers a number of signature CTE programs, including: Business, Accounting & Technology, Digital Art & Animation, Early Childhood Education, Entrepreneurship, Fashion,

Interior Design, Human Services, Medical Assisting, Paralegal and Radiologic Technology. The programs include hands-on training, real world skills development, opportunities for internships, as well as the camaraderie of like-minded students with common goals. For only \$46 per course unit, these programs are high-quality and highly affordable, making CTE an excellent choice for students who may want or need an alternate path to success. Importantly, many graduates will remain in the community, fortifying the local labor force and building a better community in the process. From 2010-2015, Cañada College students have completed 1,668 CTE degrees/certificates with the goal of reaching 3,996 CTE degrees/certificates by 2025.

Through CTE, students have the opportunity to learn by exploring, collaborating and doing through hands-on job training. For example, our Radiologic Technology Program provides clinical placements at local hospitals for students to gain real-life experience working in a hospital with patients. The CTE Faculty at Cañada College are active practitioners in their profession and bring “real life” experiences and examples to the classroom. For example, the instructors in our Paralegal Department are all practicing attorneys and our Entrepreneurship Department instructors are active entrepreneurs.

The SWP aims to enhance career technical education and workforce training to meet the demands of the local labor market, thus putting more California and San Mateo County residents to work. The distinctiveness of this program is that it articulates the state’s broad-based commitment from the entire community college system, education and workforce partners, business and industry and state policymakers so students can obtain the education, skills and work experience to successfully participate in a strong and vibrant economy. With this, California Community Colleges, including Cañada College, are well-suited to serve and partner in workforce development in San Mateo County and throughout the state.

“Education is the most powerful weapon we can use to change the world.”

– Nelson Mandela





# Rob Sadow

## CEO & Co-Founder Scoop

### Creating the perfect carpooling ecosystem

A mentor once told me that the key to happiness is understanding what activities give you energy, and what activities take energy from you.

You probably could guess what research has found to be the most and least energizing parts of the average person's day. We love our leisure time – activities like eating, socializing, and shopping. We don't love chores and responsibilities, like taking care of the house or working.

What might surprise you: commuting alone is the single least satisfying thing the average person does on a daily basis. But it makes sense – hours on the road alone, frustrated in traffic, all while productive minutes slip away.

I first learned this growing up in Atlanta. My commute to high school was 25 miles - I spent an hour each day driving back and forth to school. For me, it wasn't about the cost of commuting, but the experience itself. The stress of being on time. My energy level at the end of the day. The frustration of traffic. It was a big part of my life.

Things changed when I was a senior and my younger brother became my carpool buddy. The commute seemed to go faster. We chatted about our days and our lives. We replaced a painful hour with meaningful minutes.

Fast forward to a few years ago - we found ourselves in the Bay Area surrounded by the same pain we experienced as kids. The more we researched commuting, the more passionate we became about providing commuters with a better daily experience.

We were blown away to learn that 100M people in the US drive alone to work 500 times a year. Commuters with an hour long commute spend 21 days a year on the road.

We also ran into mountains of data about how the commute impacts employers, specifically regarding employee recruitment, retention, engagement, and job satisfaction.

Our passion turned into conviction - that we should take a risk, start a company, and set our sights on improving the lives of commuters through carpooling.

Scoop launched in August 2015. Over the last two years, Scoop has helped commuters share millions of carpools, leading to more than 500,000 connections that may never have happened otherwise. We are privileged to work with some of the world's leading enterprises, office parks, cities, and counties to improve quality of life for commuters. We're just getting started.

There are a few things that make it possible for Scoop, and carpooling, to be successful.

First, the rapid evolution of mobile technology has revolutionized what it means to get from place to place. In 2015, commuters were warming up to the idea of using mobile apps for transportation - and they were

open to sharing the ride with folks they might not know. This makes for a perfect consumer ecosystem for Scoop.

Second, with an easy-to-use app, we not only make it simple for commuters to integrate carpooling into their daily lives, but also can verify that carpool trips are taking place. Historically, the difficulty in tracking carpool activity made it difficult for enterprises and public agencies to invest in carpooling. At Scoop, we help our partners see and encourage carpooling activity.

The last piece of the puzzle is creating a partner ecosystem around carpooling. For the mode to thrive, we need partners to help market the program AND create population density for successful matching. With the reporting we provide through the app, carpooling becomes a controllable mode where any organization can see the impact of its investment.

With technology, reporting, and partnerships, we finally have a recipe for carpooling success. And that's the recipe we've been baking for the past two years.

I like to think of Scoop as the master chef that combines all the ingredients. We bring tech that makes it possible for people to carpool in a simple, flexible and dependable way. We create a social experience that people love. You can meet someone you would've never otherwise met. Something delightful every morning that makes your life amazing. And you can track your progress as a commuter and as a partner.

The future is bright for carpooling, commuters, and Scoop. The Scoop team and I are beyond excited to bring carpooling to more commuters over the next few years, and we're honored to be part of THRED. If you'd like to work together to bring carpooling to your constituency, just drop us a line at [partners@takescoop.com](mailto:partners@takescoop.com).

See you in the carpool lane!

“Dost thou love life?  
Then do not squander  
time, for that is the  
stuff life is made of.”

– Ben Franklin





## Sherri Sager Chief Government & Community Relations Officer Lucile Packard Children's Hospital Stanford

### **Counting down to the opening of the new Lucile Packard Children's Hospital Stanford**

Nearly a decade in the making, the new Lucile Packard Children's Hospital Stanford is scheduled to open in December 2017. With a mission to lead the way in family-centered care, the Packard Children's expansion more than doubles the size of the existing campus by linking the original hospital with a new main building.

