

**ASSOCIATION OF BAY  
AREA GOVERNMENTS  
Meeting Transcript**

JUNE 16, 2023

1

**ABAG GENERAL ASSEMBLY**

2

**10:00 AM, FRIDAY, JUNE 16<sup>TH</sup>, 2023**

3

4

5

**CLERK OF THE BOARD:** GOOD MORNING AND WELCOME THIS IS FRED

6

CASTRO, CLERK OF THE BOARD. WE'LL BE GETTING STARTED IN A

7

COUPLE OF MINUTES. THANK YOU. COUNCIL MEMBER EKLUND. GOOD

8

MORNING. OUR FIRST IS TO ENSURE WE HAVE QUORUM. SO WE WILL BE

9

TAKING ROLL CALL FOR QUORUM ONCE WE BEGIN THE MEETING. BEFORE

10

WE BEGIN, THERE ARE FEW HOUSEKEEPING ITEMS. MEMBERS AT THE

11

DAIS PLEASE BE SURE TO TURN OFF YOUR MICROPHONE. MEMBERS

12

WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE OR DIAL

13

STAR 9. DURING PUBLIC COMMENT, MEMBERS OF THE PUBLIC

14

PARTICIPATING BY ZOOM WISHING TO SPEAK SHOULD USED TO RAISED

15

HAND FEATURE OR DIAL STAR 9. TELECONFERENCE ATTENDEES WILL BE

16

CALLED UPON BY THE LAST FOUR NUMBERS OF THEIR -- FOUR DIGITS

17

OF THEIR PHONE NUMBER. MEMBERS -- PERSONS AND THE PUBLIC

18

SHOULD COME TO THE PODIUM TO FORM A LINE FOR PUBLIC COMMENTS.

19

AND THE CLERK WILL CALL UPON MEMBERS TO -- FOR PUBLIC COMMENT

20

TO SPEAK. AND THAT'S IT FOR THE HOUSE KEEPING ITEMS. THANK

21

YOU. PRESIDENT ARREGUIN, IT'S AT YOUR PLEASURE.

22

23

**PRES. JESSE ARREGUIN:** GOOD MORNING. IT'S SO GREAT TO SEE

24

EVERYONE HERE TODAY. I WANT TO WELCOME YOU TO THE ABAG GENERAL

25

ASSEMBLY AND BUSINESS MEETING. MY NAME IS JESSE ARREQUIN, I'M

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1 THE PRESIDENT OF THE ASSOCIATION OF BAY AREA GOVERNMENTS  
2 EXECUTIVE BOARD. I'M, ALSO, THE MAYOR OF THE CITY OF BERKELEY.  
3 AND THE MEETING TODAY WE'RE GOING TO HAVE A BUSINESS MEETING  
4 TO START OUR SESSION TODAY AND WE'LL HAVE A PANEL PRESENTATION  
5 AFTER LUNCH. THE BUSINESS MEETING WILL FOCUS ON THE REVIEW AND  
6 ADOPTION OF ABAG'S ANNUAL BUDGET AND WORK PROGRAM. I HAVE A  
7 FEW BRIEF REMARKS THEN I'LL WELCOME OUR EXECUTIVE DIRECTOR,  
8 ANDREW FREMIER, FOR HIS REPORT BEFORE WE PROCEED FOR THE REST  
9 OF THE BUSINESS MEETING. I WOULD LIKE TO CALL THIS MEETING OF  
10 THE ABAG GENERAL ASSEMBLY TO ORDER AND ASK THE CLERK TO  
11 CONDUCT A ROLL CALL OF THE DELEGATES TO CONFIRM WHETHER A  
12 QUORUM IS PRESENT.

13

14 **FRED CASTRO, CLERK:** ROLL CALL FOR COUNTY DELEGATES. SUPERVISOR  
15 MARQUEZ, ALAMEDA COUNTY. CARLSON, CONTRA COSTA COUNTY?

16

17 **SPEAKER:** HERE.

18

19 **FRED CASTRO, CLERK:** SACKETT, MARIN COUNTY? SACRAMENTO HERE.

20

21 **FRED CASTRO, CLERK:** RYAN GREGORY, NAPA COUNTY? IS ABSENT. AND  
22 I UNDERSTAND THERE IS A SUPERVISOR FROM CITY AND COUNTY OF SAN  
23 FRANCISCO?

24

25 **SPEAKER:** HERE.

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1

2 **FRED CASTRO, CLERK:** THANK YOU.

3

4 **FRED CASTRO, CLERK:** SUPERVISOR CANEPA, SAN MATEO COUNTY.  
5 ELLENBERG, SANTA CLARA COUNTY. WILLIAMS, SOLANO COUNTY? IS  
6 ABSENT. SUPERVISOR RABBITT? SONOMA COUNTY IS ABSENT. QUORUM OF  
7 THE COUNTY DELEGATES IS PRESENT. ROLL CALL FOR CITY AND TOWN  
8 DELEGATES FOR CITIES IN ALAMEDA COUNTY. MAYOR EZZY ASHCRAFT,  
9 CITY OF ALAMEDA?

10

11 **MARILYN EZZY ASHCRAFT:** HERE.

12

13 **FRED CASTRO, CLERK:** TIEDEMANN, ALBANY?

14

15 **AARON TIEDEMANN:** PRESENT.

16

17 **FRED CASTRO, CLERK:** MAYOR ARREGUIN, BERKELEY?

18

19 **PRES. JESSE ARREGUIN:** PRESENT.

20

21 **FRED CASTRO, CLERK:** BAUTERS, EMERYVILLE? IS ABSENT. MAYOR MEI  
22 CITY OF FREMONT.

23

24 **SPEAKER:** HERE.

25

3

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1 **FRED CASTRO, CLERK:** COUNCIL MEMBER BRANNING CITY OF LIVERMORE?

2

3 **SPEAKER:** PRESENT.

4

5 **FRED CASTRO, CLERK:** MAYOR BRANNON CITY OF NEWARK? ANDERSEN  
6 CITY OF PIEDMONT? TESTA PLEASANTON.

7

8 **SPEAKER:** HERE.

9

10 **FRED CASTRO, CLERK:** AZEVEDO SAN LEANDRO?

11

12 **SPEAKER:** HERE.

13

14 **FRED CASTRO, CLERK:** SINGH, CITY OF UNION CITY?

15

16 **GARY SINGH:** HERE.

17

18 **FRED CASTRO, CLERK:** CITIES IN CONTRA COSTA COUNTY. MAYOR  
19 THORPE OF ANTIOCH?

20

21 **LAMAR THORPE:** HERE.

22

23 **FRED CASTRO, CLERK:** COUNCIL MEMBER PIERSON CITY OF BRENTWOOD?  
24 MAYOR JUAN CITY OF CLAYTON? IS ABSENT. NAKAMURA CONCORD.

25

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1 **SPEAKER:** HERE.

2

3 **FRED CASTRO, CLERK:** FONG DANVILLE? MAYOR MOTOYAMA CITY OF EL  
4 CERRITO? MAYOR WALTER GRIFFIN? MAYOR WALTER GRIFFIN CITY OF  
5 HERCULES? COUNCIL MEMBER CANDELL, LAFAYETTE?

6

7 **SPEAKER:** HERE.

8

9 **FRED CASTRO, CLERK:** VICE MAYOR ROSS, CITY OF MARTINEZ? IS  
10 ABSENT. COUNCIL MEMBER WOEHLEKE, MORAGA? FULLER, OAKLEY?

11

12 **GEORGE FULLER:** PRESENT. MAYOR MILLER OF ORINDA? IS ABSENT. PRO  
13 TEMPORE TOMS, CITY OF PINOLE? MAYOR PRESTON, CITY OF  
14 PITTSBURGH? IS ABSENT. MAYOR FLAHERTY, PLEASANT HILL?

15

16 **SPEAKER:** [INDISCERNIBLE]

17

18 **FRED CASTRO, CLERK:** I'M SORRY? [INDISCERNIBLE] THANK YOU. CITY  
19 MANAGER BONA FROM RICHMOND? I APOLOGIZE. THANK YOU. XAVIER,  
20 CITY OF SAN PABLO? VICE MAYOR ARMSTRONG, SAN RAMON? COUNCIL  
21 MEMBER DARLING, WALNUT CREEK? THESE ARE THE CITIES OF MARIN  
22 COUNTY. COUNCIL MEMBER KEMNITZER, BELVEDERE? BARB, TOWN OF  
23 FAIRFAX? PAULSON, CITY OF LARKSPUR? COUNCIL MEMBER PERRY, MILL  
24 VALLEY? IS ABSENT. MEMBER EKLUND, NOVATO? MEMBER KIRCHER, TOWN  
25 OF ROSS? IS ABSENT. MAYOR BURDO, TOWN OF SAN ANSELMO? IS

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1 ABSENT. COUNCIL MEMBER HILL, CITY OF SAN RAFAEL. MEMBER  
2 BLAUSTEIN, CITY OF SAUSALITO? IS ABSENT. COUNCIL MEMBER THEIR,  
3 TIBURON. THESE ARE CITIES AND TOWNS OF NAPA COUNTY. COUNCIL  
4 MEMBER ORO, AMERICAN CANYON?

5

6 **DAVID ORO:** HERE.

7

8 **FRED CASTRO, CLERK:** MAYOR WILLIAMS, CALISTOGA? IS ABSENT.  
9 COUNCIL MEMBER ALESSIO, NAPA? MAYOR DOHRING, ST. HELENA? IS  
10 ABSENT. TRIPPE, TOWN OF YOUNTVILLE? MAYOR BREED, CITY AND  
11 COUNTY SAN FRANCISCO IS ABSENT. CITIES IN SAN MATEO COUNTY.  
12 TOWN MANAGER RODERICK, ATHERTON? MAYOR MATES, CITY OF BELMONT?  
13 CUNNINGHAM, CITY OF BRISBANE? STEPHENSON, BURLINGAME? MAYOR  
14 DEL ROSARIO, TOWN OF COLMA? VICE MAYOR MANALO, DALY CITY?

15

16 **JUSLYN MANOLO:**

17

18 **FRED CASTRO, CLERK:** ROMERO, EAST PALO ALTO?

19

20 **CARLOS ROMERO:** HERE.

21

22 **FRED CASTRO, CLERK:** PENROSE, CITY OF HALF MOON BAY? COLE, TOWN  
23 OF HILLSBOROUGH? WOLETON, MENLO PARK? GOODMAN, MILLBRAE? IS  
24 ABSENT. MAYOR BIGSTYKE, PACIFIC?

25

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1 **TYGARJAS BIGSTYCK:** PRESENT.

2

3 **FRED CASTRO, CLERK:** MAYOR AALFS, PORTOLA VALLEY? IS ABSENT.  
4 EGAN, REDWOOD CITY?

5

6 **SPEAKER:** HERE. MEDINA CITY OF SAN BRUNO?

7

8 **MARTY MEDINA:** HERE.

9

10 **FRED CASTRO, CLERK:** VICE MAYOR DUGAN CITY OF SAN CARLOS?  
11 HEDGES, SAN MATEO?

12

13 **RICH HEDGES:** HERE.

14

15 **FRED CASTRO, CLERK:** VICE MAYOR NAGALES, CITY OF SAN FRANCISCO?  
16 FLUET, WOODSIDE? THESE ARE CITIES IN SANTA CLARA COUNTY. I'M  
17 SORRY WHO IS IT? I HAVE GEORGE RODERICK? AS DELEGATE WHO IS  
18 THE VOTING DELEGATE FROM ATHERTON? ELIZABETH LUIS, THANK YOU.  
19 MEMBERS IN SANTA CLARA COUNTY. MEMBER FURTADO, CAMPBELL?  
20 FRUIN, CUPERTINO? MARQUEZ, CITY OF GILROY? FLIGOR, LOS ALTOS?  
21 IS ABSENT. MAYOR SWAN, TOWN OF LOS ALTOS HILLS? HUDES, TOWN OF  
22 LOS GATOS? THANK YOU. PHAN, MILPITAS? IS ABSENT. MAYOR  
23 MEKECHUK CITY OF MONTE SERENO? IS ABSENT. COUNCIL MEMBER  
24 MARTINEZ BELTRAN CITY OF MORGAN HILL? ABSENT. KAMEI, CITY OF  
25 MOUNTAIN VIEW? POWELL, CITY OF PALO ALTO? IS ABSENT. DOANE,

7



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1 SAN JOSE? VICE MAYOR CISNEROS, SUNNYVALE? CITIES OF SOLANO  
2 COUNTY, MAYOR YOUNG, CITY OF BENICIA? VICE MAYOR HENDERSHOT,  
3 DIXON? MOY, FAIRFIELD? IS ABSENT. MAYOR KOTT, CITY OF RIO  
4 VISTA IS ABSENT. VICE MAYOR WYLIE CITY OF VACAVILLE? MCCONNELL  
5 VALLEJO? THESE ARE CITIES OF SONOMA COUNTY. MAYOR LANCE CITY  
6 OF CLOVERDALE? IS ABSENT. MAYOR HARVEY, CITY OF COTATI,  
7 COUNCIL MEMBER HEROD, HEALDSBERG? POCEKAY, PETALUMA? VICE  
8 MAYOR HOLLINGSWORTH, ADAMS CITY, ROHNERT PARK. MAYOR ROGERS  
9 CITY OF SANTA ROSA? IS ABSENT. COUNCIL MEMBER ZOLMAN,  
10 SEBASTOPOL? IS ABSENT. MAYOR LOWE, CITY OF SONOMA? IS ABSENT.  
11 MAYOR REYNOZA TOWN OF WINDSOR. 63 CITIES, QUORUM IS PRESENT.

12

13 **PRES. JESSE ARREGUIN:** THANK YOU VERY MUCH. WE'LL BE CALLING  
14 THAT LONG ROLL. WE'RE GOING TO BE CALLING THAT LONG ROLL  
15 SEVERAL TIMES DURING OUR MEETING SO PLEASE BEAR WITH US. WE'LL  
16 NOW MOVE TO THE NEXT AGENDA ITEM. ITEM TWO, WHICH IS GENERAL  
17 PUBLIC COMMENT. IS THERE ANY MEMBER OF THE PUBLIC THAT WOULD  
18 LIKE TO GIVE GENERAL PUBLIC COMMENT ON EITHER ITEMS THAT ARE  
19 NOT ON THE AGENDA OR ON ITEM EIGHT, THE KEYNOTE PRESENTATION,  
20 AND ITEM TEN THE CELEBRATION OF ABAG'S 60th ANNIVERSARY. ARE  
21 THERE ANY RAISED HANDS ON ZOOM MR. CASTRO?

22

23 **FRED CASTRO, CLERK:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
24 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
25 ON THIS ITEM. THANK YOU.

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1

2 **PRES. JESSE ARREGUIN:** SEEING NO GENERAL PUBLIC COMMENT WE CAN  
3 PROCEED TO ITEM THREE, GENERAL ASSEMBLYMEMBER ANNOUNCEMENTS.  
4 THIS IS AN INFORMATION ITEM. ARE THERE ANY ANNOUNCEMENTS FROM  
5 MEMBERS OF THE ABAG GENERAL ASSEMBLY? IF SO EITHER PLEASE COME  
6 FORWARD OR -- WE DON'T HAVE A VIDEO CONFERENCE OPTION. SO, I  
7 DON'T SEE ANY MEMBERS WISHING TO GIVE ANNOUNCEMENTS. SO I'LL  
8 ASK IF THERE IS ANY PUBLIC COMMENT OR WRITTEN COMMENTS  
9 RECEIVED FOR THIS ITEM?

10

11 **FRED CASTRO, CLERK:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
12 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
13 ON THIS ITEM. AND NO MEMBERS IN THE BOARDROOM FOR PUBLIC  
14 COMMENT AND NONES IN THE ATTENDEE ROOM. THANK YOU.

15

16 **PRES. JESSE ARREGUIN:** THANK YOU. WE'LL PROCEED TO ITEM FOUR  
17 THE ABAG PRESIDENT'S REPORT FOR OUR GENERAL ASSEMBLY FOR JUNE  
18 16TH, 2023. I WOULD LIKE TO THANK ALL OF THE GENERAL ASSEMBLY  
19 DELEGATES FOR BEING HERE IN-PERSON TODAY. IT'S GREAT TO SEE SO  
20 MANY PEOPLE. AND WE HAVE A REALLY EXCITING PROGRAM THIS  
21 AFTERNOON ON REGIONAL ECONOMIC DEVELOPMENT AND RECOVERY SO  
22 HOPE YOU WILL STAY AND PARTICIPATE ALTHOUGH ABAG VICE  
23 PRESIDENT BELIA RAMOS IS UNABLE TO JOIN US TODAY DUE TO A LONG  
24 PLANNED TRIP I EXPRESS MY THANKS TO HER WORK ON THE EXECUTIVE  
25 BOARD. WITH THE STATE AND FEDERAL PUBLIC HEALTH EMERGENCY WE

9

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1 HAVE OPPORTUNITY TO COME TOGETHER AND SHARE CHALLENGES HOUSING  
2 IS A FOCUS OF ABAG WORK RIGHT NOW THE BAY AREA AS WE KNOW HAS  
3 RECEIVED HIGHER RHNA NUMBERS FROM THE STATE OF CALIFORNIA IN  
4 2021 THAN IN PREVIOUS YEARS INDICATING THAT WE NEED MORE  
5 HOUSING -- ALL OF OUR REGION AT DIFFERENTLY INCOME LEVELS.  
6 LOCAL GOVERNMENTS ARE NOW WORKING TO UPDATE THEIR HOUSING  
7 ELEMENTS TO REFLECT THIS WE NEED AND ABAG IS HERE TO SUPPORT  
8 YOU IN THIS PROCESS. FIRST, THE REGIONAL HOUSING TECHNICAL  
9 ASSISTANCE PROGRAM HAS PROVIDED A WIDE RANGE OF TOOLS AND  
10 RESOURCES TO TACKLE THE CHALLENGES OF NEW STATE HOUSING LAWS  
11 AND THE NEW RHNA REQUIREMENTS. A STATE GRANT AND THE NEW REAP  
12 2.0 GRANT PROGRAM HAS HELPED FUND THE REGIONAL HOUSING  
13 TECHNICAL ASSISTANCE PROGRAM, HELPING EACH OF OUR COMMUNITIES  
14 MEET OUR HOUSING GOALS AND SUPPORT PLANNED BAY AREA 2050 OUR  
15 REGIONAL LONG RANGE PLAN AND ITS GOALS RELATED TO  
16 ENVIRONMENTAL ECONOMIC AND TRANSPORTATION. THE NEW BAY AREA  
17 HOUSING FINANCE AUTHORITY REPRESENTS ANOTHER MAJOR ABAG MTC  
18 HOUSING EFFORT WHICH SURRENDER WAY RIGHT NOW. BAHFA IS ALSO  
19 SUPPORTED BY REAP 2.0 GRANTS AS WELL AS A \$20 MILLION  
20 ALLOCATION FROM THE STATE OF CALIFORNIA, AND THE GOAL OF BAHFA  
21 IS TO FOCUS ON THE THREE PS OF HOUSING, PRODUCTION OF NEW  
22 HOUSING, PRESERVATION OF EXISTING HOUSING, AND PROTECTION OF  
23 OUR NEIGHBORS FROM DISPLACEMENT. BAHFA NOW HAS A TEAM OF  
24 EXPERIENCED HOUSING EXPERTS WORKING HARD ON FIVE PILOT  
25 PROGRAMS, ONCE AGAIN FUNDED THROUGH RESOURCES PROVIDED BY THE

