

# 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 and CEO SAMCEDA

San Mateo County is unique with 20 cities and towns, each having vibrant neighborhoods, interesting downtowns and multifaceted “personalities.” When the San Mateo County Development Association was founded in 1953 (the word Economic did not become a part of our 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 2016: SAMCEDA’s mission holds true to that original purpose. Throughout its history SAMCEDA envisioned that a county in which business, government, elected leaders, non-profits and educational institutions come together to solve thorny issues will grow and prosper. By tackling the challenges we face – housing supply and affordability, transportation infrastructure, or the development of a 21<sup>st</sup> century workforce – and having collective wisdom, experience, ideas and energy San Mateo County stands out as a place where things happen, where people want to live and where companies want to expand.

In planning for SAMCEDA’s 64<sup>th</sup> Annual Meeting last June the thought was how to best capture the uniqueness of San Mateo County and its ecosystem. This was when the idea of “THRED Talks” was born. *Weaving San Mateo County Together* through Transportation, Housing, Regionalism, Economy and Development – five 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 a multitude of great ideas harnessing innovation and entrepreneurship.

In the following pages you will hear from several individuals that gave stirring remarks in June and others who are making a difference in the way we are facing the opportunities and challenges that lie ahead. Our hope is that this document will become a living and ever evolving testament to the spirit of San Mateo County – what we have accomplished and what we can accomplish if we “weave together” our knowledge, commitment, and values to the county we call home.

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# TABLE OF CONTENTS

## Isabella Chu

Founder

Redwood City Forward ..... 2

## Mike Dorsey

Co-Founder

Bay Area Growth Fund ..... 3

## Jim Hartnett

CEO/General Manager/Executive Director

SamTrans/Caltrain ..... 4

## Davina Hurt

City Council Member

City of Belmont ..... 5

## Mario Puccinelli

Vice President/Group Manager

Recology ..... 6

## Jonathan Scharfman

Director of Development

Universal Paragon Corporation ..... 7

## Ragnar von Schiber

Associate Director,

Corporate Citizenship & Engagement

Genentech ..... 8

## Kris Stadelman

Director

NOVA Workforce Board ..... 9

### Elaine Breeze

*SummerHill Apartment Communities*

### Shelley Doran

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### Papia Gambelin

*Pacific, Gas and Electric*

### William Graham

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### Mario Puccinelli

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# 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.”

– Abdul 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





# SAMCEDA

San Mateo County Economic Development Association

1900 O'Farrell Street, Suite 380 | San Mateo, CA 94403

T (650) 413-5600 | F (650) 413-5909

[www.samceda.org](http://www.samceda.org) | [info@samceda.org](mailto:info@samceda.org)