"This will be the nation's most technologically advanced, environmentally sustainable and family-friendly hospital," said Christopher G. Dawes, chief executive officer. A top-ranked children's hospital by U.S. News & World Report, Packard Children's Hospital is at the center of the Stanford Children's Health enterprise, which is the largest in the Bay Area exclusively dedicated to pediatric and obstetric care.

The new, 521,000 square foot facility and surrounding 3.5 acres of healing green space and gardens were designed with engagement from patients, families, and every level of hospital staff and faculty to ensure all areas of need were accounted for.

The opening of the new, main building will be a celebrated milestone in Packard Children's legacy and honoring of the vision of the hospital's founder, Lucile Salter Packard. Following this, plans are underway for renovations to the existing hospital building and further expansion of specialty programs in 2018 and 2019.

Increasing the capacity to care for patients was the catalyst for the expansion, which adds 149 patient beds bringing the total bed count to 361 at the Palo Alto hospital, with a design that allows room to grow as demand increases. With 13 surgical suites in total, 6 which are new and will be operational in spring 2018, Packard Children's will have the most operating rooms in any children's hospital in Northern California, reducing scheduling delays and long waits.

Creating a family-friendly environment was a key pillar of the hospital's design. Ensuring the spaces are unthreatening and soothing so that patient families, who are often at Packard Children's for long stays, feel supported and as comfortable as possible. The look and feel defies hospital stereotypes with ample gardens, natural light and imaginative features and art to engage families. Private patient rooms are spacious, with sleeping accommodations for two family members and amenities like laundry facilities and family kitchens on every floor. Special features for kids include a custom interactive digital wall screen with sensors that respond to gesture and movement to learn and interact with California's coastal environments. A dedicated broadcast studio will

allow children to create, record and edit video content that can be shared in patient rooms throughout the hospital.

The expertise and advanced care of Stanford Medicine physicians is often what brings families to Packard Children's. The collection of new medical technology is second to none and will allow care teams to improve patient outcomes and experience. With new hybrid surgical suites, teams will be able to image a patient during surgery, meaning surgeons can know whether a procedure was successful before they close the surgical site and the patient spends less time under anesthesia and has shorter hospital stays.

The hospital is also designed to offer a sense of place – evident through an unmistakable presence of nature, flora and fauna native to Northern California. Inside the hospital, the signage and interior design will reflect California's ecosystems. Each floor will feature overlook areas with views of the landscape, and there will be a planter box in the window of every patient's room to provide a connection to nature for everyone.

Another reflection of the region and community is the extraordinary commitment to sustainability, which was fundamental to the campus' design and the hospital's operations; including water conservation, renewable energy, recycling programs, green housekeeping and local food offerings. Water-efficient landscapes and collection systems are expected to save 800,000 gallons of water each year. Energy innovations including an external-shading system will decrease the building's thermal energy consumption to approximately 60 percent less than that of similarly sized hospitals in the region.

Community support played a key role in making this growth possible. The "Breaking New Ground" campaign, which ran from 2007 to 2012 under the volunteer leadership of Anne Bass, Elizabeth Dunlevie and Susan Packard Orr, raised \$265 million for the new building and grounds. Further funding will come from hospital income and operating services, public bond money and ongoing community support.

“You must be the  
change you wish to  
see in the world.”

– Mahatma Gandhi





# Ivar C. Satero

## Airport Director San Francisco International Airport

Our mission at SFO is “To provide an exceptional airport in service to our communities.” With 40,000 employees and as many as 190,000 travelers on any given day, SFO is equivalent to one of San Mateo’s largest cities.

Like much of the county, SFO is experiencing rapid growth – and the accompanying economic benefits. We have seen large increases in passenger traffic over the last few years; from a record 47 million in 2014 to 53 million in 2016. The bulk of that increase is from new international service, where we’ve added 12 new routes since 2014 and lead the nation in international air traffic growth. Even with this passenger growth, amounting to 17% over this time, the number of operations has only increased 5% due to larger aircraft and more people on each plane. Expanding our footprint is not an option, so we have to be smart about our growth and find ways to accommodate the increase in passengers while minimizing impact on our neighbors. SFO continues to focus on developing policies which encourage growth in this manner.

Our growth is San Mateo County’s growth. SFO’s increased service enables Peninsula residents and businesses to easily connect to more cities around the country and the world. In addition, more than 12,000 people working at SFO reside in San Mateo County, making the Airport the one of the county’s largest employers. Last year, the Airport generated \$8 billion in direct business revenues to the county. Spending at SFO contributed \$548 million in tax revenue to San Mateo County.

Over the last few years, we’ve reconfigured and upgraded our oldest facilities to maximize efficiencies. In 2014 and 2015, we renovated and reopened Boarding Area E and the eastern concourse of Terminal 3, which made it possible for United Airlines to provide additional service to more cities. Our new Terminal 2 made it possible for Virgin America/Alaska Airlines to increase their Bay Area presence, offering more service.

If you’ve been to SFO recently, you’ve seen that we are rebuilding Terminal 1, which will provide additional gates and flexibility in accommodating airline growth. This is accomplished by allowing for both domestic and international operations at specified gates. Terminal 1 will feature a state-of-the-art design to redefine the travel experience. In addition, it will be built to LEED Gold environmental standards to maximize energy and water efficiency, reduce waste and minimize greenhouse gases.