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1 STATE OF CALIFORNIA, AND PREPARATIONS ARE ALSO UNDERWAY BASED  
2 ON DIRECTION FROM THE MTC COMMISSION AND THE ABAG EXECUTIVE  
3 BOARD TO PLAN FOR A POTENTIAL REGIONAL HOUSING BOND MEASURE IN  
4 2024. WE LOOK FORWARD TO TALKING EXTENSIVELY WITH ALL OF YOU  
5 IN THE BAY AREA THROUGH THE THIS SUMMER ON THIS EFFORT TO GET  
6 YOUR FEEDBACK AS WE PROCEED WITH THESE DISCUSSIONS. FEEDBACK  
7 FROM ELECTED LEADERS WILL BE ESSENTIAL IN THE CONVERSATION TO  
8 SHAPE A POTENTIAL REGIONAL MEASURE. IN ADDITION TO HOUSING,  
9 ABAG CONTINUES ITS WORK ON A SUITE OF LOCAL GOVERNMENT SERVICE  
10 PROGRAMS WITH A REPUTATION ON EXCELLENCE AND SERVING OUR LOCAL  
11 GOVERNMENTS. THE SAN FRANCISCO ESTUARY PARTNERSHIP AND THE SAN  
12 FRANCISCO BAY TRAIL CONTINUE TO PROTECT, RESTORE, AND MAKE  
13 ACCESSIBLE THE NATURAL BEAUTY OF OUR REGION. OUR BAY AREA  
14 REGIONAL ENERGY NETWORK OR BAYREN IS CELEBRATING ITS 10th  
15 ANNIVERSARY THIS YEAR PROVIDING MILLIONS IN ENERGY SAVINGS  
16 REBATES TO BOTH RENT ERRS AND HOMEOWNERS WHILE HELPING CITIES  
17 DEVELOP NEW ENERGY EFFICIENT BUILDING CODES RECENTLY BAYREN  
18 RECEIVED A FOUR YEAR COMMITMENT OF HUNDRED \$87 MILLION FROM  
19 STATE PUC FOR EXISTING AND NEW PROGRAMS AND ALL PROGRAMS I'M  
20 TALKING ABOUT HAVE DISPLAYS IN THE LOBBY THAT TALK ABOUT THE  
21 IMPORTANT WORK THAT THESE PROGRAMS DO AND I KNOW STAFF WILL BE  
22 AVAILABLE TO ANSWER QUESTIONS AS WELL AFTER WE COMPLETE THE  
23 BUSINESS MEETING. ABAG THE ADVANCING CALIFORNIA FINANCE  
24 AUTHORITY CONTINUE TO HELP LOCAL GOVERNMENT SAVE MONEY AND  
25 PROVIDE CONDUIT FINANCING. SO AGAIN PLEASE BE SURE TO CHECK

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1 OUT THE DISPLAY BOARDS ON ALL PROGRAMS IN THE LOBE AND THESE  
2 PROGRAMS ARE SUMMARIZED IN THE BOOKLET REGARDING THE ABAG'S  
3 BUDGET AND WORK PROGRAM. THE WORK WE DO TOGETHER IN THE NEXT  
4 FISCAL YEAR MUST BE AMBITIOUS AND EQUITABLE TO ADDRESS OUR  
5 HOUSING AND OTHER NEEDS THROUGH THIS REGION. ABAG ADOPTED AN  
6 EQUITY RESOLUTION LAST YEAR THAT UNDERSCORES OUR COMMITMENT TO  
7 ADVANCING LOCAL GOVERNMENT EQUITY EFFORTS MANY OF ABAG'S  
8 INDIVIDUAL REGIONAL PROGRAMS ARE IMPLEMENTING THEIR OWN EQUITY  
9 MEASURES. I BELIEVE TOGETHER JUST LIKE WE HAVE OVER 60 YEARS  
10 THAT THIS AGENCY HAS BEEN IN EXISTENCE WE CAN MEET TODAY'S  
11 CHALLENGES AND CREATE A BETTER BAY AREA IN THE UPCOMING YEAR  
12 AND YEARS TO COME. SO THIS CONCLUDES MY REPORT. AND I WOULD  
13 LIKE TO TURN THIS OVER TO ANDREW FREMIER, OUR EXECUTIVE  
14 DIRECTOR AFTER WE OPEN UP FOR QUESTIONS OR PUBLIC COMMENT TO  
15 DISCUSS THIS WORK IN MORE DETAIL. I WOULD LIKE TO ASK IS THERE  
16 ANY DISCUSSION FROM ABAG MEMBERS OF THE GENERAL ASSEMBLY ON MY  
17 REPORT? MISS TEST, YES?

18

19 **SPEAKER:** YOU REFERENCED THE INCREASED RHNA NUMBERS AND WE KNOW  
20 THAT THERE HAS BEEN --

21

22 **SPEAKER:** MICROPHONE?

23

24 **PRES. JESSE ARREGUIN:** YES IT'S BEST SO EVERYONE CAN HEAR WHAT  
25 SHE HAS TO SAY S.

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1

2 **SPEAKER:** IN REFERENCE TO THE INCREASED RHNA NUMBERS THAT WE'RE  
3 ALL STRUGGLING TO -- [ SILENCE ] OH BOY. OKAY. HI. ALL RIGHT.  
4 INCREASED RHNA NUMBERS. WE'RE ALL STRUGGLING, WE'RE ALL DOING  
5 OUR BEST. IT'S COSTING OUR CITIES A HUGE BURDEN. SCAG,  
6 SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS IS DOING A  
7 PROCESS OF RHNA REFORM. WE KNOW THAT THE LEGISLATIVE AUDIT  
8 COMMITTEE PROVED THAT THE RHNA NUMBERS ARE INACCURATE, WHEN  
9 YOU WANT TO SAY THEY'RE UP OR DOWN, THEY'RE WRONG. AND WE ALSO  
10 KNOW THAT ALL OF OUR CITIES ARE REPORTING CHALLENGES WITH  
11 WORKING WITH HCD. THANK YOU. AND BECAUSE WE DON'T HAVE -- THEY  
12 DEMANDS OF US THAT WE HAVE OUR OBJECTIVES STANDARDS, BUT THEY  
13 DO NOT HAVE OBJECTIVE STANDARDS, AND OUR STAFFINGS DESERVE  
14 THAT KIND OF DEFINITION OF THE PROCESS. WE NEED INTEGRITY OF  
15 THE PROCESS. THE PROCESS IS BROKEN. AND SO MY QUESTION IS,  
16 WE'RE HERE TALKING ABOUT THE BUDGET. I HAVE LOOKED AT THE  
17 BUDGET, WHY WOULD I FIND WHERE WE HAVE AN OPPORTUNITY TO  
18 PERHAPS HAVE SOME ADVOCACY FOR OUR CITIES IN THE RHNA PROCESS,  
19 IN THE RHNA REFORM?

20

21 **PRES. JESSE ARREGUIN:** THANK YOU COUNCIL MEMBER FOR THAT  
22 QUESTION. AT OUR LAST EXECUTIVE BOARD MEETING WE HAD EXTENSIVE  
23 DISCUSSION ABOUT THE PROCESS HCD HAS LAUNCHED TO REVIEW THE  
24 SIX CYCLE OF THE RHNA PROCESS, AND ALSO DISCUSS SOME FEEDBACK  
25 THAT WE HEARD FROM LOCAL GOVERNMENTS AND FROM THE ABAG

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1 ADMINISTRATIVE COMMITTEE ABOUT SOME OF THE CHALLENGES, AS WELL  
2 AS IDEAS TO IMPROVE THE PROCESS FOR THE NEXT RHNA CYCLE. SO,  
3 OUR STAFF ARE ACTIVELY ENGAGED IN THE HCD PROCESS. I THINK  
4 THERE WILL ALSO BE A ROLE FOR US TO TRY TO ADVOCATE FOR  
5 LEGISLATIVE FIXES TO THE RHNA STATUTE. ONE THING WE DID  
6 INCLUDE IN OUR ADVOCACY PROGRAM FOR THIS YEAR IS ONE  
7 PARTICULAR CHANGE TO HOUSING ELEMENT LAW, TO GRANT HCD MORE  
8 FLEXIBILITY TO EXTEND THE DEADLINE FOR THE COMPLETION OF  
9 HOUSING ELEMENTS, RECOGNIZING THAT A NUMBER -- INCLUDING MY  
10 CITY IN BERKELEY, WE WORKED VERY HARD TO GET OUR HOUSING  
11 ELEMENT DONE AND THE DAY BEFORE THE DEADLINE, THAT JANUARY  
12 31ST DEADLINE, THAT WE HAD ALL THESE OTHER CHANGES THAT WE HAD  
13 TO MEET. SO IT HAS BEEN CHALLENGING ADMITTEDLY. I THINK IT'S  
14 BEEN CHALLENGING FOR ALL OF US. I THINK WE NEED MORE CLARITY  
15 AND LEGAL REQUIREMENTS. WE NEED MORE GUIDANCE. I THINK WE NEED  
16 MORE TIME. THESE ARE ALL THINGS I THINK WE ALL CAN RECOGNIZE  
17 THAT COULD MAKE THE PROCESS EASIER. THESE ARE THINGS WE'RE  
18 COMMITTED TO ADVOCATING FOR AS THE EXECUTIVE BOARD, AND I DO  
19 AGREE THAT OUR VOICE, AS THE REGION'S COUNCIL OF GOVERNMENTS  
20 WILL BE IMPORTANT TO HELP ADVOCATE THE KINDS OF ADMINISTRATIVE  
21 REGULATORY FIXES SO THE PROCESS IS MUCH BETTER NEXT TIME.

22

23 **SPEAKER:** THANK YOU FOR THAT. AND FOLLOWING THE SCAG PROCESS,  
24 THEY AREN'T SIMPLY DOING WHAT HCD, FOLLOWING THE HCD PROCESS.  
25 HCD IS THE PROBLEM. AND WE NEED TO ADVOCATE FOR OUR CITIES THE

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1 SAME WAY THAT SOUTHERN CALIFORNIA IS ADVOCATING FOR THEIRS.  
2 AND WITH THE AUDIT, THERE ARE SOME VERY -- IF YOU HAVEN'T SEEN  
3 THAT AUDIT, PLEASE, E-MAIL ME, I'LL SEND IT TO YOU. THERE ARE  
4 SOME VERY SPECIFIC -- IT WAS ONLY A PARTIAL AUDIT, WE SHOULD  
5 BE ASKING FOR A FURTHER COMPLETE AUDIT FROM OUR LEGISLATURE.  
6 THE LEGISLATURE PROVED -- THE AUDIT PROVED THERE WERE SEVERE  
7 PROBLEMS WITH THE RHNA HCD ACCOUNTABILITY, AND YET THE  
8 LEGISLATURE IS NOT GOING TO -- WHILE THEY PUT CORRECTIONS IN  
9 THERE, THEY'RE NOT GOING TO FOLLOW IT UP. WE HAVE TO. OUR  
10 CITIES HAVE TO COME TOGETHER, AND OUR ADVOCATES HAVE TO HELP  
11 US DO THAT. AND IT IS NOT SIMPLY FOLLOWING WHAT HCD IS DOING  
12 FOR THE NEXT CYCLE. IT IS US STANDING UP AND STANDING  
13 TOGETHER. THANK YOU.

14

15 **PRES. JESSE ARREGUIN:** THANK YOU. I'LL ALSO SAY THAT ONE THING  
16 THAT'S BEEN VERY CONFUSING IS THIS ISSUE OF BUILDERS REMEDY.  
17 WE TALKED ABOUT THAT. THE STATUTE, HOUSING ELEMENT STATUTE  
18 SAYS THAT LOCAL GOVERNMENTS CAN CERTIFY SUBSTANTIAL COMPLIANCE  
19 OF THEIR HOUSING ELEMENT BEFORE HCD APPROVES THE HOUSING  
20 ELEMENT. WHILE HCD ISN'T TAKING THE INTERPRETATION -- NO,  
21 THEY'RE THE ONLY ONES WHO CAN DETERMINE COMPLIANCE THEY'RE  
22 FIXED IN STATE LAW TO PROVIDE MORE CLARITY IN GUIDANCE TO  
23 LOCAL GOVERNMENTS PROSPECTIVELY. CAN'T HEAR? OKAY. WE'LL WORK  
24 ON IT. I'LL TALK LOUDER. I'LL USE MY OUTSIDE VOICE. OKAY. SO,  
25 WE'RE -- I APPRECIATE YOU BRINGING THIS UP. WE ARE GOING TO BE



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1 WORKING ON THIS IN THE COMING MONTHS, AND I DO AGREE, THERE IS  
2 A ROLE FOR ALL OF THE LOCAL GOVERNMENT OFFICIALS IN THE REGION  
3 TO WEIGH IN, AS WELL, AS THIS PROCESS MOVES FORWARD. MA'AM?

4

5 **SPEAKER:** HI. THANK YOU. MY NAME IS PRINCESS WASHINGTON, MAYOR  
6 PRO TEMPORE, SUISUN CITY. I HAVE AN OPPOSITE COMMENT. WE ARE  
7 VERY HOUSE RICH WE HAD NO PROBLEM PASSING OUR HOUSING ELEMENT.  
8 HOWEVER WE ARE NOW A VICTIM OF SURPLUS LANDS ACT AND THESE  
9 LAWS THAT FORCE US TO CREATE MORE HOUSING WHERE THAT WILL  
10 ECONOMICALLY CAST RATE US. SO MY QUESTION IS, IS THERE ANY  
11 ADVOCACY FOR THE SMALLER TOWNS THAT STRUGGLE WITH BUSINESS  
12 REVENUE IN THE -- THE INABILITY TO ADVOCATE FOR OURSELVES ON A  
13 SUBJECTIVE LEVEL. WE RECENTLY HAD TO CHANGE SOME OF OUR ZONING  
14 FOR LOW-INCOME HOUSING WHICH I TOTALLY AGREE WITH, BUT SINCE  
15 WE ARE SMALL, LANDS LOCKED AND DON'T HAVE THE ABILITY TO  
16 EXPAND THIS FURTHER CREATES A DEFICIT FOR OUR ABILITY TO  
17 GENERATE REVENUE. SO IS THERE ANY WAY THAT ABAG CAN KIND OF  
18 ADVOCATE FOR THE SMALLER CITIES THAT DON'T NEED HOUSING BUT  
19 NEED COMMERCIAL DEVELOPMENT? AND I KNOW THIS IS PROBABLY  
20 UNIQUE BECAUSE MOST CITIES ARE OPPOSITE BUT FOR US, IF WE  
21 CONTINUE DOWN THIS PATH IT'S ONLY GOING TO FURTHER DEBILITATE  
22 ANY FUTURE DEVELOPMENT OR REVENUE FOR OUR CITY. THANK YOU.

23

24 **PRES. JESSE ARREGUIN:** THANK YOU. YEAH. I THINK THAT'S AN  
25 EXCELLENT QUESTION. COUNCIL MEMBER EKLUND YOU HAVE RAISED THIS

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1 ISSUE IN SOME OF OUR CONSERVATIONS AND MY RECOLLECTION, I'M  
2 LOOKING AT ALIX, BUT I BELIEVE THAT OUR ADVOCACY PROGRAM DOES  
3 HAVE SOME LANGUAGE AROUND TRYING TO FIND THIS BALANCE IN TERMS  
4 OF RESPECTING COMMERCIALY ZONED SITES, BUT ALSO ENABLING  
5 HOUSING, AND WE COULD FOLLOW UP AND PROVIDE THAT INFORMATION  
6 TO YOU, BUT CERTAINLY RECOGNIZE THAT WE HAVE TO RECOGNIZE THAT  
7 NOT EVERY COMMUNITY HAS THE SAME TYPES OF LAND USE CONDITIONS  
8 THAT URBAN COMMUNITIES HAVE. SO, MY RECOLLECTION, WE DID  
9 SPECIFICALLY TALK ABOUT THAT IN OUR ADVOCACY PROGRAM. IT'S  
10 SOMETHING WE TALKED ABOUT AS PART OF THE BROADER RHNA  
11 DISCUSSION, PROSPECTIVELY, AND I APPRECIATE YOU BRINGING THAT  
12 UP. YES, MA'AM?

13

14 **SPEAKER:** KAREN CUNNINGHAM FROM BRISBANE. AND WE ACTUALLY HAD  
15 OUR PLAN APPROVED. [CHEERS AND APPLAUSE] YEAH, SHOCK AND  
16 BOTHER, RIGHT NOT THROUGH LACK OF TRYING TO GET IT APPROVED,  
17 OF COURSE. SO I HAVE BEEN STUDYING THIS FOR YEARS AND IT  
18 DRIVES ME CRAZY LIKE IT DRIVES EVERYBODY ELSE IN THIS ROOM  
19 CRAZY. I AM MOST DEFINITELY AN ADVOCATE FOR US PROVIDING  
20 WORKFORCE HOUSING, AFFORDABLE HOUSING OF EVERY DESCRIPTION,  
21 BUT I DO BELIEVE THE WAY WE'RE GOING ABOUT IT IS REALLY WRONG.  
22 SO, I HAVE BEEN STUDYING A LOT OF DIFFERENT THINGS, AND I HAVE  
23 SOME GREAT IDEAS. WHAT WOULD BE -- I THINK THEY'RE GREAT  
24 IDEAS. SO WHAT WOULD BE THE APPROPRIATE WAY TO GET THOSE IDEAS  
25 TO YOU AND EVERYBODY ELSE IN THIS ROOM SO WE CAN LOOK AT

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1 THINGS DIFFERENTLY? THE WAY WE'RE GOING ABOUT IT NOW IS REALLY  
2 WRONG. AND TO THINK ON THE BACKS OF HOMEOWNERS, ONCE AGAIN,  
3 YOU'RE ASKING TO INCREASE TAXES. SO, UNDER THE GUISE THAT  
4 WE'RE GOING TO BE CREATING MORE AFFORDABLE HOUSING, THAT  
5 TRICKLE DOWN IS JUST REALLY NOT HAPPENING. SO WHAT'S  
6 APPROPRIATE FOR ME TO GET TO YOU MY IDEAS? BRISBANE HAS NO  
7 PUBLIC LAND. WE HAVE NONE. SO, WE NEED TO FIND SOME VEHICLES  
8 TO GET LAND INTO OUR HANDS SO WE CAN ACTUALLY DO THINGS THAT  
9 ARE APPROPRIATE. SO, WHAT'S THAT VEHICLE?

10

11 **PRES. JESSE ARREGUIN:** WELL, I'M HAPPY TO SPEAK WITH YOU  
12 THROUGHOUT THE COURSE OF THE DAY, AND AS I MENTIONED, WE HAVE  
13 THIS BIGGER CONVERSATION THAT WE'RE HAVING OUR EXECUTIVE BOARD  
14 AROUND, SORT OF, THE NEXT STEP OF THE RHNA PROCESS, AND THAT  
15 MIGHT BE A FORM FOR YOUR IDEAS TO BE BROUGHT FORWARD, SO HAPPY  
16 TO TALK TO YOU AT SOME POINT AFTER THE BUSINESS MEETING, AND  
17 MAYBE WE COULD SCHEDULE A PHONE CALL OR ZOOM. SO, BUT LOOK  
18 FORWARD TO THAT. THANK YOU. THAT'S MUCH BETTER. OKAY.

19

20 **PATRICK CARTER:** THANK YOU VERY MUCH JESSE. REALLY APPRECIATE  
21 YOUR LEADERSHIP WITH ABAG AND HOW YOU'RE HELPING -- OH I'M  
22 SORRY. MY NAME IS PAT EKLUND. AND I AM -- I AM THE CITY OF  
23 NOVATO'S CITY COUNCIL. AND I'M PAST PRESIDENT OF THE LEAGUE OF  
24 CALIFORNIA CITIES, AND I'M THE ABAG DELEGATE FROM MARIN  
25 COUNTY. AND I REALLY APPRECIATE ALL THE MARIN FOLKS THAT ARE

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1 HERE, REALLY APPRECIATE THAT A LOT. AND, ALL OF YOU. AND I  
2 PROBABLY HAVE SEEN YOU AT THE LEAGUES CONFERENCES MANY TIMES,  
3 AND HAVE REALLY HAD AN HONOR OF SERVING ON THE ENVIRONMENTAL  
4 COMMITTEE SINCE I WAS ELECTED IN 1995. SO, ANYWAY, SO, I  
5 REALLY APPRECIATE THE LEADERSHIP OF JESSE VERY MUCH. AND, HE'S  
6 HAD SOME GREAT IDEAS ABOUT HOW WE'RE GOING TO REALLY TACKLE  
7 THIS RHNA, NOT ONLY IN THIS CYCLE, BUT THE NEXT CYCLE, AS  
8 WELL. BECAUSE THE NEXT CYCLE IS NOT GOING TO BE AS EASY AS  
9 THIS LAST ONE AND THIS LAST ONE, I HAVE BEEN ON THREE RHNA  
10 WORK GROUPS AT ABAG, THREE OUT OF THE FOUR. BECAUSE I HAVE  
11 BEEN ON THE COUNCIL FOR A WHILE, AND THIS ONE WAS BY FAR THE  
12 HARDEST. AND I THINK WE NEED TO THINK ABOUT HOW WE RESTRUCTURE  
13 THOSE GROUPS THAT ACTUALLY DEVELOP THE RHNA, AND THAT'S  
14 SOMETHING I'M HOPING AT SOME POINT WE CAN TALK ABOUT THE PROS  
15 AND THE CONS. WAY WE DID IT THIS LAST TIME. BUT I ALSO  
16 SUGGEST, TOO, THAT YOUR ABAG DELEGATE FROM YOUR COUNTY IF THEY  
17 ARE NOT HAVING -- YOU KNOW, DOING WRITTEN REPORTS -- I DO  
18 WRITTEN REPORTS EVERY MONTH FOR THE DELEGATES IN MARIN COUNTY.  
19 SO THOSE PEOPLE THAT ARE INTERESTED IN READING THE THINGS THAT  
20 WE SEE EVERY MONTH, OR THE THINGS THAT WE ARE INVOLVED WITH,  
21 LIKE, THERE ARE SOME GREAT WORK ON LOW-INCOME SENIORS GRANT  
22 ASSISTANCE FOR PEOPLE TO BE ABLE TO STAY IN THEIR HOMES,  
23 ESPECIALLY FOR SENIORS. I HAVE A 96-YEAR-OLD MOM, AND  
24 FORTUNATELY SHE GETS \$56,000 A YEAR, WHICH IS LOW-INCOME, BUT  
25 MY DAD AND MY MOM, WE WERE VERY POOR WHEN WE WERE LITTLE, THEY

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1 SAVED MONEY. SO MOM HAS ENOUGH TO HOPEFULLY LIVE UNTIL SHE'S  
2 100. I HAVEN'T DONE THAT CALCULATION ALL THE WAY THROUGH. BUT  
3 WE NEED TO WORK THROUGH THE ABAG DELEGATES THAT REPRESENT YOU  
4 ON THE BOARD ABOUT RHNA, AND I WOULD SUGGEST THAT MAYBE EVEN  
5 THE EXECUTIVE BOARD ESTABLISH A WORK GROUP FOR THE SIXTH CYCLE  
6 TO IDENTIFY WHAT WENT WELL AND WHAT DID NOT GO WELL THIS LAST  
7 TIME AND TRY TO INCLUDE SOME OF THOSE INTO FORMATION OF WHERE  
8 WE'RE GOING TO GO IN THE 7th CYCLE. I WANT TO RECOGNIZE  
9 JESSE'S LEADERSHIP AND THE COMMENT FROM JULIE TESTA AS WELL  
10 SHE'S FROM PLEASANTON AND HAS BEEN WORKING HARD TO TRY TO HELP  
11 MAKE CHANGE AT THE STATE. SHE RUNS A STATEWIDE ORGANIZATION  
12 AND I WOULD REALLY ENCOURAGE PEOPLE IN THIS ROOM TO SEEK JULIE  
13 OUT. THERE IS A BALLOT MEASURE THAT SHE'S BEEN WORKING ON TO  
14 HELP CHANGE HOW STATE GOVERNMENT RELATES TO LOCAL GOVERNMENTS  
15 RELATIVE TO HOUSING AND PLANNING AND STUFF. BUT YOU NEED TO  
16 TALK TO HER. SHE KNOWS MORE ABOUT IT THAN I DO. BUT ANYWAY,  
17 JESSE, AGAIN, THANK YOU VERY MUCH FOR EVERYTHING THAT YOU HAVE  
18 DONE.