We’re building a new 351-room luxury Grand Hyatt hotel onsite with a dedicated AirTrain station, offering visitors the ability to land and check in to a hotel within minutes. Local businesses will welcome the excellent new conference facilities while the county will welcome approximately \$3 million a year from the hotel Transit Occupancy Tax.

As part of the Airport’s Mission of providing an exceptional airport in service to our communities, we strive to set standards that benefit all

who work here. In 1999, SFO instituted a Quality Standards Program (QSP), which sets a minimum standard wage for employees at the Airport. The QSP, along with aggressive safety standards established in partnership with companies doing business at the airport, has driven up wages in many areas to over \$17 per hour— more than twice the federal minimum wage. When people are paid more livable wages, turnover decreases while job satisfaction and safety increases.

I'm proud that SFO's workforce reflects the cultural and socioeconomic diversity of San Mateo County. There are hundreds of interesting jobs at the airport in a variety of fields, including construction, aviation, retail, restaurants and more. We actively encourage local residents to explore career and business opportunities at SFO through internship and education programs, local business outreach and an onsite Employment Information Center.

We recognize that SFO's unprecedented growth generates impacts as well. We strive to be good neighbors through partnership and collaboration with nearby cities. Community noise concerns have increased substantially over the last few years, with the introduction of new FAA flight procedures and increased flight activity. We are a source of credible information for the community and a liaison between the community, the FAA and airlines through the San Francisco Airport Community Noise Roundtable.

In addition, SFO is committed to investing in new initiatives to help provide relief to the local community. Particularly exciting is the \$10M investment we are making in Ground-Based Augmentation System (GBAS), an innovative new GPS landing technology, which provides more sophisticated approach and landing patterns. This system can help route landing aircraft further from populated areas and with increased altitudes, thereby lessening the impact to the community.

We are also increasing our commitment to the Residential Noise Insulation Program, something SFO launched in 1983 to help soundproof nearby homes. Approximately 15,000 homes have already received noise insulation. SFO will be budgeting an annual amount of \$1M to provide for additional homes or replacement of end-of-life noise insulation systems installed under the original program. We will also be advocating that the FAA recognize the need to expand the noise insulation program to provide for these issues.

SFO is proud to be part of the San Mateo County community, and we are committed to doing our part to make San Mateo County a prosperous, safe and healthy place to live and work through developing state-of-the-art facilities, thoughtful planning, and providing economic opportunities.

“Seek first to understand,  
then to be understood.”

– Steven Covey



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“Far and away  
the best prize  
that life offers  
is the chance to  
work hard at work  
worth doing.”

– Theodore Roosevelt



# Isabella Chu

## Founder

### Redwood City Forward

I'd noticed that housing was expensive since I moved here 20 years ago. As a renter, I always assumed there was nothing I could do about it. A few years ago, when I started to manage a group at Stanford, I noticed that housing entered into hiring discussions with increasing frequency, and I started to try to understand the underlying causes of the housing crisis. As I learned more, it became clear that land use policies are a key driver of housing costs and some of the most important determinants of our quality of life.

Land use policy doesn't just impact those who are already in prosperous cities. For those seeking a better life, it can make the difference between finding a foothold and being forced to remain in a low-opportunity area. Place of residence has a huge impact on health, wealth, education and a host of other positive outcomes. Making room in prosperous places is one of the most powerful pro-health and anti-poverty measures that we have. So how do we do this?

The time has come to reclaim our cities from the automobile and start building them for humans again. There are many aspects of modern cities that are a vast improvement to their predecessors: less cholera, more trees, and the replacement of the urban horse with the automobile. Cars are marvelous servants, but poor masters. Car-centric land use policies (along with exclusionary zoning) are a major cause of high housing costs and have reduced the quality of our cities, making them hostile to any form of transportation but driving. Reversing this trend is not particularly complicated. The "modern" concepts of high density, walkability and mixed use are ancient. This is the way cities were built for centuries before auto-centric land use became the norm in the early 20th century. Cities used to be walkable because they had to be. The natural result of needing to keep people within a short walk of food, work and other goods and services was density. Buildings were usually 4-12 stories, with very little setback. Ground floors were shops or restaurants with housing above. Many cities had public squares or public spaces sprinkled throughout residential areas. In addition to providing a much larger amount of housing per acre, this configuration lends itself to vitality and economic productivity.

In example, one of the most egregious forms of car-centric planning is the parking minimum. Donald Shoup has written the seminal work on the subject, "The High Cost of Free Parking" and states "...minimum parking requirements subsidize cars, increase traffic congestion and carbon emissions, pollute the air and water, encourage sprawl, raise housing costs, exclude poor people, degrade urban design, reduce walkability and damage the economy. To my knowledge, no city planner has argued that parking requirements do not have these harmful effects. Instead, a flood of recent research has shown that parking requirements have these effects and more. We are poisoning our cities with too much parking. Parking requirements reduce the cost of owning a car but raise the cost of everything else."

Current codes in most peninsula cities require homeowners to provide 400 square feet of covered parking (for two cars). Consider that there is no law requiring a homeowner to provide an in-law for their aging parents or a bedroom per child. In the event a homeowner decided that housing in laws, children or renters was a better use of their valuable land and buildings than housing two cars, this would be illegal. Given we are in a housing crisis, it is difficult to overstate the absurdity of a policy which extends better housing protections to cars than to people.