19

20 **PRES. JESSE ARREGUIN:** OKAY. THANK YOU. ANY FURTHER QUESTIONS  
21 OR COMMENTS ON THE PRESIDENT'S REPORT? YES?

22

23 **SPEAKER:** FIRST LET ME THANK THE PRESIDENT, VICE PRESIDENT, AND  
24 THE STAFF, YOU ALL FOR PRESENTING A COMPREHENSIVE REVIEW OF  
25 WHAT'S BEEN GOING ON WITH ABAG I'M SOPHIE COAL VICE PRESIDENT

20

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1 FROM TOWN OF HILLSBOROUGH IN SAN MATEO COUNTY. JUST A FOLLOW  
2 UP COMMENT FROM BRISBANE COMMENT WE HEARD, I THINK RHNA  
3 NUMBERS I HAVE BEEN STUDYING THE ISSUE FOR THE PAST TWO YEARS  
4 I IN DETAIL. WHAT I'M SAYING IS RECOMMENDATION TO BUILD  
5 AFFORDABLE HOUSING I REALLY LIKE TO UNDERSTAND WHAT IS ABOUT  
6 DOING OR WHAT IS THE LEGISLATURE DOING TO HELP PEOPLE STAY IN  
7 THESE AFFORDABLE HOUSING WE'RE BUILDING I'M NOT SEEING EFFORTS  
8 TO USE TAX CODE TO ACTUALLY HELP WORKING FAMILIES TO AFFORD TO  
9 STAY IN LOW INCOME RENTAL UNITS AND FIRST TIME HOME BUYERS AND  
10 INDIVIDUALS WORKING FAMILIES TRYING TO BUY THEIR FIRST HOW CAN  
11 ABAG HELP THE LEGISLATURE USE THE STATE TAX CODE TO HELP  
12 INDIVIDUALS WE HAVE THE EXAMPLES OF THIS WITH CURRENT  
13 HOMEOWNERS AND DIFFERENT CATEGORIES OF INDIVIDUALS, MILITARY  
14 INDIVIDUALS, IF WE HELP INDIVIDUALS GET HOMES, SUSTAIN HOMES,  
15 OTHER THAN GIVING MANDATES TO LOCAL COMMUNITIES TO BUILD THIS  
16 REALLY IS NOT PART OF THE EQUATION BEING ADDRESSED. I WOULD  
17 LIKE TO SEE THAT CONVERSATION GO FORWARD AND TO FOLLOW UP WITH  
18 THE COMMENTS I WANT TO THANK YOU FOR WITH REGARDS TO PROMOTING  
19 MODIFICATIONS TO THE RHNA NUMBERS, SPECIFICALLY, I WOULD LIKE  
20 TO KNOW HOW WE ARE USING THE METROPOLITAN TRANSPORTATION  
21 COMMITTEE RESOURCES TO EXPAND TRANSPORTATION IN AREAS WHERE  
22 WE'RE PUTTING LOW-INCOME HOUSING. FOR EXAMPLE, IT SOUNDS LIKE  
23 HILL BORE ROW IS GOING OUT OF ITS WAY TO PUT LOW-INCOME  
24 HOUSING IN AN AREA THAT POTENTIALLY COULD HAVE TRANSPORTATION  
25 BUT IT PRESENTLY DISAPPOINT HAVE WHAT'S CONSIDERED HIGH

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1 DENSITY TRANSPORTATION. SO WHAT IS BEING DONE BY THE  
2 METROPOLITAN TRANSPORTATION TO REALLY BRING MY ACCESS TO AREAS  
3 LIKE THAT WHEN COMMUNITIES GO OUT OF THEIR WAYS? BUT THANKS  
4 FOR ALL YOUR EFFORTS AND APPRECIATE THE INFORMATION.

5

6 **PRES. JESSE ARREGUIN:** THANK YOU VERY MUCH FOR YOUR THOUGHTFUL  
7 COMMENTS ON THE FIRST POINT WE DO HAVE AN ANSWER TO THAT  
8 QUESTION BUT I THINK THAT'S SOMETHING WE WOULD LIKE TO TALK TO  
9 YOU ABOUT BECAUSE THAT'S A VALID POINT. WITH RESPECT TO THE  
10 SECOND ISSUE AROUND TRANSPORTATION INVESTMENTS WHERE WE'RE  
11 ASKING COMMUNITIES TO BUILD MORE AFFORDABLE HOUSING, I THINK  
12 THAT'S A VERY VALID POINT. MTC RECENTLY ADOPTED A TRANSIT  
13 ORIENTED COMMUNITIES POLICY, WHICH IS INTENDED TO INCENTIVIZE  
14 COMMUNITIES AS A CONDITION OF CERTAIN REGIONAL AND FEDERAL  
15 GRANTS TO BUILD MORE DENSELY IN TRANSIT-RICH AREAS. AND THE  
16 IDEA IS THAT WE WOULD ALSO PROVIDE THE FUNDING TO HELP SUPPORT  
17 LAND USE PLANNING, INFRASTRUCTURE, AND TRANSPORTATION  
18 INVESTMENTS TO HELP ACHIEVE THOSE KINDS OF MORE TRANSIT  
19 ORIENTED DEVELOPMENT IN COMMUNITIES IN THE BAY AREA. SO, MAYBE  
20 MR. FRIER CAN ELABORATE ON THIS BUT THE INTENT IS REALLY TO  
21 INCENTIVIZE HOW MTC ALLOCATES ITS DOLLARS TO BE ABLE TO  
22 PROMOTE THAT KIND OF TRANSIT ORIENTED DEVELOPMENT.

23

24 **ANDREW FRIER:** THANK YOU, PRESIDENT ANDREW F, EXECUTIVE  
25 DIRECTOR. YEAH, I THINK YOU PUT IT L LOOK, IT IS A CHALLENGE.

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1 WE KNOW IT'S A CHALLENGE BUT WE ARE TRYING TO MAKE SURE THAT  
2 AS WE MOVE FORWARD IN THE HOUSING FINANCE AUTHORITY WORK AND  
3 IN THE WORK WE'RE DOING TOGETHER AT ABAG AND MTC, THAT OUR  
4 INVESTMENTS ARE COORDINATED AROUND THOSE TRANSIT DENSE AREAS  
5 TO REALLY TAKE ADVANTAGE OF IT. WE HAVE BEEN KIND OF RUNNING  
6 AROUND THE BAY RECENTLY WITH BOTH THE EXECUTIVE LEADERSHIP AT  
7 ABAG AND ALSO AT MTC TO REALLY SEE WHAT COMMUNITIES ARE DOING  
8 IN SPACE IN UNION CITY AND DIRIDON AND ALSO IN EAST COUNTIES.  
9 SO WE WOULD BE HAPPY TO CONTINUE TO EXPLORE AREAS WHERE IT  
10 DOES MAKE SENSE TO INVEST IN THAT CHALLENGE.

11

12 **PRES. JESSE ARREGUIN:** OKAY. THANK YOU. I RECOGNIZE WE HAVE  
13 OTHER BUSINESS TO ATTEND TO THIS MORNING. I WOULD LIKE TO ASK  
14 ARE THERE ANY FURTHER COMMENTS ON THE PRESIDENT'S REPORT?  
15 THAT'S THE BUSINESS AT HAND PRESENTLY.

16

17 **SPEAKER:** YES?

18

19 **SPEAKER:** I GUESS IT RELATES. I'M MAYOR LILY MEI FROM THE OF  
20 FREMONT. WE ARE ONE OF THE CITIES THAT HAVE MET OUR HOUSING  
21 ELEMENT APPROVED IN ALAMEDA COUNTY AND ONE OF THE FEW CITIES  
22 THAT ALSO MET OR EXCEEDED RHNA NUMBERS IN THE LAST CYCLE. WE  
23 HAVE A LOT OF TRANSIT ORIENTED DEVELOPMENT FOR THOSE WHO DON'T  
24 KNOW I'LL BE SHARING A LITTLE BIT LATER BUT WE HAVE A LOT OF  
25 BENEFITS IN TERMS OF HAVING TWO BART STATIONS AND POTENTIALLY



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1 A THIRD. AS PART OF OUR HOUSING ELEMENT ONE OF THE KEY ASPECTS  
2 IS WE DID FOCUS ON TRANSIT ORIENTED DEVELOPMENT AND HAVE  
3 GOTTEN PROJECTS ENTITLED IN THE PROCESS OF BUILDING BUT ONE OF  
4 OUR CHALLENGES IF WE DON'T GET THE CHIT IT'S LIKE THE CHICKEN  
5 OR EGG WHICH COMES FIRST, WHAT'S THE TOD WITHOUT OD, IT'S JUST  
6 OD. WE NEED YOUR HELP MAKING THAT HAPPEN AND THAT'S ONE OF OUR  
7 CONTINUAL STRUGGLES AND I HOPE YOU WILL TAKE ADVANTAGE OF THAT  
8 TIME WE HAVE DONE EVERYTHING WE CAN AS A CITY TO GET THE  
9 PROJECT TITLED WE PURCHASED TEN OUT OF 13 PARCELS OF LAND FOR  
10 THE NEXT BART STATION. BUT WE NEED YOUR HELP TO GET OVER THE  
11 FINISH LINE. JUST SAYING WE'RE NOT FULLY FINANCED, WE CANT BUY  
12 YOUR LAND AND IF WE DON'T HAVE THE LAND, LAND WE CAN'T BUILD  
13 THE PROJECTS. SO ALL OF THESE THINGS ARE RELATED AND  
14 INTERCONNECTED. SO, IF WE CAN'T HAVE YOUR SUPPORT WE CAN'T  
15 PROCEED. SO FOR SOMEONE WHO IS TRYING HARD TO ADDRESS THOSE  
16 NEEDS WE LOOK FORWARD TO YOUR PARTNERSHIP.

17

18 **PRES. JESSE ARREGUIN:** THANK YOU. THAT'S A REALLY EXCELLENT  
19 POINT. I ALSO RECOGNIZE THE IMMEDIATE CHALLENGE WE'RE FACING  
20 IN THE BAY AREA IS KEEPING BUSES AND TRAINS RUNNING SO THAT'S  
21 BEEN I PRIORITY OF ABAG AND MTC OVER THE PAST SEVERAL MONTHS  
22 IN LOBBYING LEGISLATURE TO SECURE OPERATING FUNDS. BUT WE KNOW  
23 IT'S A SHORT-TERM SOLUTION. WE NEED TO FIGURE OUT A LONG-TERM  
24 SOLUTION BUT CERTAINLY WE NEED TO CONTINUE OUR INVESTMENT IN  
25 EXPANDING RAIL, EXPANDING TRANSIT SERVICE IN PARTS OF OUR

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1 REGION WHERE WE DON'T HAVE IT. I BELIEVE THERE WAS ANOTHER  
2 COMMENT? YES?

3

4 **SPEAKER:** MY NAME IS EVAN I'M FROM THE CITY OF LIVERMORE. WE  
5 JUST HEARD A LOT OF COMMENTS AND I WANT TO PRESENT AN  
6 ALTERNATE VIEW FROM SOME CITIES AS ONE OF THE YOUNGEST PEOPLE  
7 HERE AND AS SOMEONE WHO TEACHES HIGH SCHOOL THE POLICIES WE'RE  
8 PROPOSING, FIGHT AGAINST THE STATE, ARE FORCING KIDS TO LEAVE  
9 THE STATE TO LEAVE OUR COMMUNITIES IF YOU WANT A VIBRANT  
10 COMMUNITY YOU NEED TO BUILD HOUSING NOT ALL OUR CITIES ARE  
11 OPPOSED TO BUILDING HOUSING. WE ARE HEARING A SERIES OF  
12 EXCUSES AND, AND UNFORTUNATELY, I THINK THAT'S DISAPPOINTING  
13 IN A ROOM FULL OF PEOPLE WHERE MOST OF YOU PROBABLY OWN YOUR  
14 HOME, PROBABLY ARE VERY SUCCESSFUL IN LIFE. YOU ARE NOW  
15 BUILDING A COMMUNITY THAT WILL PUSH YOUR KIDS OUT THAT WILL  
16 PUSH YOUR GRANDKIDS OUT, THAT WILL LEAVE US WITHOUT ANYWHERE  
17 FOR PEOPLE TO LIVE. IF YOU WANT YOUR COMMUNITY TO THRIVE AND  
18 SURVIVE, WE NEED HOUSING FOR YOUNG PEOPLE. RHNA IS NOT THE  
19 ENEMY. IT IS BAD ACTORS IN THE STATE WHO ARE REFUSING TO BUILD  
20 HOUSING THAT ARE THE ENEMY. THANK YOU.

21

22 **PRES. JESSE ARREGUIN:** THIS TOPIC WAS NOT AGENDAIZED AS A  
23 CONVERSATION. BUT WITH RHNA IT'S BEEN GOOD DISCUSSION WE HAVE  
24 HAD GOOD FEEDBACK AND I LOOK FORWARD TO HAVING FURTHER  
25 CONVERSATIONS WITH MANY OF YOU IN THE COMING YEAR. AND I'LL

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1 ASK ARE THERE ANY OTHER COMMENTS ON THE PRESIDENT'S REPORT? IF  
2 NOT IS THERE ANY PUBLIC COMMENT ON ZOOM OR WRITTEN COMMENTS  
3 RECEIVED ON THIS ITEM?

4

5 **FRED CASTRO, CLERK:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
6 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
7 ON THIS ITEM. AND IN THE ATTENDEE ROOM THERE ARE NO MEMBERS OF  
8 THE PUBLIC THERE FOR PUBLIC COMMENT. THANK YOU.

9

10 **PRES. JESSE ARREGUIN:** THANK YOU. WE'LL PROCEED TO ITEM FIVE  
11 WHICH IS THE EXECUTIVE DIRECTOR'S REPORT. IT'S MY PLEASURE TO  
12 WELCOME AND INTRODUCE THE NEW EXECUTIVE DIRECTOR OF ABAG MTC  
13 ANDREW FREMIER WHO WOULD LIKE TO GIVE A REPORT TODAY.

14

15 **ANDREW FREMIER:** WELL, THANK YOU, PRESIDENT ARREGUIN. I FEEL  
16 LIKE MY REPORT IS GOING TO BE A LITTLE BIT PEDESTRIAN AT THIS  
17 POINT. [LAUGHTER] LOOK. I AM HONORED TO BE ADDRESSING THE  
18 GENERAL ASSEMBLY TODAY FOR THE FIRST TIME AS THE EXECUTIVE  
19 DIRECTOR FOR BOTH THE ASSOCIATION OF BAY AREA GOVERNMENTS AND  
20 THE METROPOLITAN TRANSPORTATION COMMISSION. THE LAST TIME WE  
21 WERE ALL TOGETHER IT A HYBRID MEETING IN JUNE, 2022, SO IT'S  
22 NICE TO SEE YOU ALL IN-PERSON IN THIS WONDERFUL PUBLIC SPACE.  
23 AND GETTING TO KNOW INDIVIDUALS IS CERTAINLY, I THINK, ONE OF  
24 THESE THINGS THAT WE NEED TO RE-ESTABLISHED TO BE SUCCESSFUL  
25 AT OUR BUSINESS PLANS. THRU YOU KNOW, SIX YEARS AGO IT WAS

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1 SEEN SOMETHING AS A ROLL DICE TO MOVE THE ASSOCIATION  
2 COMMISSION AND STAFF TOGETHER IN A COMBINED EFFORT TO CREATE  
3 REALLY A SINGLE TEAM THAT SERVES BOTH AGENCIES. THE  
4 INTEGRATION OF THE TEAMS HAS GONE REALLY WELL FROM A LOT OF  
5 OUR OPINIONS AND THE TEAMS ACCOMPLISHMENTS HAVE BEEN MANY. WE  
6 REALLY DO SPENDS AWFUL LOT OF TIME TALKING ABOUT THE STRENGTHS  
7 OF BOTH AGENCIES AND TACKLING PROBLEMS WE'RE TALKING ABOUT  
8 TODAY AND IT'S A QUESTION WHY IT TOOK SO LONG TO THINK ABOUT  
9 THAT KIND OF SOLUTION. WE'RE HAPPY AS STAFF TO WORKING FOR  
10 BOTH OF YOU. AS SINGLE STAFF SERVING BOTH ABAG AND  
11 METROPOLITAN TRANSPORTATION COMMISSION THE DIRECTION YOU HAVE  
12 GIVEN US IS CLEAR AND UNANIMOUS APPROVAL OF PLANNED BAY AREA  
13 WHICH IS A DOCUMENT THAT REALLY GUIDES ALL OUR JOINT WORK ON  
14 DELIVERING ON ITS REQUIREMENTS AND RESULTS. WE ARE MAKING A  
15 LOT OF PROGRESS TOWARDS IMPLEMENTATION OF THE PLANNED BAY AREA  
16 VISION WE HAVE MADE STRIDES OVER THE PAST YEARS IN SECURING  
17 FEDERAL AND STATE DOLLARS THAT SUPPORT THE BAY AREA HOUSING  
18 FINANCE AUTHORITY'S WORK TOWARDS A POTENTIAL 2024 BALLOT  
19 MEASURE. IMPLEMENTING TRANSIT ORIENTED COMMUNITIES POLICY AS  
20 PRESIDENT ARREGUIN MENTIONED, WE ARE ACTIVELY SUPPORTING  
21 TRANSIT RECOVERY EFFORTS AND ARE MAKING SOME STRIDES IN THIS  
22 BUT THE CHALLENGES ARE NOT GETTING STARTED YET BUT WE'RE  
23 COMMITTED TO IT. WE'RE ALSO STUDYING EFFECTS OF FREEWAY  
24 PRICING AND WHAT IT DOES TO COMMUNITIES AND EXPANDING  
25 PARTNERSHIPS TO ADVANCE RESILIENCY AND OTHER CONSERVATION

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1 WORK. THERE IS QUITE A FEW CHALLENGES THAT THAT PLAN SETS OUT  
2 FOR US BUT WE'RE WORKING HARD ON THEM. AS WE HAVE BEEN TALKING  
3 AN ACUTE HOUSING SHORTAGE HAS BEEN PART OF THE BAY AREA  
4 LANDSCAPE FOR DECADES AND IT'S BEEN WORSENER BY THE COVID-19  
5 PANDEMIC AS PRESIDENT ARREGUIN NOTED IN HIS REPORT A GROWING  
6 PART OF ABAG'S PORTFOLIO IS THE TECHNICAL ASSISTANCE WORK WE  
7 PROVIDE TO ALL OF YOU. PROVIDE TO THE CITIES AND TOWNS AND THE  
8 COUNTIES ON ALL KINDS OF HOUSING ISSUES. OUR REGIONAL HOUSING  
9 TECHNICAL ASSISTANCE OR RTHA IS NOW IN ITS THIRD YEAR OF  
10 HELPING LOCAL GOVERNMENTS WITH THEIR HOUSING ELEMENTS OFFERING  
11 DOZENS OF WEBINARS, DATA SETS, TOOL KITS, STAFFING FOR THE  
12 COUNTY BASED COLLABORATIVES, AND OTHER RESOURCES. WE ENCOURAGE  
13 YOU TO TAKE A LOOK AT THE ABAG WEB SITE AND USE SOME OF THOSE  
14 TOOLS AND THEN REACH OUT TO US AS YOU HAVE QUESTIONS. BECAUSE  
15 WE DO THINK TECHNICAL ASSISTANCE IS ONE OF THE BENEFITS OF US  
16 ALL WORKING TOGETHER, THAT WE CAN PROVIDE FOR ALL OF YOU. ONE  
17 OF THE NEWEST TOOLS THAT WE HAVE IS THE BAY AREA HOUSING AND  
18 LAND USE VIEWER. IT'S A WEB-BASED MAPPING TODAY THAT WAS  
19 CREATED BY BOTH ABAG AND MTC. IT'S PROVIDING THE PUBLIC ACCESS  
20 TO DATA RELATING TO HOUSING, LAND USE, TRANSPORTATION, EQUITY,  
21 AND THE ENVIRONMENT. IT'S THE FIRST TIME THAT THIS LEVEL OF  
22 DETAIL HAS BEEN AVAILABLE IN ONE PLACE AND PUBLICLY ACCESSIBLE  
23 AND AGAIN IT'S ON THE ABAG WEB SITE. THE HOUSING LAND USE  
24 VIEWER GIVES A WIDE AUDIENCE THE ABLE TO VISUALIZE AND  
25 DOWNLOAD A LOT OF DATA FOR THE SAN FRANCISCO BAY AREA, AND

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1 IT'S AVAILABLE -- IT'S AVAILABLE AT  
2 HOUSING.ABAG.CALIFORNIA.GOV. AND OUR STAFF IS HERE TODAY  
3 RUNNING A DEMONSTRATION OF THIS AND OTHER TOOLS. SO I WOULD  
4 ENCOURAGE YOU BEYOND JUST THE PANELS TO ALSO ENGAGE WITH THAT  
5 WORK. I ALSO WANTED TO REPEAT ANOTHER POINT THAT PRESIDENT  
6 ARREGUIN MENTIONED IN HIS REPORT AND THAT IS THE WORK THAT THE  
7 SAN FRANCISCO ESTUARY PARTNERSHIP BAYREN, BAY TRAIL, AND ABAG  
8 POWER HAVE DONE TO KEEP THE VALUABLE WORK GOING FORWARD OVER  
9 THE COURSE OF THIS, REALLY, PAST TOUGH FISCAL YEAR AND WE'RE  
10 CONTINUING TO INVEST IN THOSE PROGRAMS IN THE YEAR AHEAD. LIKE  
11 GOVERNMENTS AND COMMUNITIES ALL OVER THE BAY AREA, ABAG AND  
12 MTC ARE PUTTING EQUITY FRONT AND CENTER, AS WE CONTINUE TO  
13 IMPLEMENT PANDEMIC RECOVERY EFFORTS. BOTH AGENCIES FORMALLY  
14 ADOPTED AN EQUITY PLATFORM IN JANUARY OF THIS YEAR. OUR ON  
15 CALL EQUITY CONSULTANT BENCH INCLUDES NEW VETTED AND TRUSTED  
16 COMMUNITY GROUPS, PRACTITIONERS AND FIRMS FOR YOU AND YOUR  
17 LOCAL CITIES AND COUNTIES AND LOCAL GOVERNMENT. REALLY TO BE  
18 PARTNERS TO USE, TO HELP SOLVE SOME OF THESE CHALLENGING  
19 PROBLEMS AND MAKING SURE WE'RE PAYING ATTENTION TO REALLY THE  
20 EFFECTS OF THE WORK THAT WE'RE DOING. TURNING TO THE REST OF  
21 THE BUSINESS MEETING, YOU WILL HAVE OPPORTUNITY TO VOTE ON  
22 ABAG'S BUDGET AND WORK PLAN FOR THE NEXT FISCAL YEAR. I THANK  
23 YOU FOR ALL THE TIME AND ATTENTION AND EFFORT YOU DEVOTE TO  
24 LEADING THE BAY AREA MOVING FORWARD. AND HOPEFULLY PROVIDING  
25 PROSPERITY FOR ALL OF OUR RESIDENTS. IN THE INTEREST OF MAKING

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1 SURE WE STAY ON AS MUCH TIME AS WE CAN I WOULD LIKE TO GIVE IT  
2 BACK TO PRESIDENT ARREGUIN. AND THANK YOU, ALL, FOR COMING  
3 TODAY.

4

5 **PRES. JESSE ARREGUIN:** OKAY. IS THERE ANY DISCUSSION FROM  
6 GENERAL ASSEMBLY DELEGATES ON THE EXECUTIVE DIRECTOR'S REPORT?  
7 OKAY. IF NOT, IS THERE ANY PUBLIC COMMENT EITHER IN THE  
8 BOARDROOM OR AT TELECONFERENCE LOCATIONS ON THIS ITEM? WERE  
9 THERE ANY WRITTEN COMMENTS RECEIVED FOR THIS ITEM?

10

11 **FRED CASTRO, CLERK:** THERE WERE NO WRITTEN COMMENDATION  
12 RECEIVED FOR THIS ITEM NO MEMBERS OF THE PUBLIC IN THE  
13 BOARDROOM FOR PUBLIC COMMENT AND IN THE ATTENDEE SPACE THERE  
14 ARE NO MEMBERS OF THE PUBLIC THERE FOR PUBLIC COMMENT. THANK  
15 YOU.

16

17 **PRES. JESSE ARREGUIN:** OKAY. WE'LL PROCEED TO ITEM SIX APPROVAL  
18 THE MINUTES OF OUR LAST GENERAL ASSEMBLY. 6A IS APPROVAL THE  
19 MINUTES OF JUNE 17TH, 2022 GENERAL ASSEMBLY MINUTES. MOTION  
20 FROM COUNTY DELEGATES IS THERE A MOTION TO APPROVE THE MINUTES  
21 OF JUNE 17TH, 2023? WHO WAS THE MAKER? YOU'RE A CITY REP. SO  
22 WE NEED A COUNTY REP? SUPERVISOR ELLENBERG. SECOND BY  
23 SUPERVISOR CANEPA THANK YOU.

24

JUNE 16, 2023

1 **PRES. JESSE ARREGUIN:** MOTION OF COUNTY DELEGATES TO APPROVE  
2 THE MINUTES OF OUR LAST GENERAL ASSEMBLY. IS THERE ANY  
3 DISCUSSION ON THE MOTION? SEEING NONE. ANY PUBLIC COMMENT ON  
4 THIS ITEM? WRITTEN PUBLIC COMMENTS RECEIVED?

5

6 **FRED CASTRO, CLERK:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
7 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
8 ON THIS ITEM. AND NONE IN THE ATTENDEE SPACE. THANK YOU.

9

10 **PRES. JESSE ARREGUIN:** OKAY IF NOT PLEASE CALL THE ROLL ON THE  
11 MOTION OF COUNTY DELEGATES TO PROVE THE MINUTES.

12

13 **FRED CASTRO, CLERK:** MOTION ELLENBERG, SECOND CANEPA. MARQUEZ?  
14 CARLSON? SACKETT? SUPERVISOR GREGORY? IS ABSENT. SUPERVISOR  
15 MELGAR? SUPERVISOR CANEPA? SUPERVISOR ELLENBERG? SUPERVISOR  
16 WILLIAMS? IS ABSENT. SUPERVISOR RABBITT? IS ABSENT. MOTION  
17 PASSES UNANIMOUSLY BY ALL MEMBERS PRESENT.

18

19 **PRES. JESSE ARREGUIN:** OKAY. WE'LL NOW MOVE TO CITY AND TOWN  
20 APPROVAL OF THE GENERAL ASSEMBLY MINUTES OF OUR LAST GENERAL  
21 ASSEMBLY, JUNE 17TH, 2022. MOVED ECKLUND SECOND MAYOR YOUNG?  
22 TO APPROVE THE MINUTES OF OUR LAST GENERAL ASSEMBLY. IS THERE  
23 ANY DISCUSSION ON THE MOTION FROM ANY DELEGATES? OKAY, IF NOT  
24 IS THERE ANY PUBLIC COMMENT ON THIS ITEM EITHER PRESENT HERE



JUNE 16, 2023

1 IN THE ROOM OR ON ZOOM? OR WERE ANY WRITTEN COMMENTS RECEIVED  
2 ON THIS ITEM?

3

4 **FRED CASTRO, CLERK:** NO WRITTEN COMMENTS RECEIVED NO MEMBERS IN  
5 THE BOARDROOM FOR PUBLIC COMMENT AND NONE IN THE ATTENDEE ROOM  
6 FOR PUBLIC COMMENT.

7

8 **PRES. JESSE ARREGUIN:** THANK YOU. NOW WE'RE GOING TO TAKE  
9 ANOTHER LONG ROLL CALL BEAR WITH US. FRED YOU DESERVE A MEDAL  
10 FOR THIS. PLEASE CALL THE ROLL OF CITY TOWN DELEGATES TO  
11 APPROVE THE MINUTES.

12

13 **FRED CASTRO, CLERK:** MOTION ECKLUND SECOND YOUNG. DELEGATES  
14 FROM CITIES OF ALAMEDA COUNTY. ASHCRAFT? ARREGUIN?

15

16 **PRES. JESSE ARREGUIN:** YES.

17

18 **FRED CASTRO, CLERK:** McCORRISTON? ABSTAIN. BOWSER, EMERYVILLE.  
19 MAYOR MEI, CITY OF FREMONT? COUNCIL MEMBER ARMANDO CITY OF  
20 HAYWARD? WHAT'S YOUR NAME PLEASE? THANK YOU. COUNCIL MEMBER  
21 BRANNING CITY OF LIVERMORE? MAYOR HANNING CITY OF NEWARK?  
22 FIFE, OAKLAND? ANDERSEN, PIEDMONT? THANK YOU. COUNCIL MEMBER  
23 TESTA, CITY OF PLEASANTON? AZEVEDO, CITY OF SAN LEANDRO IS  
24 ABSENT. SINGH, CITY OF UNION CITY? THANK YOU. DID I MISS  
25 ANYBODY FROM ALAMEDA COUNTY. THESE ARE DELEGATES FROM CITIES

JUNE 16, 2023

1 AND CONTRA COSTA COUNTY. MAYOR THORPE, ANTIOCH? IS ABSENT.  
2 COUNCIL MEMBER PIERSON, CITY OF BRET WOOD? CITY OF CLAYTON IS  
3 ABSENT. NAKAMURA CITY OF CONCORD? FONG, DANVILLE? MOTOYAMA, EL  
4 CERRITO? WALKER GRIFFIN, LAFAYETTE? MAYOR ROSS, CITY OF  
5 MARTINEZ? IS ABSENT. COUNCIL MEMBER WOJLECKI, MORAGA? FULLER  
6 OF OAKLEY? MILLER, ORINDA? IS ABSENT. MAYOR PRO TEMPORE TOMS  
7 CITY OF PINOLE? MAYOR SCALAS, CITY OF PITTSBURGH? COUNCIL  
8 MEMBER NOACK, PLEASANT HILL? BANNA, CITY OF RICHMOND? XAVIER,  
9 SAN PABLO? VICE MAYOR ARMSTRONG CITY OF SAN RAMON? DARLING  
10 WALNUT CREEK? ANYBODY I MISSED IN CONTRA COSTA? THESE ARE  
11 CITIES AND DELEGATES IN CITIES OF MARIN COUNTY, COUNCIL MEMBER  
12 BLASH, FAIRFAX? POLSON, LARKSPUR? IS ABSENT. PERRY, MILL  
13 VALLEY IS ABSENT. EKLUND, NOVATO? KIRCHER, ROSS? MAYOR  
14 BORDEAUX, SAN ANSELMO? IS ABSENT. COUNCIL MEMBER HILL, SAN  
15 RAFAEL COUNTY? THESE ARE CITIES IN NAPA COUNTY. ORO, AMERICAN  
16 CANYON? WILLIAMS, CALISTOGA? IS ABSENT. ALESSIO, NAPA? MAYOR  
17 DOHRING, ST HELENA? IS ABSENT. TRIPP, YOUNTVILLE? THANK YOU.  
18 MAYOR BREED, SAN FRANCISCO IS ABSENT. DELEGATES FROM CITY OF  
19 SAN MATEO. COUNCIL MEMBER LEWIS, ATHERTON? MAYOR BAETZ,  
20 BELMONT? IS ABSENT. CUNNINGHAM, BRISBANE? STEPHENSON,  
21 BURLINGAME? DELL ROSARIO, COLMA? DALY CITY? ROMERO, EAST PALO  
22 ALTO? FOSTER CITY IS ABSENT. MAYOR PEN ROW CITY OF HALF MOON  
23 BAY? IS ABSENT. COAL, HILLSBOROUGH? VICE MAYOR COAL? THANK  
24 YOU. WALLISON, MENLO PARK? VICE MAYOR GOODMAN CITY OF  
25 MILLBRAE? IS ABSENT. BIGSTYKE, PACIFICA. THANK YOU. TOWN OF

JUNE 16, 2023

1 PORTOLA VALLEY? EAKIN, REDWOOD CITY? MEDINA, SAN BRUNO? MAYOR  
2 DUGAN, SAN CARLOS? HEDGES, SAN MATEO? THESE ARE DELEGATES  
3 CITIES IN SANTA CLARA. FURTADO, CAMPBELL? CUPERTINO? MEMBER  
4 MARQUEZ CITY OF GILROY? FLIGOR, LOS ALTOS? MAYOR SWAN, LOS  
5 ALTOS HILLS? IS ABSENT. MEMBER HEWS, LOS GATOS? PHAN,  
6 MILPITAS? MAYOR MCCHEK MONTE SERENO? MEMBER MARTINEZ BELTRAN,  
7 MORGAN HILL? KAMEI, MOUNTAIN VIEW? POWELL, PALO ALTO? THESE  
8 ARE DELEGATES FROM SOLANO COUNTY. MAYOR YOUNG CITY OF BENICIA?  
9 MAYOR HENDERSHOT CITY OF DIXON? MAYOR MOY CITY OF FAIRFIELD?  
10 MAYOR KOCH, RIO VISTA? IS ABSENT. WASHINGTON SUISUN CITY?  
11 MAYOR PRO TEMPORE. ABSTAIN. OKAY. VICE MAYOR WYLIE, CITY OF  
12 VACAVILLE? O'CONNELL, VALLEJO? THANK YOU. THESE ARE CITIES  
13 FROM SONOMA COUNTY. MAYOR LAN, CLOVERDALE IS ABSENT. MAYOR  
14 HARVEY CITY OF COTATE? COUNCIL MEMBER HARRISBURG? PETALUMA? IS  
15 ABSENT. VICE MAYOR HOLLINGSWORTH ADAMS PARK? MAYOR ROGERS CITY  
16 OF SANTA ROSA? IS ABSENT. ZOLMAN CITY OF SEBASTOPOL IS ABSENT.  
17 SANDRA LOWE MAYOR OF SONOMA IS ABSENT. MAYOR REYNOSA, TOWN OF  
18 WINDSOR IS ABSENT. MOTION PASSES. 14 ABSTENTIONS. THANK YOU.  
19 DID I MISS SOMEONE?

20

21 **PRES. JESSE ARREGUIN:** VICE MAYOR ACEVEDO, SAN LEANDRO.

22

23 **FRED CASTRO, CLERK:** YES.

24

25 **PRES. JESSE ARREGUIN:** AND YOU VOTE YES?

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1

2 **FRED CASTRO, CLERK:** MOTION CARRIES. THANK YOU.

3

4 **PRES. JESSE ARREGUIN:** OKAY THANK YOU. NOW WE'LL PROCEED TO THE  
5 MAIN ORDER OF BUSINESS FOR OUR BUSINESS MEETING. ITEM SEVEN  
6 THE PROPOSED FISCAL YEAR 2023, 2024 OPERATING BUDGET AND WORK  
7 PROGRAM AND OUR EXECUTIVE DIRECTOR ANDREW FREMIER AND DEREK  
8 HANSEL WILL GIVE THE REPORT. THIS IS AN ACTION ITEM. I'LL TURN  
9 IT OVER TO STAFF.

10

11 **ANDREW FREMIER:** I'LL INTRODUCE OUR CFO, THIS IS YOUR SECOND  
12 GENERAL ASSEMBLY? WELCOME BACK.

13

14 **DEREK HANSEL:** GOOD MORNING, EVERYBODY. DEREK HANSEL, CHIEF  
15 FINANCIAL OFFICER. YES, I HAVE BEEN ABLE TO DO MORE THAN JUST  
16 FIND THE MEN'S ROOM HERE, SO. [LAUGHTER]

17

18 **DEREK HANSEL:** WHICH IS NICE.

19

20 **PRES. JESSE ARREGUIN:** FOR THE RECORD, IT'S RIGHT THERE.

21

22 **DEREK HANSEL:** THAT'S ONLY ONE OF THEM, JESS. AGAIN, DEREK  
23 HANSEL, CHIEF FINANCIAL OFFICER. AND WITH ME ARLEICKA CONLEY  
24 DIRECTOR OF BUDGET AND FINANCIAL ANALYSIS. WE RECOGNIZE WE  
25 STAND BETWEEN YOU AND LUNCH, WHICH IS NEVER A GOOD PLACE TO

35

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1 BE. SO, WE'LL TRY TO BE EFFICIENT. SLIDE UP. NEXT SLIDE,  
2 PLEASE. I'M GOING TO DO A BIT OF LEVEL SETTING AND ARLEICKA IS  
3 GOING TO BE HANDLING ALL THE HARD WORK. JUST WANT TO START  
4 AGAIN WITH SOME STUFF THAT'S BEEN TALKED ABOUT FOR A NUMBER OF  
5 YEARS HERE AT ABAG, WHICH IS THE ABAG STRUCTURAL DEFICIT. I  
6 THINK IT'S ALSO HELPFUL TO START WITH WHAT DO WE MEAN BY A  
7 STRUCTURAL DEFICIT? AND IT'S REALLY A FUNDAMENTAL CONTINUE  
8 MISMATCH BETWEEN GOVERNMENTAL REVENUES AND GOVERNMENTAL  
9 EXPENDITURES SO WE'RE TALKING ABOUT IS THE MONEY YOU GET IN  
10 LESS THAN THE MONEY YOU'RE SPENDING? MAJOR DRIVER OF ABAG'S  
11 STRUCTURAL DEFICIT OVER THE PAST YEARS AND OVER THE COMING  
12 YEARS WILL BE THE AMORTIZATION OF UNFUNDED PENSION LIABILITIES  
13 ASSOCIATED WITH ABAG SO IN THIS PARTICULAR CASE WE'RE TALKING  
14 ABOUT THE PENSION LIABILITIES THAT WERE INCURRED BY ABAG PRIOR  
15 TO THE MERGER WITH MTC. SO IT'S ALL OF THOSE ABAG EMPLOYEES  
16 WHO RETIRED EITHER PRIOR TO THAT MERGER OR AT THE TIME OF THE  
17 MERGER. IT HAS NOTHING TO DO WITH CURRENT ABAG EMPLOYEES.  
18 WE'RE ALL COVERED UNDER MTC'S PENSION PLAN. OKAY? SO, AT THE  
19 TIME OF THE MERGER AND CONTINUING, THERE IS AN UNDO FUNDED  
20 LIABILITY ASSOCIATED WITH THE OLD CLOSED PLAN AND TO WHAT  
21 WE'RE TALKING ABOUT IS THE AMORTIZATION OF THAT UNFUNDED  
22 LIABLE THAT WILL PERSIST FOR A NUMBER OF YEARS. IT HAS BEEN  
23 THE CASE, AND IT CONTINUES TO BE THE CASE THAT CURRENT  
24 BUDGETARY PRACTICES OBSCURE THE SIZE OF THIS CHALLENGE. SO,  
25 WHAT DO I MEAN BY THAT? THAT IS, THERE ARE CERTAIN SUBSIDIES