A simple solution is to remove parking minimums and allow cars to compete with humans for valuable space on equal footing. Cities, businesses and developers have a strong incentive to get this right. If they don't, they will lose residents, customers and tenants. They also have the flexibility to come up with creative solutions and alternatives if they get it wrong. And to adapt as transportation preferences shift away from cars. A trend already well underway.

Pricing parking at its true costs is one simple lever to increase the housing supply and to make non-car forms of transportation economically viable. People are what make cities prosperous and interesting and they should be prioritized over cars in every land use policy we have. Removing parking minimums is a good place to start.

“Be a positive deviant.”

– Atul Gawande





## Mike Dorsey Co-Founder Bay Area Growth Fund

The San Mateo County/Silicon Valley Economy is very strong. Unemployment is 2.9%: lowest in the State of California. High wage jobs are growing. Equity market values of the leading companies in the world, many headquartered right here, are at or near all-time highs. Real estate values have climbed for eight years and have reached record levels.

### **So everything is great, right? -- Well, not everything.**

This is the hub of innovation of the world, yet, as is true throughout most of the developed world, Silicon Valley's income gap has widened over the last 25 years. If we look at the ratio of the average Income of the top 1% to the bottom 99%, that ratio has gone from 16.7% to 46.2%. That means in 2013, the top 1% earned nearly half of what the remaining 99% earned in San Mateo County, up from about 1/6 of total earnings 25 years ago. The California Budget and Policy Center further says that "middle class households have declined from 59% of total to 48%, while lower income households have increased from 28% to 34%, and upper income households have increased from 13% to 19%. Our communities are less diverse and less complete as a consequence. This is not new problem but it is a worsening problem.

In addition to this growing economic inequality we have significant problems largely caused by growth. Cost and availability of housing, inadequate public transportation and an aging infrastructure are some of our biggest challenges.

### **So what should we do?**

**A)** Increase public and private investment in infrastructure, including tech-enabled infrastructure. With interest rates at or near historic lows timing is right to borrow to fund future growth. In addition, we have the unique opportunity being located in the hub of innovation to come up with innovative, often "tech enabled" solutions to our problems. And, we need to use the tools of public policy, as we are now through the California legislature. SB 1069 seeks to lessen the housing crisis by easing restrictions on "granny", or 2<sup>nd</sup>, living units; AB 1869 accesses bond proceeds to electrify and modernize Caltrain; AB 2126 expedites traffic congestion relief improvements on Highway 101.

**B)** Invest in educational and training programs that broaden the participation of the population in tech-driven wealth creation. The government, the philanthropic sector and the business sector all have a role in this. We have a large Bay Area based philanthropic sector many who earned their vast wealth through the tech sector and are eager to leverage the sector for the good of all. Again public policy changes will help: AB2329 requires the State Superintendent of Public Instruction to establish a strategic plan to offer computer science education to all students, starting in elementary school. SB 66 requires Community Colleges to measure the employment outcomes of students who participate in career technical education programs through California community colleges.

### C) Think and act regionally

In many ways the problems in California's Central Valley are the inverse of the problems in the Bay Area. The Central Valley is uncrowded and business friendly; it has relatively inexpensive housing, with an improving educational system, but with high unemployment. The planned high speed rail link, enabling a 40 minute trip from Fresno to San Jose could be a game changer, enabling us to share the needed resources of each region with the other for the benefit of both, possibly even reducing international outsourcing by again growing our manufacturing capabilities.

We have the unique opportunity as the world's hub of innovation to fund and build tech enabled and other entrepreneurial solutions to our most pressing social problems. As an "Impact Investor" I have sought out these companies for 15 years, and have invested in Tesla and Proterra in Transportation, Powerlight (sold to Sunpower) and Solar City in renewable energy, which all address the problem of climate change, and Revolution Foods in Health and Education, which addresses the problem of childhood obesity and malnutrition and improves educational outcomes, and Clean Fund, which reduces the cost of energy efficiency financing by improving the credit quality of the borrower by attaching the debt to property taxes. And of course, our key advantage is as the de facto capital for both corporate and traditional venture funds.

Just as increased public investment in infrastructure is not controversial, so too the need to broaden the participation of women, minorities and the economically disadvantaged in tech careers is not controversial, for reasons of economics as well as social justice.

In summary then, the state of our local economy is very strong. Moreover, by investing in much needed physical infrastructure at a time of very low interest rates, and by further leveraging our natural advantages as the tech hub of the world and catalyzing more investment in tech education and training from all three sectors, and by recognizing the complementary characteristics of our adjacent region, the Central Valley, we can overcome San Mateo County/Silicon Valley's greatest current challenges while creating a stronger economy for our state and our country.

"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat."

– Theodore Roosevelt





## Jim Hartnett

### CEO/General Manager/ Executive Director SamTrans/Caltrain

The jobs/housing imbalance, and skyrocketing real estate prices in the Bay Area are forcing many residents to choose extremely long commutes on increasingly congested roads and highways accompanied by standing-room-only trains, and public bus services that often don't meet their needs.

Our Silicon Valley, ground zero for technological innovation, attracts some of the world's brightest minds and most exciting companies, and generates economic activity that fuels the state and nation. From San Jose and north along the Peninsula into San Mateo County, and San Francisco itself, our region's job growth consistently leads the nation. Resulting congestion on our roadways, and in our public transportation system, threatens our economic vitality, and our quality of life.

What are we doing in public transit to make a difference?