JUNE 16, 2023

1 AND CROSS SUBSIDIES THAT EXISTED IN THE VARIETY OF ABAG  
2 PROGRAM BUDGETS AND ADMINISTRATION BUDGET, THAT HAVE KIND OF  
3 NOT LEAD TO FULL CLARITY ON WHAT THAT STRUCTURAL DEFICIT IS.  
4 SO WE HAVE BEEN TRAINED TO TEASE ALL THAT APART OVER THE LAST  
5 YEAR. WE'RE GOING TO CONTINUE TO HAVE SOME TEASING THAT  
6 HAPPENS OVER THE NEXT YEAR. BUT NONETHELESS IT'S CLEAR THERE  
7 IS A SIZABLE STRUCTURAL DEFICIT AND WE'RE WORKING ON A NUMBER  
8 OF THINGS THAT CAN ADDRESS THAT. IN ADDITION TO THE STRUCTURAL  
9 DEFICIT IT'S IMPORTANT THE ABAG ADMINISTRATIVE BUDGET HAS NO  
10 RESERVES. NONE. YOU DON'T HAVE RESERVES FOR OPERATIONAL  
11 FLEXIBILITY AND YOU DON'T HAVE RESERVES FOR LEGAL SITUATIONS  
12 THAT MAY DEVELOP. AND THAT HAS HAPPENED IN THE PAST. NEXT  
13 SLIDE, PLEASE. SO, IN, YOU KNOW, STARTING WITH THE HEADLINE OF  
14 THE ABAG BUDGET, WHEN WE THINK ABOUT THE STRUCTURAL DEFICIT,  
15 IT'S IMPORTANT TO START WITH THE ADMINISTRATION BUDGET,  
16 BECAUSE BOTH BAYREN AND SFEP ARE INTENDED TO BE SELF-  
17 SUPPORTING BUDGETS. WE ARE PRESENTING TO YOU, TODAY, A '23,  
18 '24 BUDGET THAT IS BALANCED. YOU CAN SEE, THOUGH, IN THIS  
19 BUDGET, AND I'LL POINT YOU TO THAT LITTLE PIE CHART ON THE  
20 RIGHT, 40% OF THE ABAG BUDGET IS NEEDED TO PAY THE UNFUNDED  
21 LIABILITY AMORTIZATION FOR FISCAL '24. AND WE'LL TALK ABOUT  
22 THIS A LITTLE BIT LATER. BUT I WANT TO POINT OUT THAT THAT  
23 NUMBER IS SHARPLY REDUCED FROM THE FISCAL '23 NUMBERS, AND IS  
24 FAR LOWER THAN IT WILL BE AS WE MOVE INTO FISCAL '25. THIS IS  
25 ALL RELATED TO CALPERS PENSION ACCOUNTING, AND WHAT THEY DO

JUNE 16, 2023

1 WITH VARIOUS GAINS AND LOSSES AND HOW THEY AMORTIZE THOSE  
2 GAINS AND LOSSES OVER TIME. I'M SURE YOU ALL SEE THIS IN YOUR  
3 OWN COMMUNITIES. THERE CAN BE A REASONABLE AMOUNT OF  
4 VOLATILITY IN THESE NUMBERS. FOR THOSE OF YOU WITH OPEN PLANS,  
5 THAT VOLATILITY IS LOWER BECAUSE YOU HAVE GOT ALL THE NORMAL  
6 COSTS THAT TEND TO SMOOTH THAT OUT OVER TIME. THAT IS THE COST  
7 ASSOCIATED WITH YOUR EMPLOYEES WHO ARE CURRENT EMPLOYEES. WE  
8 DON'T HAVE ANY CURRENT EMPLOYEES. THIS HAS A MUCH GREATER  
9 VOLATILITY THAN YOU WOULD SEE IN YOUR OWN COMMUNITIES. NEXT  
10 SLIDE, PLEASE. THE BEHIND THE SCENES OF THE ABAG BUDGET. IN  
11 THE ADMINISTRATIVE BUDGET, WE DON'T BILL ANY STAFF OR OVERHEAD  
12 COST. SO, BRAD, OUR DEPUTY EXECUTIVE DIRECTOR, WHO SPENDS A  
13 LOT OF TIME ON ABAG ADMINISTRATION, THERE IS NOT A DIME OF HIS  
14 TIME IN THAT ADMINISTRATIVE BUDGET. THERE IS NOT A DIME OF MR.  
15 CASTRO'S TIME IN THAT ADMINISTRATIVE BUDGET. NOR ANDY, NOR  
16 MYSELF. SO, VERY IMPORTANT TO UNDERSTAND THAT THERE ARE THINGS  
17 WE'RE DOING IN THE CREATION AND ESTABLISHMENT OF THE BUDGET  
18 THAT DO NOT FULLY REPRESENT ALL OF THE COSTS OF THE SERVICES  
19 PROVIDED IN THIS PARTICULAR BUDGETARY PROGRAM. FURTHERMORE,  
20 AND THIS IS RELATED TO THE CONTRACT FOR SERVICES THAT EXISTS  
21 BETWEEN ABAG AND MTC, BUT THERE HAVE BEEN APPROPRIATE CHARGES  
22 FOR SHARED SERVICES THAT HAVE NOT NECESSARILY BEEN BORN BY  
23 ABAG, AND, YOU KNOW, THAT HAS BEEN THE CASE, CONTINUES TO BE  
24 THE CASE. BUT IT'S ALSO THE CASE THAT THERE WERE INDIVIDUAL  
25 ALLOCATIONS OF PORTIONS OF THOSE SHARED SERVICES ALLOCATIONS

JUNE 16, 2023

1 THAT HAD NOT BEEN DONE IN THE MANNER THAT WAS TRULY CONSISTENT  
2 WITH HOW THOSE COSTS WERE INCURRED. WE ARE TRYING TO LEVEL  
3 THOSE OUT OVER TIME. NEXT SLIDE, PLEASE. ADDRESSED IT A LITTLE  
4 BIT ALREADY, BUT THE UNDER FUNDED PENSION PLAN, BECAUSE THIS  
5 REALLY IS THE DRIVER OF WHAT WE'RE TALKING ABOUT. IT IS A  
6 CLOSED PLAN. AS OF JUNE 30, 2021, THAT PENSION PLAN WAS  
7 UNDERFUNDED BY NEARLY \$12 MILLION. SINCE 2021, ABAG HAS MADE  
8 TWO PAYMENTS OF ABOUT \$3.3 MILLION. THAT'S GOOD NEWS.  
9 UNFORTUNATELY IN FISCAL '22, CALPERS PERFORMANCE WAS WELL  
10 BELOW THE DISCOUNT RATE THAT WAS ASSUMED. AND CALPERS ASSUMES  
11 ALL THEIR NUMBERS ARE BASED ON EARNING 6.8% PER YEAR WHEN WE  
12 TALK ABOUT THE DISCOUNT -- RIGHT? SORRY. NEXT SLIDE. DIDN'T  
13 ASK FOR, MY APOLOGIES. IN FISCAL '22, AGAIN, THAT PERFORMANCE  
14 WAS WELL BELOW THE 6.8% DISCOUNT RATE. CALPERS ACTUALLY LOST  
15 MONEY. SO, NET ALMOST 13% UNDER PERFORMANCE. WE HAVEN'T SEEN  
16 THE NUMBERS, OBVIOUSLY, FOR FISCAL '24 -- OR '23, OR '24. '23,  
17 WE KNOW THEY LOST MONEY AGAIN. FISCAL '24, WE'LL SEE. IF YOU  
18 HAD ASKED ME JANUARY 1ST, IT WASN'T GOING TO BE SO GOOD. AS  
19 MANY OF YOU HAVE BEEN WATCHING YOUR 401(K)S OVER THE LAST  
20 THREE MONTHS, STOCK MARKET HAS BEEN COMING BACK. HAVE THEY  
21 CAUGHT UP FOR THIS YEAR? MAYBE. REMEMBER, THEY NEED TO GET  
22 6.8% EVERY SINGLE YEAR FOR THESE NUMBERS TO WORK. ARE THEY  
23 GOING TO HIT 6.8 THIS YEAR? WE'LL SEE. I HOPE SO. NEXT SLIDE.  
24 SO HOW DO WE ADDRESS THESE CHALLENGES MOVING FORWARD. FIRST  
25 AND FOREMOST IT'S REALLY TRYING TO GET TO THAT PLACE WHERE



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1 WEAVE GOT THE FULL COST OF PROVIDING ALL OF THE SERVICES TO  
2 ABAG THAT ARE IN FACT PROVIDED. SO THAT'S FULL ALLOCATION OF  
3 STAFF THAT SUPPORTS ACTIVITIES AS OPPOSED TO PROJECT STAFF FOR  
4 THOSE SELF-LICK DATING FUNDS WE JUST TALKED ABOUT, BAYREN AND  
5 SFTP THOSE ARE TRULY CARRYING THEMSELVES. WE NEED TO MAKE SURE  
6 THERE IS FULL REIMBURSEMENT TO MTC FOR ITS OVERHEAD COSTS AND  
7 SUPPORTING THE ENTERPRISE, AGAIN THAT'S NOT HAPPENING TODAY  
8 AND WE NEED TO MAKE SURE ALL SHARED SERVICES ARE APPROPRIATELY  
9 COSTING WE ARE ADDRESSING THESE NEEDS AND WILL RETURN WITH  
10 MORE INFORMATION AT A LATER DATE ON THOSE. WE HAVE HAD SOME  
11 CONVERSATIONS WITH THE EXECUTIVE BOARD ABOUT LOOKING INTO BOTH  
12 THE ABAG EQUITY INTEREST IN THIS PROPERTY, CONDO INTEREST, AS  
13 WELL AS TALKING ABOUT OTHER KINDNESS OF STRATEGIES FOR  
14 ADDRESSING THE PENSION DEFICIT. NONE OF WHICH HAVE TO DO WITH  
15 MAKING IT GO AHEAD. BUT, REALLY HAVE TO DO WITH TRYING TO  
16 LEVELIZE THOSE PAYMENTS, MAKE THEM MORE PREDICTABLE, FRANKLY  
17 ELIMINATE THE SAWING AROUND THAT WE SEE FROM YEAR TO YEAR  
18 WHICH WOULD ALLOW US TO GIVE ALL OF YOU AND YOUR COMMUNITIES  
19 GREATER PREDICTABILITY AS WE MOVE FORWARD. WE ALSO REALLY  
20 CRITICALLY NEED TO ADDRESS THE NEED FOR RESERVES. AND, AGAIN,  
21 DEVELOP AN APPROACH FOR FULLY FUNDING THESE NEEDS. NEXT SLIDE,  
22 PLEASE. SO, BUDGET CONSIDERATIONS. IN BOTH THE OCTOBER 2022,  
23 AND THE MARCH '23 EXECUTIVE BOARD DISCUSSIONS. WE HIGHLIGHTED  
24 A NUMBER OF FINANCIAL CHALLENGES THAT ARE SOMEWHAT ADDRESSED  
25 IN THE FISCAL '24 BUDGET. HIGHLIGHTS, WE HAVE GOT A 10%

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1 MEMBERSHIP DUES INCREASE. I WOULD MOTE THAT THIS REALLY HAS  
2 TWO COMPONENTS. THERE IS THE NORMAL COMPONENT THAT'S  
3 ASSOCIATED WITH CPI, FOR WHICH MEMBER DUES ARE SUPPOSED TO  
4 INCREASE EVERY SINGLE YEAR. THIS YEAR THAT AMOUNT WOULD BE  
5 6.5%. EVERYBODY KNOWS INFLATION HAS BEEN RUNNING HIGH, AND  
6 WOULD HAVE RUN HIGH AGAIN. SO THAT'S SIX AND A HALF PERCENT,  
7 WITH AN ADDITIONAL 3 1/2 PERCENT TO CONTINUE TO WHITTLE AWAY  
8 AT THESE CHALLENGES. WE ARE DRAWING FROM THE ALREADY FUNDED  
9 RETIREE HEALTH CARE TRUST TO FUND RETIREE HEALTH BENEFITS.  
10 THIS IS A PRUDENT MEASURE THAT FUND IS FULLY FUNDED AT THIS  
11 POINT AND IS REALLY SET UP TO ADDRESS THOSE COSTS OVER TIME.  
12 AGAIN, ABAG OVERHEAD REVENUE TO SUPPORT STAFF AND OTHER  
13 BUSINESS OPERATIONS ARE BEING RETAINED. WE ARE PARTIALLY, NOW,  
14 CHARGING STAFF WHO PROVIDE DIRECT SERVICES TO ABAG PROGRAMS,  
15 AGAIN, NOT TO THE ABAG ADMINISTRATIVE BUDGET, WHICH IS THE ONE  
16 THAT HAS THE PROBLEM, BUT THE PROGRAM BUDGETS WHICH ARE SELF-  
17 LIQUIDATING OR BEING FUNDED. I MENTIONED 375 CONDO INTEREST  
18 AND WE HAVE ADJUSTED TO APPROPRIATELY ACCOUNT FOR THOSE SHARED  
19 COSTS AND PARTIALLY ADDRESS THE MTC SUBSIDY. THERE DOES  
20 CONTINUE TO BE A BATA TRANSFER TO COVER SFEP OVERHEAD. THAT'S  
21 RELATED TO A COUPLE OF GRANTS THAT ARE IN RUN-OFF MODE, BUT  
22 THERE IS LONG-STANDING AGREEMENT FOR BATA TO COVER THOSE  
23 PARTICULAR PIECES OF OVERHEAD, THAT DOES GO AWAY OVER TIME.  
24 NEXT SLIDE PLEASE. AND FINALLY, PRESENT AND FUTURE  
25 CONSIDERATIONS AND I SHOULD SAY FINALLY FOR ME, AND THEN WE'LL

JUNE 16, 2023

1 GET TO TURN IT OVER TO ARLEICKA, WE DO NEED TO CONTINUE TO  
2 LOOK AT THE REASSESSMENT OF MEMBERSHIP DUES, WHICH WOULD BE  
3 ABLE TO FULLY FUND THE PENSION AND TO ADDRESS OPEB LIABILITIES  
4 AS THEY MAY CHANGE FROM TIME TO TIME. SO ONE OF THE THINGS  
5 WE'RE CONSIDERING AND THE SAME WAY THAT WE HAVE GOT THAT 115  
6 TRUST OR THE OTHER POST EMPLOYMENT BENEFITS WE'RE CONSIDERING  
7 THE DEVELOPMENT OF THE 115 TRUST THAT COULD ADDRESS PENSION  
8 LIABILITIES. WE ARE CONSIDERING THE POSSIBLE SALE OF THE  
9 BUILDING INTEREST IN 375 BEALE. WE'LL TAKE A LOOK AT THAT.  
10 PRESIDENT ARREGUIN HAS REFERENCED IN PREVIOUS COMMENTS OF  
11 PREVIOUS EXECUTIVE BOARD MEETINGS THAT THE BOARD IS LOOKING AT  
12 RETAINING COUNSEL AND ASSISTANCE TO FULLY REPRESENT THE ABAG  
13 INTEREST IN THOSE DISCUSSIONS. THIS COULD BE USED TO PARTIALLY  
14 FUND PENSION OBLIGATIONS, AND COULD ALSO HELP TOWARD BUILDING  
15 RESERVES. REALLY THE GOAL IS TO STABILIZE, MAXIMIZE THE  
16 FINANCIAL POSITION OF THIS ORGANIZATION, GIVE YOU AND YOUR  
17 COMMUNITIES GREATER PREDICTABILITY AND STABILITY WITH RESPECT  
18 TO THE MEMBERSHIP DUES, AND CONTINUE TO DO ALL THE GREAT WORK  
19 THIS ORGANIZATION IS DOING. AND THEN, FINALLY, WE ARE WORKING  
20 ON A FULL COST ACCOUNTING TO DETERMINE ALL OF THE FINANCIAL  
21 NEEDS THAT ARE NEEDED TO FUND THESE ONGOING BUSINESS  
22 OPERATIONS. ARLEICKA?

23

24 **ARLEICKA CONLEY:** SINCE NO ONE THROUGH TOMATOES, I'LL GET RIGHT  
25 INTO THE NUMBERS. [LAUGHTER] ARLEICKA CONLEY, I'M THE SECTION

JUNE 16, 2023

1 DIRECTOR FOR BUDGET AND FINANCIAL PLANNING UNLESS. I HOPE  
2 EVERYONE CAN HEAR ME. NEXT SLIDE PLEASE. WE'LL START WITH THE  
3 ADMINISTRATION BUDGET. PRIMARILY THE ADMINISTRATION BUDGET  
4 REVENUES ARE YOUR VALUABLE MEMBERSHIP DUES. WE DID HAVE AN  
5 INCREASE OF ABOUT 10%, AS DEREK MENTIONED EARLIER THERE ARE  
6 TWO COMPONENTS OF THOSE MEMBERSHIP DUES, ONE IS THE INCREASE  
7 FOR THE CONSUMER PRICE INDEX WHICH WAS ABOUT 6.5%, AND THE  
8 OTHER 3.5% WAS THE ADDITION TO GET TO THE 10% THAT THE GENERAL  
9 ASSEMBLY ACTUALLY IMPROVED AN INCREASE IN MEMBERSHIP DUES A  
10 COUPLE OF YEARS BACK. THIS IS A BALANCED BUDGET AND PART OF  
11 BALANCING THE BUDGET IS MAKING A DRAW FROM OUR 115 TRUST. WE  
12 HAVE OTHER POST EMPLOYMENT BENEFIT OBLIGATION. WE HAVE TO PAY  
13 RETIREES FOR THEIR HEALTH BENEFITS SO WE PUT THAT MONEY IN A  
14 115 TRUST AS OUR FIDUCIARY RESPONSIBILITY WE'RE REQUIRED AGAIN  
15 TO PAY FOR THOSE HEALTH BENEFITS. SO ON THE OTHER LINE THE  
16 484,000 WE ARE GOING TO FUND OUR OTHER POST EMPLOYMENT  
17 BENEFITS ABOUT 480,000 IN THE UPCOMING FISCAL '23, '24 YEAR.  
18 THE OTHER 4,400,000 IS ANTICIPATED INCREASE IN OUR INTEREST  
19 INCOME FOR FUNDS THAT ARE SITTING IN OUR INVESTMENT ACCOUNT,  
20 CHECKING ACCOUNT. AS DEREK MENTIONED EARLIER OUR PENSION  
21 OBLIGATION IS DOWN APPROXIMATELY SIX HUNDREDS 9,000 PRIMARILY  
22 BECAUSE THE PERFORMANCE OF CALPERS CAN BE DECEIVING BECAUSE IT  
23 LOOKS REALLY GOOD RIGHT NOW BUT WE DO ANTICIPATE THAT IN  
24 FISCAL YEAR '24, '25 THOSE AMORTIZED UNFUNDED LIABILITY COSTS  
25 WILL INCREASE. I HAVE TALKED ABOUT THIS IN THE POST EMPLOYMENT

JUNE 16, 2023

1 BENEFITS I'LL MOVE TO THE 375 BEALE ASSESSMENT ABAG IS 9%  
2 OWNER IN THIS BEAUTIFUL BUILDING THERE COMES COST BEING AN  
3 OWNER WE HAVE COMMON AREA AND SHARED SERVICE COSTS, PRIMARILY  
4 MAINTENANCE, JANITORIAL SERVICES, SECURITY, SHARED TECHNOLOGY  
5 SERVICES THIS YEAR IT WASN'T 23, 2024 ASSESSMENT IS ABOUT  
6 \$222,000 THAT DOES ACCOUNT FOR INCREASED COST ASSOCIATED WITH  
7 MAINTENANCE POTENTIALLY A WEAPON DETECTION SYSTEM SO THESE  
8 COSTS ARE INCLUDED IN THE ASSESSMENTS THE METROPOLITAN  
9 TRANSPORTATION COMMISSION TO NOTE DOES SUBSIDIZE PART OF THESE  
10 SHARED SERVICES MTC PAYS FOR THOSE SHARED SERVICES AS ABAG'S  
11 SHARED SERVICES COMMON AREA ASSESSMENTS ARE CAPPED, PURSUANT  
12 TO THE CC AND R WHICH ARE COVENANTS CONDITIONS AND  
13 RESTRICTIONS. THE BAY AREA REGIONAL COLLABORATIVE PROVIDES  
14 SIGNIFICANT COLLABORATIVE SUPPORT FOR ISSUES OF CLIMATE  
15 ADAPTATION, AND ABAG DOES SUPPORT STAFF COSTS. THIS AMOUNT IN  
16 2023, 2024, IS ABOUT 188,000. AND THE AMOUNTS COMPRISED IN  
17 OTHER ARE AUDIT COSTS, INSURANCE COSTS WHICH DID GO UP A  
18 LITTLE BIT BECAUSE OF CYBER SECURITY AND REDESIGN AND  
19 MAINTENANCE OF ALL OF ABAG'S WEB SITES. JUST TO NOTE THERE ARE  
20 NO ANTICIPATED TRANSFERS IN OUR REVENUE LINE ITEM. IN PRIOR  
21 YEARS WE WOULD TRANSFER FROM OTHER PROGRAM'S REVENUE IN ORDER  
22 TO BALANCE THE ABAG BUDGET. IN 2023, 2024 WE DON'T PROPOSE ANY  
23 TRANSFERS. IN ADDITION TO THAT, AS DEREK MENTIONED EARLIER,  
24 ALL THE PROJECTED \$52,000 SURPLUS WILL BE USED TO FUNDS THE  
25 PENSION OBLIGATIONS IT'S NOT GOING TO BE USED TO BUILD

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1 RESERVE. WE ARE WORKING INTERNALLY WITH THE EXECUTIVE BOARD  
2 AND THE PRESIDENT TO LOOK AT WAYS SO THAT WE CAN FUND A LEGAL  
3 RESERVE AND OPERATING RESERVE. NEXT SLIDE PLEASE. NEXT SLIDE.  
4 SO, I'LL GET INTO A COUPLE OF THE SIGNIFICANT PROGRAMS THAT  
5 ABAG FUNDS AND ABAG RUNS. AND THEY ARE VERY IMPORTANT TO THE  
6 REGION. ONE IS THE BAY AREA REGIONAL COLLABORATIVE -- SORRY --  
7 ONE IS THE BAY AREA REGIONAL ENERGY NETWORK, WHICH IS BAYREN,  
8 PRIMARILY FUNDED BY THE CALIFORNIA PUBLIC UTILITIES  
9 COMMISSION. CALIFORNIA PUBLIC UTILITIES COMMISSION PROVIDES  
10 FUNDING TO THE BAYREN PROGRAM FOR REGIONAL INCENTIVES TO  
11 REDUCE OUR CARBON FOOTPRINT AND PROVIDE INCENTIVES FOR  
12 COMMERCIAL AND RESIDENTIAL AND OTHER REGIONAL CUSTOMERS TO  
13 UTILIZE BAYREN FOR ENERGY EFFICIENT RETROFITS. SO, WE'RE  
14 ANTICIPATING ABOUT A LITTLE OVER \$36 MILLION REVENUE STREAM.  
15 AND THAT WILL BE USED TO FUND OUR CONSULTANTS AND THE WORK  
16 THEY DO TO IMPLEMENT THESE RETROFITS AND PROVIDE THE INCENTIVE  
17 PROGRAMS THAT BAYREN CONDUCTS. WHAT WE DON'T SEE ON THIS  
18 BUDGET IS BAYREN WAS AWARDED, THROUGH THE CALIFORNIA PUBLIC  
19 UTILITIES COMMISSION, APPROXIMATELY OVER \$170 MILLION GRANT.  
20 WE ARE LOOKING FORWARD TO RECEIVING THAT MONEY. I ALWAYS WILL  
21 BECAUSE I AM A FINANCE PERSON, AND I LOVE TO SEE MONEY COMING  
22 IN. BUT IT'S IMPORTANT FOR YOU BECAUSE IT BENEFITS THE REGION  
23 AND ALL THE IMPORTANT PROGRAMS THAT BAYREN PROVIDES TO YOU,  
24 OUR JPA MEMBERS. THIS IS A BALANCED BUDGET PRIMARILY BECAUSE  
25 THIS IS A SELF-FUNDED PROGRAM MEANING THAT ALL REVENUE

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1 RECEIVED COVERS ALL EXPENSES THAT ARE INCURRED FROM OPERATING  
2 THE PROGRAM. IN ADDITION, THIS BUDGET DOES INCLUDE THREE NEW  
3 POSITIONS. APPROXIMATELY \$1 MILLION OF THESE NEW POSITIONS  
4 WILL BE UTILIZED TO HELP IN THAT ADDITIONAL WORK PROVIDED BY  
5 THE CPUC. NEXT SLIDE, PLEASE. NEXT SLIDE. SO, WE'LL GET INTO  
6 THE SAN FRANCISCO ESTUARY PARTNERSHIP, THIS IS ANOTHER SELF-  
7 FUNDED PROGRAM. MEANING THAT ALL REVENUES RECEIVED GOES  
8 DIRECTLY TO THE PROGRAM. WE HAVE ABOUT SCORE MILLION IN ACTIVE  
9 GRANTS. 17 ACTIVE PROGRAMS FROM VARIOUS FUNDING SOURCES. WHEN  
10 WE PRESENTED THIS BUDGET TO THE EXECUTIVE BOARD IN APRIL,  
11 THERE WAS A CHANGE TO WHAT YOU'RE SEEING NOW IN THE OVERALL  
12 BUDGET. ONE OF THOSE CHANGES WAS OUR GRANT REVENUE INCREASE BY  
13 ABOUT 3.2 MILLION. THE INCREASE IS PRIMARILY DUE TO THE FACT  
14 THAT WE ANTICIPATE CLOSING OUT PROJECTS IN 2023, 2024 SO WE  
15 INCREASED THOSE COSTS TO CLOSE OUT THOSE PROGRAMS. AND THE  
16 CONVERSE INCREASE, TOO, TO THE CONSULTANT BUDGET, BECAUSE OF  
17 THAT 3.2 MILLION. AGAIN, THIS IS A SELF-FUNDED PROGRAM. SFEP  
18 PRIMARILY IS RESPONSIBLE FOR PRESERVATION AND PROTECTION OF  
19 OUR ESTUARY, AND THEY ARE CURRENTLY APPLYING FOR \$42 MILLION  
20 OF ADDITIONAL GRANTS TO CONTINUE TO FUND THOSE EFFORTS. NEXT  
21 SLIDE PLEASE. BIANNUALLY THE SAN FRANCISCO ESTUARY PARTNERSHIP  
22 PUTS ON A BIENNIAL CONFERENCE CALLED THE STATE OF THE ESTUARY  
23 THAT CONFERENCE IN PRIOR YEARS HAS BEEN FUNDED BY SEVERAL  
24 FUNDING SOURCES INCLUDING THE METROPOLITAN TRANSPORTATION  
25 COMMISSION THE 2023, 2024 BUDGET PROSES THAT IT WILL ENTIRELY

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1 BE FUNDED BY RESIDUAL FUND BALANCE MEANING RESERVES FROM THESE  
2 CONFERENCES THAT WERE PUT ON IN PRIOR YEARS THAT HAD SURPLUS  
3 AND IN ADDITION TO THAT OTHER REVENUE WOULD BE SPONSORSHIP AND  
4 ATTENDEE REVENUE THERE IS ANTICIPATED COST EXCEEDING AMOUNT OF  
5 REVENUE WE'LL GET INTO, SO WE ANTICIPATE DRAWING FROM THE  
6 RESERVE FOR COVERING THOSE EXCESS COSTS ONE THING TO NOTE IS  
7 BECAUSE WE'RE DRAWING FROM THE CONFERENCE BUDGET RESERVE IN  
8 FUTURE YEARS WILL HAVE TO THINK ABOUT HOW WE FUND IT AS WE RUN  
9 THROUGH THE RESERVES. STAFF RECOMMENDATION IS THAT GENERAL  
10 ASSEMBLY RECOMMEND APPROVAL OF ABAG RESOLUTION 11-2023 WHICH  
11 APPROVES OFFICIAL YEAR 2023, 2024 OPERATING BUDGET AND WORK  
12 PROGRAM. AND DEREK IS HERE IF YOU HAVE ANY QUESTIONS

13

14 **PRES. JESSE ARREGUIN:** THANK YOU VERY MUCH ARLEICKA AND DEREK.  
15 I WANT TO PROVIDE A LITTLE BIT OF CONTEXT, AS NOTED ABAG HAS A  
16 STRUCTURAL DEFICIT AND THAT'S DEFINITELY MADE EVEN GREATER DUE  
17 TO THE PENSION OBLIGATIONS THAT ABAG HAS TO PAY BACK ITS  
18 EMPLOYEES. AND WE CERTAINLY KNOW THAT CALPERS HAS SEEN LOSSES.  
19 SO, ALL OF OUR PUBLIC AGENCIES ARE GOING TO HAVE TO PAY MORE  
20 OUT OF OUR PUBLIC AGENCY BUDGETS TO COVER LOSSES THROUGH  
21 INCREASED CONTRIBUTIONS BUT AT THE PRESENT TIME WE HAVE A  
22 BALANCED BUDGET. AND SO I HAVE MADE MY PRIORITY THIS YEAR, AND  
23 I THINK THE GENERAL EXECUTIVE BOARD SHARES THIS PRIORITY OF  
24 ADDRESSING OUR STRUCTURAL DEFICIT AND GETTING OUR AGENCY ON A  
25 PATH TO FISCAL SUSTAINABILITY, A TOP PRIORITY. WE HAVE NO



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1 OPERATING RESERVE. WE HAVE NO LEGAL RESERVE. WE HAVE HAD  
2 LITIGATION, AND MTC HAS STEPPED IN, THANKFULLY, TO HELP COVER  
3 THOSE COSTS, BUT, YOU KNOW, IT IS NOT PRUDENT FOR A PUBLIC  
4 AGENCY TO NOT HAVE A RESERVE, LET ALONE A LEGAL RESERVE. AND  
5 SO WE NEED TO ESTABLISH A RESERVE. WE HAVE TO FIND A PASSION  
6 TO BE ABLE TO ADDRESS OUR PENSION OBLIGATIONS TO OUR RETIREE  
7 WHO IS HAVE GIVEN MANY YEARS OF SERVICE TO THIS AGENCY. SO  
8 THESE ARE CHALLENGES THAT WE HAVE TO ADDRESS. WE DO HAVE, IN  
9 ADDITION TO -- TAKING STEPS WE WILL BE TAKING TO APPROVE THIS  
10 BUDGET, WE DO HAVE A NUMBER OF OPTIONS THAT DEREK HAS OUTLINED  
11 THAT WE ARE EXPLORING, AND THE ABAG EXECUTIVE BOARD WILL  
12 CONTINUE TO HAVE CONVERSATIONS IN THE COMING MONTHS AT OUR  
13 FINANCE COMMITTEE AND OUR EXECUTIVE BOARD ON SOME OF THESE  
14 APPROACHES. WE WELCOME YOUR FEEDBACK. YOU KNOW, ONE OPTION IS  
15 NOTED IS THE POTENTIAL SELLING OF OUR CONDO INTEREST IN THIS  
16 BUILDING. THE ABAG EMPLOYEES ARE MTC EMPLOYEES SO IT DOESN'T  
17 MAKE A WHOLE LOT OF SENSE FOR US TO BE PAYING FOR PHYSICAL  
18 SPACE WHEN WE'RE WORKING FOR MTC AS WELL. THERE HAS BEEN  
19 DESIRE TO LOOK AT RETAINING SOME PORTION OF THE CONDO INTEREST  
20 BUT THAT COULD GENERATE REVENUE TO NOT JUST HELP US PAY OFF  
21 SOME OF OUR PENSION OBLIGATIONS BUT TO CREATE A RESERVE THAT  
22 WE WOULD ALSO CONTINUE TO CONTRIBUTE IN COMING YEARS AS WELL  
23 AS OTHER POTENTIAL APPROACHES TO HELP ADDRESS THAT PENSION  
24 DEBT. SO, WE'RE FORTUNATE THAT WE HAVE MADE PROGRESS IN  
25 ADDRESSING OUR OPEB OBLIGATIONS THAT'S DEFINITELY A POSITIVE

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1 OUTCOME BUT WE NEED TO ADDRESS THE PENSION OBLIGATIONS  
2 PROSPECTIVELY. WITH RESPECT TO THIS BUDGET WE RECOGNIZE THAT A  
3 DUES INCREASE IS NOT EASY. BUT GIVEN THE INCREASED COST OF  
4 ADDRESSING OUR PENSION OBLIGATIONS TO OUR RETIREES, WE WERE  
5 LEFT WITH VERY LITTLE OPTIONS. THIS BUDGET WOULD APPROVE A  
6 THREE AND A HALF ADDITIONAL DUES INCREASE BEYOND THE AUTOMATIC  
7 CPI INCREASE. I WANT TO CALL ATTENTION TO THE FACT THAT  
8 DELEGATES AT OUR GENERAL ASSEMBLY IN 2021 APPROVED A 10% DUES  
9 INCREASE. BUT WORKING CREATIVELY WITH STAFF WE DEFERRED THE  
10 APPLICATION OF THAT DUES INCREASE BECAUSE DUE TO COVID THIS  
11 BUILDING WAS CLOSED EMPLOYEES WERE WORKING REMOTELY MEETINGS  
12 DONE REMOTELY, WE WERE ABLE TO FIND COST SAVINGS THAT  
13 OBVIOUSLY IS NOT A POSSIBILITY NOW. SO APPROVING THIS BUDGET  
14 WOULD ENABLE THE AGENCY TO DO ALL THE GREAT WORK, ALL THE  
15 GREAT PROGRAMS THAT WE TACKLED ABOUT THAT WE'LL LEARN MORE  
16 ABOUT TODAY, AND I THINK LONG-TERM WE NEED TO THINK ABOUT THE  
17 FUTURE OF THIS AGENCY, IN ADDITION TO THE PROGRAMS THAT WE  
18 PROVIDE AND THE STATUTORY RESPONSIBILITIES, WE HAVE AS A  
19 REGION'S COUNCIL OF GOVERNMENT, WHAT IS IT THAT WE WANT ABAG  
20 TO DO PERSPECTIVELY AND ARE THERE OPPORTUNITIES FOR ABAG TO  
21 PROVIDE DIRECT SERVICES TO LOCAL GOVERNMENTS RECOGNIZING THAT  
22 SMALL AND MEDIUM SIZED CITIES MAY NOT HAVE PLANNING  
23 DEPARTMENTS OR HOUSING DEPARTMENTS TO SUPPORT THE PLANNING  
24 WORK AND HOUSING WORK THAT NEEDS TO BE DONE. SO WE LOOK  
25 FORWARD TO HAVING THAT CONVERSATION WITH GENERAL ASSEMBLY

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1 DELEGATES, WITH ELECTED OFFICIALS FROM THROUGHOUT THE REGION:  
2 THAT IS NOT NECESSARILY SOMETHING WE'RE GOING TO DECIDE TODAY  
3 BUT WE HAVE TO THINK LONG-TERM. WITH RESPECT TO THIS BUDGET IT  
4 ENSURES WE HAVE A BALANCED BUDGET TO CONTINUE THE MAIN  
5 PROGRAMS AND SERVICES THAT WE PROVIDE TO THE LOCAL GOVERNMENTS  
6 IN THE BAY AREA AND THE EXECUTIVE BOARD DID RECOMMEND ADOPTION  
7 TODAY BY THE GENERAL ASSEMBLY. WITH THOSE OPENING COMMENTS I  
8 WANT TO OPEN UP FOR QUESTIONS AND DISCUSSION FROM THE GENERAL  
9 ASSEMBLY. AND WE HAVE PEOPLE WITH MICROPHONES ROAMING THE  
10 ROOM. IF ANYONE WOULD LIKE TO SPEAK PLEASE RAISE YOUR HAND.

11

12 **SPEAKER:** HI. I'M FROM THE CITY MONTE SERENO IN SOLANO COUNTY.  
13 COULD WE GO BACK TO SLIDE NINE?

14

15 **PRES. JESSE ARREGUIN:** THE ADMINISTRATION OPERATING BUDGET, I  
16 BELIEVE?

17

18 **SPEAKER:** THAT IS CORRECT.

19

20 **SPEAKER:** I'M A CPA BY TRADE I WONDER DO WE HAVE A SPENDING  
21 PROBLEM, A REVENUE PROBLEMS, IT'S GOOD TO KNOW STAFF ARE  
22 LOOKING FOR AS MUCH REVENUE AS POSSIBLE IN TERMS OF  
23 TRANSPARENCY WHEN I SEE THE SINGLE BIGGEST LINE ITEM AS OTHER  
24 AND I SEE THE TRANSFER OUT UNDER 188, I WONDER GEE WHAT'S THE  
25 OTHER? AND IT HELPS US UNDERSTAND WHAT'S LESS THAN \$200,000

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1 BUT WHAT'S ONE QUARTER OF \$1 MILLION? I THINK YOU SHOULD  
2 RECOMMEND YOU INCLUDE THAT IN THE DETAIL.

3

4 **ARLEICKA CONLEY:** IN RESPONSE TO YOUR QUESTION THE DETAIL IS IN  
5 THE ACTUAL BUDGET SCHEDULE IT OUTLINES ALL OF THE COST.

6

7 **PRES. JESSE ARREGUIN:** IN THE ATTACHED ADMINISTRATION BUDGET  
8 ATTACHMENT A, WHICH I THINK IS IN THE BOOK, RIGHT? OKAY. THERE  
9 IS A LINE ITEM DETAIL. MAYOR YOUNG?

10

11 **STEVE YOUNG:** I HEARD REFERENCE TO PAYMENT FOR RETIREE HEALTH  
12 BENEFITS. I WOULD LIKE TO KNOW, IS ABAG PAYING FOR RETIREE  
13 HEALTH CARE? AND CONNECTED TO THAT, WHAT PORTION OF HEALTH  
14 CARE AND PENSION PAYMENTS IS THE AGENCY PICKING UP VERSUS  
15 EMPLOYEES?

16

17 **DEREK HANSEL:** STARTING AGAIN WITH THE HEALTH CARE, THOSE  
18 PAYMENTS ARE CONSISTENT WITH THE RETIREE HEALTH CARE PLAN THAT  
19 EXISTED AT THE TIME OF THE RETIREMENT OF ALL THOSE STAFF, AND  
20 IS GENERALLY THE CALPERS HEALTH CARE RETIREMENT PLAN. ON THE  
21 PENSION SIDE, AGAIN, THIS IS -- THESE ARE AMOUNTS THAT THE  
22 PAYMENTS TO RETIREES ARE CONSISTENT WITH THEIR AMOUNT OF  
23 SERVICE, AND THE GENERAL RULES UNDER WHICH THEY RETIRED,  
24 AGAIN, FOR RETIREMENTS PRIOR TO THE MERGER OF THE STAFF.

25

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1 **SPEAKER:** I'M TALKING ABOUT --

2

3 **PRES. JESSE ARREGUIN:** FOR MTC EMPLOYEES.

4

5 **DEREK HANSEL:** ALL CURRENT EMPLOYEES ARE MTC EMPLOYEES NOW.  
6 THEY'RE NOT ABAG EMPLOYEES. AND THEY PAY, YOU KNOW, THEY PAY  
7 UNDER THE SAME RULES THAT ALL OF US AS MTC EMPLOYEES PAY,  
8 DEPENDING ON WEATHER WE'RE CLASSIC MEMBERS OR PEPPER MEMBERS.

9

10 **PRES. JESSE ARREGUIN:** SO THEY DO PAY.

11

12 **STEVE YOUNG:** [INDISCERNIBLE] [OFF MICROPHONE COMMENTS] THE  
13 AGENCY IS PAYING RETIREE HEALTH BENEFITS THAT'S A NEGOTIATED  
14 THING. THAT'S NOT A REQUIREMENT. A LOT OF CITIES DON'T PROVIDE  
15 HEALTH BENEFITS TO RETIREES. THAT'S -- THIS IS AN OPTIONAL  
16 THING THAT WE HAVE DECIDED TO DO. BUT I IMAGINE THERE ARE  
17 FAIRLY SIGNIFICANT COSTS THAT RUN WITH THAT.

18

19 **DEREK HANSEL:** YES. AGAIN, THE RETIREE HEALTH CARE PAYMENTS  
20 THAT WE'RE MAKING FOR THE CURRENT RETIREES, THESE ARE ALL  
21 FOLKS WHO RETIRE PRIOR TO, AGAIN, RETIRED PRIOR TO THE MERGER,  
22 THOSE WERE ESSENTIALLY NEGOTIATED AT THAT TIME AS PART OF THE  
23 EMPLOYMENT AT THE TIME. SO THERE IS NO OPPORTUNITY TO  
24 NEGOTIATE PAYMENT THAT IS BEING MADE FOR CURRENT RETIREES.  
25 AGAIN, THIS IS RETIREES PREMERGER.

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1

2 **PRES. JESSE ARREGUIN:** THAT WAS MERGED IN 2017 SO WE CAN'T  
3 REALLY REOPEN THAT. GOING FORWARD THEY'RE PAYING THROUGH MTC.  
4 THEY'RE MTC EMPLOYEES. THEY ARE NOT ABAG EMPLOYEES.

5

6 **SPEAKER:** HEALTH BENEFITS -- [INDISCERNIBLE]

7

8 **PRES. JESSE ARREGUIN:** YES.

9

10 **DEREK HANSEL:** NO DIRECT CONTROL. THAT'S CORRECT.