We are electrifying our 150-year-old commuter rail service, to improve regional air quality, and to provide more rides for more riders—with longer term improvements nearly doubling capacity in what is now a jam-packed, standing-room-only service at commute peaks. We are working with local, regional, state and private partners to try to “manage” congestion on Highway 101, including perhaps creating an express bus network and express lanes. We are evaluating our bus and paratransit operations to optimize services within tremendous fiscal constraints. Overall we are considering how best to reduce costs, obtain new revenues to support existing service, and perhaps to expand.

Our train riders are mostly “choice” riders, upper income individuals, for whom driving is an option. The fare box supports more than 60% of operations and maintenance costs – one of the highest farebox returns in the nation – but it isn't enough to cover the costs of a system with no dedicated public funding source.

Bus systems generally serve lower income riders, making it an even more vital link to jobs and employment and one that is less visible and often overlooked by state and federal funding programs. The riders who rely on bus services are often without transportation alternatives (except when gas prices are way down, as they are now) but bus fares take care of less than 20% of the cost of operations and maintenance. Paratransit service is the most expensive option, but with an aging community, demand has greatly increased, putting extreme pressure on strapped bus systems that are required by federal law to offer paratransit service but are not provided with funding to cover the high costs.

Public transit in San Mateo County and the region is vital to protecting the quality of life and economic vibrancy of this dynamic region. Leaders of the past made tough decisions, at real risk, to give us a platform for success. SamTrans, our bus system in San Mateo County formed 40 years ago by cobbling together 11 city bus services, and

transforming disparate systems into a robust county wide network serves nearly 40,000 riders each day. Supported by a one-half cent countywide sales tax, SamTrans became a regional mobility leader by necessity, stretching beyond anything ever contemplated with its modest beginnings. It invested over \$400 million towards bringing BART to San Mateo County through Millbrae to San Francisco International Airport. It advanced funds to purchase what was then the Southern Pacific right of way for the rail commuter corridor, led the formation of the Caltrain Joint Powers Board (consisting of a membership that includes San Francisco, San Mateo and Santa Clara counties), and provided San Mateo County's share of yearly subsidies for Caltrain operations. In 1988 SamTrans also became the managing agency for the San Mateo County Transportation Authority, which administers a dedicated one half cent sales tax to support transportation capital investments, transit, bike and pedestrian programs.

It is time to reimagine what the future of transportation must look like in order to remain vital. The last generation of Bay Area leaders had the vision, creativity and courage to set a bold path. We must continue to be bold as we guide our systems into the future. Our public transit financial model is not sustainable. Our leaders will be called upon to engage the communities, set a new vision, make tough choices, and lead in this innovative environment in which our communities and employers count upon us to deliver services that protect and make better our quality of life.

“In baseball, as in life, the most important things happen at home.”

– Unknown





# Davina Hurt

## City Council Member City of Belmont

America has always been the “Great Experiment,” a place where people come to try and do things differently. The San Francisco Bay Area is a progressive microcosm of that experiment. Collectively, we have struggled, CHANGED and survived by re-inventing ourselves and learning to think differently, all the while creating a unique identity that calls people from all over the world to participate in this “laboratory” of sorts. Today, we have serious challenges in housing, transportation, economy and development that requires a new kind of experiment on the peninsula – a new regionalism.

The definition of new regionalism is elusive because it means so many different things to different people. For some of its supporters, it entails new forms of collaboration among business elites and professional leaders: tax-base sharing that ties the fates of localities together. For others, regionalism evokes the image of authoritative institutions and covert plans of UN Agenda 21. If we strip away the political rhetoric and the conspiracy theories, the plain language meaning is areawide planning, coordination, and cooperation are issues that we all share in common.

Very few people do everything in just their city. Increasingly, we are used to living in one community; working in another; shopping in a third; or making a trek to the ocean and the Sierras. It is undeniable that what happens in my community of Belmont affects neighboring communities like drops in a pond that radiate out. Thus, local politics can be a stumbling block or a stepping stone to successful leveraging of resources, mitigating duplication, forcing prioritization and improving coordination of government systems.

Now, the harsh reality of the current political landscape will undoubtedly affect local leaders working together. We have an electorate who is suspicious of government solutions. Meaningful communications within and among cities is imperfect and there are others who no longer want to “experiment.” They want to close the lab down and return to a simpler past. Joseph Bodovitz stated “a clergyman might say there’s a decline in the notion that we are all our brother’s keeper- a decline in the sense of community that may be a prerequisite to moving ahead.” And, I believe he was on to something. We can’t move forward unless we widen our concept of community. We need to be “Belmont Plus” or “San Mateo and More”.

Working just within our local community or in our current institutions created to solve regional issues for decades needs re-examining. It is important to stop discussing the seating arrangements of the orchestra on the sinking Titanic and implement immediate solutions people can feel. Today, local leaders can advance new regional cooperation by:

- 1)** Extensive visioning to the populace. Start an ongoing conversation with the general public (and not just at the time we need their vote) to understand, envision and support desirable regional futures and be honest about the local tradeoffs involved in pursuing them.

2) Political will to avoid playing the blame game and to be flexible in adapting to changing conditions. It does no one any good to rely on the infrastructure created in another city, nor to demonize them in other circles nor to stay silent to the benefits they reap.

3) Prioritizing planning equity for disadvantaged, low-income communities and/or smaller cities.

How evenly are we distributing opportunities to smaller cities with low economic base on the peninsula? Fiscal incentives and sharing the pie among cities should be common practice because of our interconnectedness.