11

12 **PRES. JESSE ARREGUIN:** STEVE YOU'RE ON THE EXECUTIVE BOARD SO  
13 WE CAN HAVE A CONVERSATION ABOUT THIS DEFINITELY. THAT'S AN  
14 MTC DECISION BUT THEY ARE CONTRIBUTING, IF I'M NOT MISTAKEN,  
15 RIGHT?

16

17 **DEREK HANSEL:** CORRECT.

18

19 **SPEAKER:** MIKE McCORRIS, MAYOR OF CITY OF DUBLIN. FOR  
20 CLARIFICATION -- AND I'M AFRAID TO ASK THIS BECAUSE IT MIGHT  
21 BE IN YOUR BOOK.

22

23 **DEREK HANSEL:** I HOPE SO.

24

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1 **SPEAKER:** 375 BEALE, I WAS JUST CURIOUS AS TO WHAT THE INCREASE  
2 WAS DUE TO, AND THEY HAVE THEN I HAVE A BIGGER QUESTION THAT'S  
3 JUST KIND OF A TRANSITION QUESTION. DO YOU HAVE AN IDEA WHY  
4 THAT WAS.

5

6 **DEREK HANSEL:** I'LL LET ARLEICKA HANDLE THAT.

7

8 **ARLEICKA CONLEY:** PART OF THE INCREASED COST ARE INCREASED  
9 MAINTENANCE COST DUE TO COVID, WE ARE STILL DOING A LOT OF  
10 JANITORIAL SERVICES INCREASED JANITORIAL SERVICES FOR HIGH  
11 TOUCH AREAS AND IN ADDITION TO THAT INCREASED INSURANCE COST,  
12 FOR CYBER SECURITY AND ONGOING MAINTENANCE COST THAT WE HAVE  
13 DEFERRED OVER TIME THAT WERE ALSO PART OF THAT ASSESSMENT.

14

15 **SPEAKER:** THANK YOU. WHAT'S THE CAPITALIZED INTEREST YOU HAVE  
16 IN THAT PROPERTY RIGHT NOW?

17

18 **ARLEICKA CONLEY:** I'LL HAVE TO FOLLOW UP ON THAT. I'M NOT SURE.

19

20 **SPEAKER:** I GUESS MY QUESTION I'M LEADING TO IS, YOU HAVE BEEN  
21 THROWING AROUND SOME NUMBERS, AND YOU'RE TALKING ABOUT  
22 POSSIBLY SELLING A PORTION OF THAT INTEREST, OR A FULL  
23 INTEREST. DO YOU HAVE AN IDEA OF HOW MUCH THAT'S WORTH?

24

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1 **ARLEICKA CONLEY:** IT'S A LITTLE OVER 5 MILLION THAT'S THE BOOK  
2 VALUE FOR ABAG INTEREST.

3

4 **DEREK HANSEL:** AND THAT BOOK VALUE IS BASED ON ORIGINAL  
5 PURCHASE.

6

7 **PRES. JESSE ARREGUIN:** APPRAISAL.

8

9 **DEREK HANSEL:** ARLEIKA DID MENTION ABAG CONDO INTEREST COST  
10 APPROXIMATELY 9%. THE BOOK VALUE WOULD HAVE BEEN BASED ON THE  
11 VALUE AT THE TIME OF THE ORIGINAL CONSTRUCTION AND  
12 IMPROVEMENTS OF THE FACILITY. THERE IS AN APPRAISAL PROCESS  
13 HAPPENING RIGHT NOW, TO SEE WHERE CURRENT MARKET IS. YOU KNOW,  
14 WE'LL SEE WHERE IT SHAKES OUT.

15

16 **SPEAKER:** I APPLAUD YOUR THOUGHTS ON MONETIZING THAT TO HELP  
17 BUILD RESERVES AND REDUCE THE FUNDED PENSION LIABLE. THANK  
18 YOU.

19

20 **PRES. JESSE ARREGUIN:** AS MR. HANSEL NOTED WE'RE WORKING TO  
21 RETAIN SEPARATE COUNSEL. THERE IS AN MTC GENERAL COUNSEL THAT  
22 SERVES BOTH OF OUR AGENCIES, BUT GIVEN THE POTENTIAL LEGAL  
23 CONFLICT ASSOCIATED WITH THIS KIND OF TRANSACTION, THE  
24 EXECUTIVE BOARD FEELS VERY STRONGLY THAT WE NEED TO RETAIN OUR  
25 OWN COUNSEL TO RETAIN, TO REPRESENT OUR INTEREST IN THIS



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1 TRANSACTION. WE ARE DOING AN APPRAISAL AND NEED TO RETAIN  
2 COUNSEL BUT ARE EXPLORING THIS CLOSELY. 248 IS MEI FROM  
3 FREMONT I HAD A QUESTION, YOU HAVE THOUGHT ABOUT THE PROPERTY  
4 AT 375 BEALE YOU HAVE THOUGHT ABOUT UTILIZING SOME OF IT YOU  
5 HAVE BIG ROOFTOP SPACE IN TERMS OF APPLYING SOLAR TO IT AND  
6 TRYING TO MONETIZE YOUR OWN ASSET IN TERMS OF SAVINGS ON  
7 ENERGY AND SELLING IT BACK TO THE UTILITIES.

8

9 **DEREK HANSEL:** I'LL LET OUR EXECUTIVE DIRECTOR RESPOND.

10

11 **ANDREW FREMIER:** WE DO A SMALL AMOUNT OF MONETIZATION WE DO  
12 RENT SOME SPACE FOR CELL SERVICE WE HAVE A LEAD FACILITY AND  
13 HAVE NOT INVESTIGATED THAT WORK. THE ROOF IS ACTUALLY NOT ALL  
14 THAT CLEAR OF SPACE BUT I DO THINK THAT'S A VALID QUESTION WE  
15 SHOULD BE ABLE TO GET BACK TO ON YOU THAT.

16

17 **SPEAKER:** I'M MELISSA MAYOR CITY OF SAUSALITO WE WERE FIRST  
18 CITY IN CALIFORNIA TO ESTABLISH A SECTION 115 TRUST AND  
19 HEARING YOUR BUDGET PRESENTATION I FEEL LIKE I'M HEARING MY  
20 OWN CITY'S BUDGET PRESENTATION AND ABSOLUTELY UNDERSTAND.  
21 SINCE SECTION 115 IS A NEW FORAY FOR YOU JUST WONDERING GIVEN  
22 RESERVES WHAT IS YOUR PLAN TO CONTINUE TO CONTRIBUTE TO THE  
23 115 TRUST AND IS THAT PART OF THE DEFICIT? I WOULD RECOMMEND  
24 YOU CONTINUE TO CONTRIBUTION EVEN IF IT IS PART OF THE  
25 STRUCTURAL DEFICIT BECAUSE IT'S THE ONLY WAY YOU CAN HAVE ANY

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1 CONTROL OVER WHAT YOU ARE CONTRIBUTING FOR THE UNFUNDED  
2 LIABILITIES.

3

4 **DEREK HANSEL:** THANKS FOR THE QUESTION. THERE ARE A FEW  
5 DIFFERENT WAYS AND WE HAD A NICE ROBUST DISCUSSION ABOUT THIS  
6 IN THE OCTOBER WORKSHOP WHICH FOR FOLKS WHO ARE REALLY  
7 INTERESTED IN SEEING PENSION MATH THERE IS A LOT OF PENSION  
8 MATH IN THE OCTOBER PRESENTATION.

9

10 **PRES. JESSE ARREGUIN:** GO AND WATCH THE VIDEO AND DEFINITELY  
11 BRING SOME POPCORN AS WELL.

12

13 **DEREK HANSEL:** YEAH. I WAS GOING SAY BRING SOME CAFFEINE PILLS.  
14 BUT, YOU KNOW, SO WE TRIED TO ADDRESS THAT. BUT WHEN WE LOOKED  
15 AT -- WHEN WE LOOKED AT THE 115 TRUST, THERE ARE A COUPLE -- A  
16 FEW DIFFERENT OPTIONS FOR THAT. ONE IS, AS WE HAVE TALKED  
17 ABOUT FOR NOW, A COUPLE OF MINUTES, A POSSIBLE SALE OF A  
18 PORTION OF THE CONDO INTEREST, WHICH SHOULD BE SUFFICIENT TO  
19 BOTH FUND SOME DOESN'T RESERVES AND TO WHITTLE DOWN, BUT  
20 CERTAINLY NOT COMPLETELY ADDRESS THE PENSION LIABILITY, AND  
21 THAT WOULD REALLY BE A FUNCTION OF, ULTIMATELY, WHAT IS THE  
22 VALUE OF THAT CONDO INTEREST AND HOW MUCH OF IT WERE TO BE  
23 SOLD. AMONG THE OTHER OPTIONS IS TO BORROW FUNDS TO PUT INTO  
24 THE 115 TRUST. THE ADVANTAGE TO THAT FOR THIS AGENCY, AND I  
25 WILL -- I'M A FAN OF DISCLOSING MY BIAS, AND MY BIAS HERE IS

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1 THAT I DON'T GENERALLY LIKE PENSION OBLIGATION BONDS. I DON'T  
2 GENERALLY THINK THAT TRYING TO ARBITRAGE AGAINST THAT IS A  
3 GOOD PLAN. HAVING SAID THAT, I ACTUALLY THINK THIS MAY BE A  
4 VERY UNUSUAL CASE WHERE THAT KIND OF BORROWING MAY MAKE SENSE.  
5 AND THE REASON FOR THAT IS TO ADDRESS THE VOLATILITY THAT WE  
6 WERE TALKING ABOUT. THAT VOLATILITY, THAT SEESAWING OF THE  
7 AMORTIZATION OF THE UNFUNDED LIABILITY OVER TIME IS, I THINK,  
8 A MAJOR DRAG ON THE FUNCTIONS OF THIS PARTICULAR ORGANIZATION.  
9 AND SO I THINK THE ESTABLISHMENT OF A 115 TRUST, WITH SOME  
10 PORTION OF BORROWED PROCEEDS WHERE WE CAN THEN USE THAT TO  
11 LEVELIZE THE PAYMENTS BEING MADE AT THIS AGENCY, MAY BE  
12 APPROPRIATE. CERTAINLY, I THINK PAYING INTO THAT 115 TRUST  
13 OVER TIME WOULD ALSO BE A PORTION OF THAT LEVELIZATION  
14 STRATEGY. I HOPE THAT HELPS.

15

16 **SPEAKER:** DAVE, WITH THE TOWN THE DANVILLE. THIS IS MORE OF A  
17 PROCESS COMMENT, AND I APPRECIATE AS WE TAKE A LOOK THAT IT'S  
18 IMPORTANT ENSURING THAT WE HAVE ALIGNMENT BETWEEN OUR  
19 PROPOSING BUDGET AND WHAT WE HAVE WITHIN OUR JURISDICTIONS  
20 WITH OUR BUDGETS. IT'S A PROCESS COMMENT. OUR BUDGETS ARE  
21 TYPICALLY REVIEWED AND APPROVED ON MAY 1ST YOU'RE PROVIDING  
22 THIS INFORMATION ON JUNE 13TH, JUNE 15TH. IT'S OUT OF CYCLE  
23 AND WE HAVE PROBABLY ALREADY APPROVED OUR BUDGET WITH THE  
24 STANDARD COLA IN PLACE. WE DIDN'T TAKE INTO ACCOUNT THE THREE  
25 AND A HALF VARIANCE OR THE ADDED THREE AND A HALF ON TOP OF

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1 THAT AS WELL. WHAT I RECOMMEND IS YOU SHARE INFORMATION  
2 REGARDING ANY DUE ADJUSTMENTS WELL IN ADVANCE AND PREFERABLY  
3 BY MARCH 30TH SO WE HAVE OPPORTUNITY TO REVIEW NOT ONLY THE  
4 INFORMATION BUT ALSO THE INCREASED SWALES IN ORDER TO ENSURE  
5 THAT WE HAVE YOUR SUPPORT AND YOU HAVE OUR SUPPORT FOR THE  
6 WHOLE BUDGETING PROCESS.

7

8 **DEREK HANSEL:** FAIR COMMENT. THANK YOU.

9

10 **PRES. JESSE ARREGUIN:** VERY GOOD COMMENT.

11

12 **SPEAKER:** SUZANNE ADAMS, I MAKE A MOTION WE APPROVE THE BUDGET.

13

14 **PRES. JESSE ARREGUIN:** FOR CITY AND TOWN DELEGATES. ROMERO. I  
15 GUESS I'LL ENTERTAIN A MOTION FROM THE COUNTY DELEGATES TO  
16 APPROVE THE BUDGET WORK PROGRAM. MELGAR APPROVES, SECOND BY  
17 CANEPA. THANK YOU. MAYOR ASHCRAFT?

18

19 **EZZY ASHCRAFT. MAYOR ASHCRAFT. MAYOR OF ALAMEDA MY QUESTION IS**  
20 **PROPOSED TO CONSIDER ABOUT THE SALE OF A PORTION OF THE BEALE**  
21 **STREET INTEREST, I TOOK THE FERRY FROM ALAMEDA THIS MORNING A**  
22 **NICE WALK ALONG THE EMBARCADERO TO FOLSOM DOWN TO BEALE, AND I**  
23 **WAS PLEASANTLY SURPRISED TO SEE HOW VIBRANT THE AREA IS, AND**  
24 **WE'RE HEARING ABOUT RETAIL CLOSING ON MARKET STREET. I WANT**  
25 **YOU TO KNOW THERE IS A REALLY GREAT LOOKING BANANA REPUBLIC**

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1 STORE, WHERE GAP HEADQUARTERS ARE, EMBARCADERO. IS THIS A  
2 DIFFERENT AREA OF SAN FRANCISCO AND DIFFERENT CLIMATE FOR REAL  
3 ESTATE INVESTMENT?

4

5 >>ANDREW FREMIER: I DON'T KNOW, MAYBE DEREK HAS SOME ANSWERS.  
6 WE ARE MEMBERS OF EAST [INDISCERNIBLE] NEIGHBORHOOD DISTRICT  
7 AND THEY DO A NICE JOB OF GRAFFITI MAINTENANCE, KEEPING THE  
8 NEIGHBORHOOD CLEAN AND VIBRANT. AND THERE IS QUITE A BIT OF  
9 RETAIL OPENED UP ALONG FOLSOM WHICH IS A RETAIL CORRIDOR, AND,  
10 AS YOU MENTIONED, THE WATERFRONT DOES SEEM TO EXPERIENCE A  
11 VIBRANT FLOW. WE SEE THE NEIGHBORHOOD HAS HELD UP NICELY  
12 COMPARED TO OTHER CHALLENGES SAN FRANCISCO HAS.

13

14 DEREK HANSEL: AS FAR AS VALUE I MEAN CERTAINLY WE'LL SEE  
15 RESULTS OF THE APPRAISAL AS IT COMES IN. IT PROBABLY WON'T BE  
16 AS HEADY AS IT WOULD HAVE BEEN IN 2019, BUT WE'RE JUST GOING  
17 TO HAVE TO SHAKE IT OUT RELATIVE TO THE ORIGINAL VALUE OF THE  
18 FACILITY AND, CERTAINLY, WE'LL MAKE BOTH RECOMMENDATIONS BUT I  
19 CAN ASSURE YOU THERE WILL BE MORE ROBUST CONVERSATION OF THAT.

20 [LAUGHTER]

21

22 PRES. JESSE ARREGUIN: ARE THERE IN ADDITIONAL QUESTIONS OR  
23 COMMENTS? WE HAVE A MOTION ON THE FLOOR FROM CAN'T DELEGATES  
24 AND CITY DELEGATES. DON'T SEE -- YES, MAYOR HANNON?

25

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1 **SPEAKER:** THANK YOU FOR THE EXCELLENT BUDGET REPORT. GREATLY  
2 APPRECIATED. ONE THING I NOTICED, I HEARD A LOT ABOUT  
3 OPPORTUNITIES TO RAISE REVENUES AND THINGS OF THAT NATURE. BUT  
4 I DIDN'T HEAR A SUMMARY OF WHAT WE'RE TRYING TO DO TO CUT ON  
5 THE EXPENDITURE SIDE. I DON'T KNOW IF THAT WAS IN NOTES  
6 SOMEWHERE ALONG THE LINE BUT A LOT OF TIMES WHEN WE DEALING  
7 WITH SIGNIFICANT BUDGET DEFICITS, WE NOT ONLY LOOK AT RESERVES  
8 AND OPPORTUNITIES FOR REVENUE BUT OPPORTUNITIES TO REDUCE  
9 EXPENSES. YOU CAN COMMENT?

10

11 **DEREK HANSEL:** THANK YOU FOR THE QUESTION WE'RE CERTAINLY  
12 ACTIVELY AND ARE ALWAYS LOOKING ACTIVELY AT COSTS OF THE  
13 BUILDING. SO IF YOU WILL REMEMBER, I THINK WE STILL HAVE IT UP  
14 THERE. I'LL TAKE A GLANCE BACK, YOU WILL SEE THE BULK OF THOSE  
15 COSTS, SO NEAR, MORE THAN 50% OF THIS THINK ABOUT IS  
16 REPRESENTED BY AMORTIZATION OF THE PENSION, LIABILITY, AND  
17 OPEB COSTS. AND THOSE ARE THINGS FUNDAMENTALLY WE HAVE GOT  
18 ZERO CONTROL OVER. SO, THERE IS -- YOU KNOW, I FEEL A LITTLE  
19 BIT LIKE THE POOR FOLKS AT THE FEDERAL GOVERNMENT WHO SAY IT'S  
20 ALL DRIVEN BY ENTITLEMENT, THIS IS A RELATIVELY SMALL  
21 ENTITLEMENT THERE IS A SMALL PORTION THAT WE HAVE UNDER OUR  
22 CONTROL AND IT'S THOSE OTHER EXPENSES. THE REALITY IS A LOT OF  
23 THOSE AREN'T UNDER OUR CONTROL EITHER BECAUSE THOSE COSTS ARE  
24 ASSOCIATED WITH THE BUILDING MAINTENANCE, THE SUPPORT OF THOSE  
25 THINGS. IT WAS MENTIONED BY ARLEICKA EARLIER, THE WEB SITE

61

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1 REFRESH, THE WEB SITE IS, FRANKLY, AT THIS POINT, GETTING LONG  
2 IN THE TOOTH, BOTH FROM A VISIBILITY PERSPECTIVE, BUT, ALSO,  
3 JUST IN THE INFRASTRUCTURE BEHIND IT IS CHALLENGING.  
4 CONTINUING TO LOOK TO TRY TO SAVE FUNDS THERE THE OTHER POINT  
5 I WOULD LIKE AGAIN ON THIS ADMINISTRATIVE BUDGET IS IT DOESN'T  
6 INCLUDE THINGS THAT ARE BEING SUBSIDIZED BY MTC TODAY. STAFF  
7 COSTS, OVERHEAD COSTS. SO, I JUST -- IT'S NOT SO MUCH A  
8 CAUTION. IT'S JUST A NOTE THAT THIS IS NOT A BUDGET THAT IS  
9 FULLY BEARING ITS COST.

10

11 **PRES. JESSE ARREGUIN:** YES. ANY OTHER QUESTIONS OR COMMENTS? I  
12 DON'T SEE IN ADDITIONAL RAISED HANDS. I'LL ASK IF THERE IS ANY  
13 PUBLIC COMMENT? WHY DON'T WE TAKE JUST PUBLIC COMMENT --  
14 CONSOLIDATE PUBLIC COMMENT FOR BOTH MOTIONS. ANY PUBLIC  
15 COMMENT FROM ANYONE HERE PRESENT IN THE ROOM? ANY PUBLIC  
16 COMMENT ON ZOOM?

17

18 **FRED CASTRO, CLERK:** NO WRITTEN COMMENTS RECEIVED FOR THIS  
19 ITEM. I SEE NO MEMBERS IN THE BOARDROOM FOR PUBLIC COMMENT AND  
20 IN AM ZOOM SPACE THERE ARE NO MEMBERS THERE FOR PUBLIC  
21 COMMENT. THANK YOU.

22

23 **PRES. JESSE ARREGUIN:** OKAY. SO, WITH THAT, WE'LL CLOSE  
24 DISCUSSION. WE HAVE CLOSED PUBLIC COMMENT AND WE'LL NOW CALL  
25 THE ROLL OF COUNTY DELEGATES TO APPROVE THE MOTION.

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1

2 **FRED CASTRO, CLERK:** MOTION BY COUNTY DELEGATES, MELGAR, SECOND  
3 BY CANEPA. SUPERVISOR MARQUEZ, ALAMEDA COUNTY. CARLSON, CONTRA  
4 COSTA COUNTY. SACKETT, MARIN COUNTY? GREGORY, NAPA COUNTY? IS  
5 ABSENT. MELGAR, COUNTY OF SAN FRANCISCO? THANK YOU. CANEPA,  
6 SAN MATEO COUNTY? ELLENBERG, SANTA CLARA COUNTY? SUPERVISOR  
7 WILLIAMS SOLANO COUNTY IS ABSENT. SUPERVISOR RABBITT SONOMA  
8 COUNTY IS ABSENT. MOTION PASSES UNANIMOUSLY BY ALL MEMBERS  
9 PRESENT.