4) Analyze what works in other places and implement models on a small scale to start such as placemaking and revitalization in Chattanooga, Tennessee.

5) Lastly, instead of forming the question around what are our regional problems, what about focusing on our regional innovation assets and our world economy. We have world class universities, research facilities, a strong investment community, biotech and technology minds in the Bay Area. We are an “ideas” economy. Delete fragmentation and link communities around some of these think tanks for civic good for the region. Imagine if we implemented the innovation we send all over the world directly into our local cities and their infrastructure needs.

With all that is before us, there is definitely light at the end of the tunnel. The Great Experiment is still working. With vision, leadership, innovation and sacrifice, California can again meet the challenges and recalibrate all the hard work that many regional entities have been doing over the years. A local community is only as strong as the bonds that link “neighbors” together.

“Success is not final,  
failure is not fatal: it is  
the courage to continue  
that counts.”

– Winston Churchill





## Mario Puccinelli

### Vice President/ Group Manager Recology

#### The Benefits of Employee Ownership

Recology, an industry leader in recycling, compost and solid waste collection, transport and processing, is a 100% employee-owned company through an Employee Stock Ownership Plan. This employee ownership structure fosters a sense of pride amongst Recology's employees, who strive to provide consistent, high-quality customer service. Most importantly, the employee owners at Recology show their dedication to our customers by being active participants in the communities where they work and live.

I would like to share with you my Recology journey and how I was able to fulfill my dream of becoming an employee owner. Recology's roots date back to the mid 1800's when immigrants from northern Italy came to San Francisco looking for better opportunities. They found work doing what no one else wanted to do – picking up other people's garbage. In addition to taking away what others didn't want, they scavenged through the material to find things they could re-use or sell. These early recyclers, a.k.a. "scavengers", formed small alliances and created the companies that eventually evolved into Recology.

I started my career as a garbage man at Golden Gate Disposal Company in San Francisco in 1978. At that time, many of the original shareholders of the company still worked shoulder to shoulder with regular employees like myself, who were not owners. I can recall the early lessons of customer service working with these owners of the company. There were no labels placed on my generation, like we often hear about today. There were no baby-boomers, x gens, or millennials; you were either a hardworking, conscientious employee with a solid work ethic, or not, and you were sent home. I learned early on the importance of treating our customers like family and that service was the only thing we sold. Because of that, the high level of customer service and dedication to my customers became second nature.

I always dreamed of being a shareholder, an owner of the company, but the reality was that I knew the cost to buy a share was out of reach. Although I still provided that high level of customer service and stayed committed to the job, I began to wonder what the future held for me.

Then in 1986, when it looked as though the company might sell, a group of shareholders who wanted to keep the employee ownership vision alive, facilitated Recology becoming an employee-owned company, through an Employee Stock Ownership Plan (ESOP). I was now an employee owner. While I always gave it my all, as an employee owner, I felt even more proud about the work I was doing. I cared when a new employee didn't do the little things that I was taught, like closing the lid on a can after service, smiling and waving at customers along the route, taking care of our trucks and equipment as if they were our own, which in a sense, they were. I cared when our company was going through

tough financial times. I cared even more, when a customer was not provided with the highest level of customer service that is our standard.

Recology's employee ownership culture is best personified by the roll out of our new contract and collection services in 2011 to twelve jurisdictions in San Mateo County. From the delivery of 400,000 carts and bins to over 100,000 customers, to the design and fabrication of 140 collection and support vehicles, this contract and the roll out of new services was deemed by industry veterans as the largest and most successful roll out in the history of our industry. There's no doubt that we could not have been as successful if it weren't for the 75+ fellow employee owners from throughout Recology who traveled from throughout California and Oregon giving up months of their time preparing for the roll-out and spending weeks away from their families during start-up so the company that we all own would be successful.

As Recology continues to redefine the waste industry by finding new ways to process and reuse what was once considered waste, we will also maintain our strong commitment to the jurisdictions we serve, providing quality service to our customers and passing on the lessons learned to the next generation of Recology employee owners.

Now, today, 38 years after my journey began, there are close to 3,000 employee-owners whose dreams have been realized, just as mine was back in 1986.

“A team is not a group of people who work together. A team is a group of people who trust each other...”





# Jonathan Scharfman

## Director of Development Universal Paragon Corporation

### **Brisbane Baylands: the little town that could**

Since 2010, our region has added around 600,000 jobs, bringing the Bay Area's total employment to a historic high of 4.1 million jobs. Yet, we have not created the housing needed to serve these employees and their families. We have only added 55,000 homes in that same time period, putting incredible pressure on the existing housing stock, forcing longer commutes, and driving home prices and rents through the roof. In San Mateo County we added 55,000 new jobs but only 2,100 housing units between 2010 and 2014. The reluctance to build housing is especially prevalent in smaller cities like Brisbane where residents routinely delay or stop projects due to fears of traffic, density and changing 'small town' character.

Nestled halfway between SFO and downtown San Francisco, the 684-acre Brisbane Baylands site is a once-in-a century opportunity for the region. Once home to railyards and the primary sanitary landfill for San Francisco, Baylands has a strong industrial history and played an integral role in connecting the Peninsula to San Francisco. After 100 years of industrial use and neglect, the site is once again poised to connect our region and become a world class demonstration of site regeneration, transit-oriented development and sustainable design. The Baylands is a textbook model of what lawmakers envisioned in passing California's historic greenhouse gas reduction legislation AB 32 and SB 375, which specifically identified the necessity to concentrate the lion's share of the State's jobs/housing growth along transit corridors identified as 'Priority Development Areas'.

Universal Paragon Corporation has spent the last 10 years refining a plan that responds to Brisbane's goals promoting sustainable growth (captured in the city-prepared 2015 Sustainability Framework), social equity, and economic viability. The site has the unique potential to reduce California's greenhouse gas emissions related to land use by providing housing, jobs and integrated community amenities around the existing and underserved Bayshore Caltrain station. Supported by regional smart growth advocates including SPUR and Greenbelt Alliance, Brisbane Baylands is a bold vision of regeneration, innovation and opportunity that benefits the community and region. The plan includes onsite energy generation and storage, 4,400 townhomes and apartments (with 15% affordable), 7 million SF of commercial space and over 300 acres of open space – all served by multiple transit lines. Hallmarks of the plan include environmental site remediation, net-zero energy buildings, retail amenities such as a grocery store and restaurants, a high school site, a Bay Trail extension, new transitional wetlands to guard against sea level rise, enhancement and creation of habitat and riparian areas, an extension of Geneva Avenue from Bayshore Boulevard to US 101, and an improved US interchange. Capitalizing on its location at an existing rail line, the core vision for the Baylands Project derives its vision

and values from these anchoring attributes which cannot be relocated or established anew at other sites. The Brisbane Baylands project, with all of its accolades, is possible only at this site.

### Not so fast

Community activists, however, continue to convey to their elected leaders that they do not want growth in the form of new residents or new voters, but new workers (and the tax benefits their employers will bring) are just fine. Those who do want housing prefer only a limited amount and only single family units because “they help to give the city its unique character within the Bay Area.” Meanwhile, residents complain that their town has no high school, pharmacy or grocery store of its own. This approach continues to fuel the housing shortage, now at a crisis level, as it is replicated in cities throughout the region.

### Brisbane, the little town that could?

Brisbane’s self-imposed challenge to create a sustainable vision for this former railyard and landfill is a once-in-a-lifetime opportunity to “get it right” from a sustainability perspective and sustainable growth must include housing near transit. If Brisbane insists on commercial development, expansion of waste management facilities and utility scale solar energy production without housing on a site served by multiple modes of transit and situated on the primary jobs-transit corridor in the U.S., the City conveys a clear message that it is willing to turn a blind eye to the regional housing crisis and smart growth principles adopted worldwide.



The Brisbane City Council has the choice to adopt a plan that takes the site back 100 years to its central purpose as a landfill and railyard or implement a legacy-level opportunity to transform this vast under-used site into a true asset for both Brisbane and the San Francisco Bay Area.

Will Brisbane forever be known as the little town that could have stepped up to do the right thing but chose not to, or will they be known as the little town that did? For the sake of their community and for the region, we hope Brisbane says yes to housing on Brisbane Baylands and a feasible and sustainable development plan.

“Never, never, never  
give up.”

– Winston Churchill





## Ragnar von Schiber Associate Director, Corporate Citizenship & Engagement Genentech

The San Francisco Bay Area is often viewed as a hub of science and technology-driven innovation, and South San Francisco (SSF), the birthplace of biotech. But few realize that compared to neighboring communities, South San Francisco schools face challenges such as crowded classrooms, inadequate resources, and limited funding. Only 30 percent of SSF high school graduates go on to attend a four-year college, and of those students, only six percent ultimately choose a science, technology, engineering or math (STEM) degree in college. As San Francisco continues to grow as a leader in innovation, we need to make sure our students reap the benefits.

With this in mind, Genentech created Futurelab, our signature program in partnership with the South San Francisco Unified School District (SSFUSD) that provides hands-on opportunities for students at each grade level to engage in STEM (see sidebar for more details about the program) and solve these problems.

Education experts at Resource Area For Teaching agree that hands-on learning is one of the most effective ways to develop critical thinking and problem-solving skills. This interactive approach can reignite focus, spark engagement and promote teamwork. As adults, we know that educational experiences form the foundation for future career development aspirations and opportunities. As a science-driven company, experiential learning and its ability to inspire a life-long interest in the world is particularly significant to Genentech. And as an SSF-based organization, we want the community, which has been our home for the last 40 years to flourish.

If you find yourself near South San Francisco High School (SSFHS) these days, you'll likely notice something big is underway. This summer, we began construction on Science Garage, a new 6,900 square-foot, state-of-the-art biotech lab and classroom at SSFHS, the first and only of its kind for SSF students. This cutting-edge teaching space is designed for enhanced hands-on learning experiences and will be furnished with real-life lab equipment, including incubators, a biosafety cabinet, centrifuges, and thermal cyclers, giving local high school students a chance to see what it's really like to work in a lab, conduct experiments and solve problems.

Currently 180 students across SSF high schools are already enrolled in the first year of the new biotech curriculum and have access to labs, textbooks and equipment we helped upgrade. Another 760 students are getting their first glimpse into biotech by completing a one-month biotech prerequisite being taught in all biology classes. When complete in 2017, more than 1,000 SSF students annually be enrolled in the biotech curriculum.

Youth are natural scientists, engineers, and problem solvers, but might not connect to science as it's taught in schools. Futurelab is about the magic of discovery, bringing the expertise of Genentech's science professionals to students in SSF and helping them to unleash their potential as the next generation of scientists. Each year, more than 1,300 Genentech employees volunteer 25,000 hours across Futurelab programs.

Teachers have told us that they've seen students, including those who had previously expressed disinterest in science, "light up" when conducting real-life experiments like conducting DNA testing to understand paternity among chimpanzees, and using DNA to identify the cause of an E. coli breakout -- examples of how biotech is used to solve real-life questions and challenges.

According to the National Math + Science Initiative, American students are falling behind in the critical subjects of math and science. But if more young people today were given the opportunity to explore the wonders of science and technology, we could change that. By partnering with SSFUSD, we are focused on the needs of students, who are often overlooked and teachers that may need extra support, starting with Genentech's local community. Through Futurelab and its programs, we are trying to instill a lifelong appreciation and curiosity for STEM fields. It's our hope that for these students, taking part in our Futurelab programs might be the birthplace for their love of biotech.

### Futurelab consists of three specific components spanning grades K-12:

**Gene Academy** is a weekly mentoring program for elementary students. Each week, nearly 200 students visit our campus for one-on-one meetings with their employee mentors, participating in hands-on science and receiving homework help.

**Helix Cup** is an annual science competition engaging all 8th graders in SSF. Each May, students who have advanced through the first three in-school challenges put their skills to the test in a final, all-day, hands-on science challenge held at Genentech.

**Science Garage** is a state-of-the-art biotech classroom and lab that will provide students with ample opportunities for hands-on learning. Science Garage is part of a two-year, California state-approved biotech curriculum that prepares high school students for STEM careers.

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“In a gentle way, you can shake the world.”

- Mahatma Gandhi





Kris Stadelman

Director

NOVA Workforce Board

Over a year ago, Michael Theodore called NOVA with a critical problem. Digital advertising companies had been telling Michael and his colleagues at the Interactive Advertising Bureau (IAB) industry association that the industry faced a shortage of advertising operations and data analytics specialists. The industry also needed to develop new talent pools by increasing racial, gender, economic and cultural diversity. Equally troubling was the fact that the IAB was unaware of any educational institutions providing training in core digital advertising skills.

“What can NOVA do to address these challenges?”, Michael asked.

We did what we always do when hearing concerns from valued stakeholders. We leveraged our relationships with community partners to rally around industry and create sustainable employment opportunities for residents.

In this case, NOVA contacted Jonathan Bissell at the San Mateo County Community College District to determine if the district would be willing to innovate and create a certificate program to teach these essential digital skills. As usual, Jonathan and his team were up to the challenge. They worked with the IAB, NOVA and other stakeholders to create the world’s first digital advertising certification course.

The 16-week course kicked off in August. Michael was effusive in his praise for NOVA’s role in this process. “As we launch the Digital Advertising program, which will result in a better trained and more diverse workforce in Silicon Valley, we are incredibly grateful for all that our partnerships with NOVA has provided.”

I share this story because it illustrates our core commitments to customer service and community prosperity and our capacity to solve problems even when there are not ready-made solutions at hand. It’s our goal to use our IAB experience as a template for ongoing industry and community engagement and collaborative solutions in San Mateo County.

Working in Silicon Valley is challenging because the speed of technological change makes it difficult for education and workforce agencies to align training offerings with the fast evolving needs of industry. That’s why, in order to be relevant to our industry, job seeker and community partners, we must “keep our ears to the ground” and continually seek out sources of current economic and labor market intelligence.

NOVA’s engagement in San Mateo County began in 2014 when the San Mateo County Board of Supervisors formally requested to join NOVA’s workforce consortium. As a result, NOVA has combined its expertise with existing workforce service providers in the county. Other members of the NOVA consortium include seven cities in northern Santa Clara County. NOVA is hosted by the City of Sunnyvale.

Our services for business include recruitment assistance, linkages to labor market information, outplacement assistance, and connections to key community partners. NOVA can also connect companies to resources to help train and retain their current workforces.

But we can't adequately serve the community without productive partnerships. That's why NOVA's staff, led by Lisa Rijhwani, is on an extended listening tour to better appreciate San Mateo community needs and resources.

As those partnerships fall into place, we have the ability to expand our services and increase our effectiveness.

For example, NOVA is currently spearheading a grant to connect Silicon Valley high school and college students with career opportunities in electric, self-driving and connected vehicles and intelligent transportation systems. This Advanced Transportation Opportunity Initiative (ATOI) has produced an industry workforce video, a summer workshop for middle- and high school students and an industry technology and workforce analysis for the education and workforce communities.

To guide its work, NOVA has created a team of education champions to help align educational programs and curricula with the needs of industry. One of those champions is Vera Jacobson-Lundeberg, Career Technical Education Coordinator for the San Mateo County Office of Education. She has been instrumental in connecting ATOI's work with regional high school automotive programs.

We see two big wins from this collaboration. San Mateo County residents will have the skills to compete for careers in the future automotive industry. This homegrown talent supply pipeline will attract additional advanced transportation companies to the county and region.

Additional collaborations include the state SlingShot initiative in which NOVA is taking the lead to connect companies seeking tech talent with educational and workforce agencies charged with preparing the tech workforce.

The complex issues we face in this community cross over city, county and school district boundaries. It is only by working together on a regional basis, capitalizing on innovative and disruptive approaches to solutions, that we can achieve something bold that will benefit workers, employers and our economic prosperity.

“Do...or do not.  
There is no try.”

– Yoda, The Empire Strikes Back



# STEADFAST LEADERSHIP IN GROWING A VIBRANT REGION

collaboration  
sustainability connections vision  
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engagement talent technology diversity home for all  
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