10

11 **PRES. JESSE ARREGUIN:** OKAY THANK YOU. WE'LL NOW CALL THE ROLL  
12 OF CITY AND TOWN DELEGATES ON THE MOTION TO APPROVE THE  
13 PROPOSED OPERATING BUDGET AND WORK PROGRAM. AND ONCE AGAIN BAY  
14 AREA WITH US AS WE CALL THE ROLL.

15

16 **FRED CASTRO, CLERK:** MOTION ADS AM, SECOND ROMERO. ASHCRAFT  
17 ALAMEDA, TIEDEMANN ALBANY? ARREGUIN BERKELEY?

18

19 **PRES. JESSE ARREGUIN:** YES.

20

21 **FRED CASTRO, CLERK:** BAUTERS, EMERYVILLE? MAYOR MEI CITY OF  
22 FREMONT. ROACH CITY OF HAYWARD. BRANNING, LIVERMORE? MAYOR  
23 HANNAN, CITY OF NEWARK? COUNCIL MEMBER FIFE, OAKLAND?  
24 ANDERSEN, PIEDMONT? TESTA, PLEASANTON? ACEVEDO, SAN LEANDRO?  
25 SINGH, UNION CITY? THESE ARE CITIES IN FROM CONTRA COSTA



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1 COUNTY? ANTIOCH IS ABSENT. PIERSON, BRENTWOOD? CITY OF CLAYTON  
2 IS ABSENT. NAKAMURA, CONCORD? FONG, DANVILLE? MAYOR EL  
3 CERRITO? GRIFFIN, HERCULES? GARINGER, LAFAYETTE, VICE MAYOR  
4 ROSS, MARTINEZ? WOLEKIS, MORAGA? FULLER, CITY OF OAKLEY? MAYOR  
5 PRO TEMPORE TOM, CITY OF PINOLE? PEST PRESTON, PITTSBURG? IS  
6 ABSENT. NOACK, PLEASANT HILL? IS THAT I YES? COUNCIL BANNA  
7 RICHMOND? THANK YOU. XAVIER, SAN PABLO? THANK YOU. ARMSTRONG  
8 CITY OF SAN RAMON? DARLING, WALNUT CREEK? DELEGATES FROM  
9 CITIES OF MARIN COUNTY COUNCIL MEMBER CHENNITZER, BELVEDERE?  
10 BAS, FAIRFAX, MAYOR PAULSON, LARKSPUR? IS ABSENT. PERRY, MILL  
11 VALLEY NOVATO? SAN ANSELMO? RAFAEL, ABSTAIN. THESE ARE CITIES  
12 IN NAPA COUNTY, COUNCIL MEMBER ORO, AMERICAN CANYON? WILLIAMS,  
13 CALISTOGA? ABSENT. NAPA? THANK YOU. CITY OF ST. HELENA? IS  
14 ABSENT. MEMBER TRIP, YOUNTVILLE? THESE ARE DELEGATES FROM  
15 CITIES AND TOWNS OF SAN MATEO COUNTY. LEWIS? BELMONT?  
16 BRISBANE? STEVENSON BURLINGAME? THANK YOU. DELL ROSARIO,  
17 COLMA? MANALO, DALY CITY? ROMERO PALO ALTO? FOSTER CITY? IS  
18 ABSENT. PENROSE CITY OF HALF MOON BAY? IS ABSENT. VICE MAYOR  
19 COAL TOWN OF HILLSBOROUGH? THANK YOU. WILSON? MENLO PARK?  
20 MIRROR GOODMAN CITY OF MILLBRAE? IS ABSENT. BIGSTYKE,  
21 PACIFICA? TALTZ, PORTOLA VALLEY? EAKIN, REDWOOD CITY? MEDINA,  
22 SAN BRUNO? DUGAN CITY OF SAN CARLOS? HEDGES, SAN MATEO?  
23 NAGALES, SOUTH SAN FRANCISCO? WOODSIDE? THANK YOU. DELEGATES  
24 FROM CITIES IN SANTA CLARA COUNTY. COUNCIL MEMBER FLIGOR, CITY  
25 OF LOS ALTOS? SWAN, TOWN OF LOS ALTOS HILLS? IS ABSENT.

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1 COUNCIL MEMBER PHAN, CITY OF MILPITAS? IS ABSENT. MAYOR  
2 MONTCHEK MONTE SERENO? MARTINEZ BELTRAN CITY OF MORGAN HILL?  
3 IS ABSENT. KAMEI MOU, MOUNTAIN VIEW? MAYOR POWELL, PALO ALTO?  
4 COUNCIL MEMBER JONES, SAN JOSE? MAYOR PARK, SANTA CLARA? IS  
5 ABSENT. THESE ARE CITIES OF DELEGATES IN SOLANO COUNTY. MAYOR  
6 YOUNG, BENICIA? MAYOR HENDERSHOT, DIXON? MAYOR MOY, CITY OF  
7 FAIRFIELD? IS ABSENT. SCOTT, RIO VISTA? IS ABSENT. MAYOR PRO  
8 TEMPORE WASHINGTON INDUSTRY OF SUISUN CITY? WYLIE VACAVILLE?  
9 MCCONNELL, VALLEJO? THESE ARE DELEGATES FROM CITIES IN SONOMA  
10 COUNTY. MAYOR LAN, CLOVERDALE, HARVEY, CITY OF COTATI?  
11 POCEKAY, PETALUMA? IS ABSENT. HOLLINGSWORTH CITY OF ROHNERT  
12 PARK? ROGERS, SANTA ROSA? IS ABSENT. ZOLMAN, SEBASTOPOL? IS  
13 ABSENT. LOH, SONOMA, MAYOR [INDISCERNIBLE] WINDSOR? IS ABSENT.  
14 MOTION PASSES WITH ONE ABSTENTION AND ONE NAY VOTE. THANK YOU.

15

16 **PRES. JESSE ARREGUIN:** WE HAVE A BUDGET AND WORK PROGRAM. THANK  
17 YOU ALL. WE'RE NOW GOING TO BREAK FOR LUNCH. IT IS LITERALLY  
18 OUTSIDE THIS ROOM AND WE'LL COME BACK AT 12:30 TO BEGIN OUR  
19 PROGRAM AROUND EXAMINING ECONOMIC RECOVERY FROM A NATIONAL  
20 LOCAL PERSPECTIVE WE HAVE A KEYNOTE SPEAKER AND A PANEL OF  
21 LOCAL ECONOMIC DEVELOPMENT PROJECTS AND PROGRAMS SO HOPE YOU  
22 WILL STAY. THANK YOU. [ BREAK ] (MEETING WILL RESUME AT 12:30)  
23 [MEETING WILL RESUME SHORTLY] [MEETING WILL RESUME SHORTLY]

24

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1 **PRES. JESSE ARREGUIN:** GOOD AFTERNOON. IF PEOPLE CAN PLEASE  
2 TAKE THEIR SEATS BEFORE WE GET STARTED.

3

4 **PRES. JESSE ARREGUIN:** GOOD AFTERNOON EVERYONE AND WELCOME TO  
5 THE CONFERENCE PORTIONS OF THE ABAG GENERAL ASSEMBLY. I'M  
6 JESSE ARREGUIN, PRESIDENT OF THE ASSOCIATION OF BAY AREA  
7 GOVERNMENTS AND MAYOR OF THE CITY OF BERKELEY. TO FRAME OUR  
8 DISCUSSION THIS AFTERNOON. AS THE BAY AREA WORKS TO RECOVERY  
9 FROM THE IMPACTS OF COVID-19, WE HAVE AN OPPORTUNITY TO LOOK  
10 AT OUR REGIONAL ECONOMY IN NEW WAYS. SO OUR AFTERNOON SESSION  
11 WILL DELVE INTO ECONOMIC RECOVERY FROM BOTH A LOCAL AND  
12 NATIONAL PERSPECTIVE. TODAY'S PRESENTATION IS CALLED  
13 "PROSPERITY AND THE POWER OF PLACE IN THE BAY AREA." AND IT  
14 INCLUDES KEYNOTE SPEAKER A PANEL OF LOCAL ECONOMIC DEVELOPMENT  
15 CASE STUDIES. SO THIS PORTION OF TODAY'S PROGRAM IS FOR  
16 INFORMATION PURPOSES ONLY. WITH THAT, I WOULD LIKE TO  
17 INTRODUCE OUR KEYNOTE SPEAKER, TRACY HADDEN LOH, A FELLOW AT  
18 BROOKINGS INSTITUTION CENTER FOR TRANSFORMATIVE PLACEMAKING.  
19 HER PRESENTATION HIGHLIGHTS THE POWER OF PLACE AND THE  
20 IMPORTANCE OF REGIONAL ALIGNMENT IN AN UNCERTAIN WORLD.  
21 TRACY'S WORK FOCUSES ON COMMERCIAL REAL ESTATE,  
22 INFRASTRUCTURE, RACIAL EQUITY AND GOVERNANCE. AS A FORMER  
23 ELECTED OFFICIAL HERSELF AND CURRENT BOARD MEMBER OF THE  
24 WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY, OR METRO,  
25 SHE'S GOING TO LINK HER EXPERIENCE OR LOCAL GOVERNMENT

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1 EXPERIENCE AND HER NATIONAL RESEARCH WITH REALITIES OF THE BAY  
2 AREA AND HELP FRAME THE CONVERSATION AROUND THE RECOVERY AND  
3 GROWTH. AND AFTER THE PRESENTATION, JIM WUNDERMAN THE BAY AREA  
4 COUNCIL PRESIDENT CEO, AND MYSELF, WILL JOIN TRACY IN  
5 DISCUSSION FROM THE STATE OF OUR REGION'S ECONOMY AND LESSONS  
6 WE CAN LEARN FROM OTHER PARTS OF OUR COUNTRY. THEN OPEN UP FOR  
7 QUESTIONS. LOOKING FORWARD TO A GOOD DISCUSSION TODAY. WITH  
8 THAT I'LL INTRODUCE TRACY HADDEN LOH.

9

10 **TRACY HADDEN LOH:** THANK YOU VERY MUCH FOR THAT INTRODUCTION.  
11 I'M THRILLED TO BE HERE IN THE BEAUTIFUL BAY AREA WITH  
12 EVERYONE TODAY. THANK YOU FOR THE INVITATION. CAN WE GET THE  
13 SLIDES UP? I'M GOING TO TRY TO KEEP THIS TALK REALLY SHORT SO  
14 THAT I DON'T POWERPOINT EVERYONE TO DEATH. EVERYTHING THAT I'M  
15 TALKING ABOUT TODAY, I HAVE WRITTEN UP IN GREATER DEPTH AND  
16 FREE REPORTS THAT ARE AVAILABLE ON BROOKINGS.EDU, SO THERE IS  
17 ALWAYS FUN HOMEWORK IF YOU WANT TO DIVE DEEP INTO THE NUMBERS  
18 THAT I'M SHARING TODAY. LET'S TALK ABOUT HOW GREAT THE BAY  
19 AREA IS. IT'S THE SINGLE MOST PROP ROUSE REGION IN THE UNITED  
20 STATES BUT IT'S ALSO TROUBLED BY PROFOUND INEQUALITY THERE ARE  
21 DIFFERENT CONVERGING CRISIS THAT ARE GOING ON AT THE MOMENT.  
22 THE CORONAVIRUS PANDEMIC IS OBVIOUSLY SHIFTING DEMAND ACROSS  
23 PLACES SOME OF THE SHIFTS WILL BE LONG-TERM RESULTING IN  
24 ECONOMIC DOWNTURN HURTING PLAYERS AT ALL LEVELS WITHIN THE  
25 ECONOMY. THE BACK LIVES MATTER MOVEMENT HAS GROWN INTO RACIAL

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1 JUSTICE AND PROGRESS ON THAT CLIMATE CHANGE RELATED DISASTERS  
2 ARE ESCALATING IN COST AND IMPACT ON THE ENVIRONMENT. THIS  
3 PROCESS IS DIFFICULT BUT IT'S A NECESSARY MOMENT FOR US TO  
4 RESET AND REIMAGINE. LEADERS IN THE BAY AREA, THIS IS YOU  
5 GUYS, MUST RECOGNIZE THE NEED TO CREATE MORE WALKABLE TRANSIT  
6 ORIENTED MIXED INCOME COMMUNITIES, ANCHORED BY QUALITY JOBS IN  
7 OPPORTUNITY CENTURIES, THE BENEFITS FOR SUCH COMMUNITIES FOR  
8 PEOPLE AND PLACES AND THE ROLE IN PUBLIC POLICY IN CREATING  
9 THESE MORE CONNECTED INCLUSIVE AND VIBRATE COMMUNITIES BECAUSE  
10 THEY WILL NOT HAPPEN WITHOUT PROACTIVE INTERVENTION. THE GOOD  
11 NEWS IS THERE IS A LOT IN THIS ROOM PEOPLE CAN DO TO BRING  
12 ABOUT A POSITIVE CONVERGENCE IN RESPONSE TO THESE TRENDS,  
13 WHETHER AND WHAT ACTIONS ARE TAKEN IS A CHOICE. NEXT SLIDE  
14 HERE IS WHAT I'M GOING TO TALK ABOUT TODAY. I HOPE WE CAN  
15 KICKOFF A CONVERSATION AMONGST LEADERS ABOUT WHAT PROACTIVE  
16 APPROACH INCLUSIVE ECONOMIC DEVELOPMENT THAT PREPARES THE  
17 REGION TO USE TRILLIONS OF FEDERAL DOLLARS IN INFRASTRUCTURE,  
18 CLIMATE RESILIENCE AND ECONOMIC DEVELOPMENT THAT ARE ALREADY  
19 MOVING LET'S GET THE CONVERSATION STARTED ABOUT HOW TO RESPOND  
20 TO THAT MOVEMENT AND MAKE SURE THIS REGION IS NOT PASSED BY  
21 AND THOSE DOLLARS FLOW TO OTHER AREAS. NEXT SLIDE. I LOVE THIS  
22 PICTURE. THE BAY AREA IT'S AN INCREDIBLE, INCREDIBLE PLACE.  
23 THERE IS NOWHERE ELSE LIKE THIS IN THE WORLD STUNNING. NEXT  
24 SLIDE. OKAY. THERE IS NOWHERE ELSE LIKE IT IN THE WORLD, BUT  
25 THAT'S ALSO TRUE IN TERMS OF SOME OF THE STARK INEQUALITIES

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1 THAT I REFERENCE SAID. FIRST I RECOGNIZE THAT STOCKTON IS NOT  
2 PART OF ABAG BUT I WANT TO TALK ABOUT STOCKTON FOR A SECOND. A  
3 LOT OF PEOPLE WHO LIVE THERE DO WORK IN THE BAY AREA. AS OF  
4 2016, STOCKTON CALIFORNIA IS THE ONLY METROPOLITAN AREA IN THE  
5 UNITED STATES WHERE A MAJORITY OF WORKING RESIDENTS ARE  
6 EMPLOYED IN OTHER METROPOLITAN AREAS. WITH THE LARGEST SINGLE  
7 FLOW BEING 20% TO SAN FRANCISCO, OAKLAND, HAYWARD. AN  
8 ESTIMATED 40% OF WORKERS LIVING IN THE STOCKTON MSA ARE LOW-  
9 WAGE WORKERS, COMMUTING OUT OF STOCKTON SUGGESTS THAT THIS  
10 AREA HAS BECOME A BEDROOM COMMUNITY OF ESSENTIAL BUT LOWER  
11 WAGE WORKERS WHO HELP KEEP THE BAY AREA ECONOMY GOING. YET  
12 THEY COMMUTE SO FAR AS GREAT ENVIRONMENTAL AND PERSONAL COST  
13 BECAUSE THEY CAN'T AFFORD TO LIVE WHERE THEY WORK. STOCKTON  
14 DOESN'T BENEFIT FROM TAX REVENUE BASE THAT WEALTHIER  
15 JURISDICTIONS ACCRUE WHICH MAKES IT CHALLENGING TO PROVIDE  
16 SERVICES TO ITS RESIDENTS. NEXT SLIDE. IT'S WAY TOO LATE TO  
17 FIX HOUSING THOUGH THAT IS DEFINITELY A GOOD IDEA. THIS IS A  
18 PROBLEM THAT NEEDS TO BE WORKED FROM BOTH ANGLES, MORE HOUSING  
19 NEAR JOBS AND MORE JOBS NEAR HOUSING. IT'S THAT SIMPLE. NEXT  
20 SLIDE. FIRST I WANT TO PRESENT MY CASE FOR WHY THE BAY AREA  
21 NEEDS A VISION FOR HOW TO REBUILD BETTER. CALIFORNIA IS A  
22 PARADISE IN MANY WAYS, AND A HUGE SUCCESS BY MANY MEASURES. I  
23 HEAR PEOPLE SAYING THAT MAYBE COOLING OFF GROWTH, SOME PEOPLE  
24 LEAVING THE STATE, MAYBE IT'S NOT A BAD THING. I WANT TO  
25 INTERROGATE THAT. NEXT SLIDE. HERE'S HOW WE'RE THINKING ABOUT

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1 POE PANDEMIC RECOVERY AT BROOKINGS. I WANT TO EMPHASIZE THAT  
2 IT'S NOT A GIVEN BECAUSE LOTS OF PEOPLE HAVE THEIR HEARTS IN  
3 THE RIGHT PLACES OR UNEMPLOYMENT IS LOW, THAT RECOVERY FROM A  
4 TRAUMATIC PROLONGED DISRUPTION LIKE COVID WILL BE EQUITABLE.  
5 IN FACT, THE DISRUPTIONS OF THE LAST FEW YEARS HAVE MADE  
6 INEQUALITY WORSE BY MANY MEASURES. NEXT SLIDE. THE SAN  
7 FRANCISCO REGION UNDENIABLY, AN ECONOMIC POWERHOUSE. SAN  
8 FRANCISCO AND SAN JOSE. CENTERED ON HIGH WAGE INDUSTRIES, LIKE  
9 INFORMATION, PROFESSIONAL SERVICES, CORPORATE HEADQUARTERS  
10 ACTIVITY. GOOD STUFF. IT'S A HIGHLY EDUCATED REGION WHERE  
11 BASICALLY HALF OF THE PEOPLE WHO LIVE IN THIS REGION HAVE A  
12 BACHELOR'S DEGREE. THAT'S WELL ABOVE THE NATIONAL AVERAGE.  
13 THIS IS INCREDIBLE STUFF FOR THE ECONOMY. AND YOU SEE IT IF  
14 THE RANKINGS. NEXT SLIDE. BUT THAT STILL LEAVES 38% OF WORKERS  
15 IN THE REGION EARNING LOW WAGES, AND THEY ARE MOSTLY TRAPPED  
16 IN DEAD END JOBS. MUCH MORE SO THAN IN MOST OTHER REGIONS IN  
17 THE U.S. ON THIS ON SLIDE REFERRING TO GOOD JOBS AND PROMISING  
18 JOBS. WE AT BROOKINGS FIND GOOD JOBS AS THOSE THAT PROVIDE  
19 STABLE EMPLOYMENT, MIDDLE CLASS WAGES AND BENEFITS BESIDES  
20 WAGE COMPENSATION, PROMISING JOBS FROM WHICH MOST WORKERS CAN  
21 REACH A GOOD JOB WITHIN TEN YEARS. LIKE EVERYBODY HAS GOT TO  
22 START SOMEWHERE. WHAT YOU DON'T WANT TO SEE IS A LOW-WAGE  
23 WORKER FORCE THAT'S TRAPPED IN JOBS THAT ARE NEITHER GOOD NOR  
24 PROMISING. JOBS THAT DON'T LEAD ANYMORE. IN MOST REGIONS IN  
25 THE UNITED STATES, LOW-WAGE WORKERS HAVE MORE PATHWAYS TO

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1 OPPORTUNITY THAN THEY DO IN THE BAY AREA. THIS IS NOT FAIR.  
2 THIS IS NOT GOOD FOR THE ECONOMY. THIS HAS POLITICAL  
3 CONSEQUENCES. THIS HAS MORAL CONSEQUENCES. NEXT SLIDE. ON  
4 METRO MONITOR LOOKS AT MULTIPLE MEASURES OF GROWTH, PROSPERITY  
5 AND INCLUSION FOR REGIONS IN OUR MOST REPRESENTATIVE ITERATION  
6 WE FOUND EVEN THOUGH AT THE INFLECTION OF THE POINT OF THE  
7 PANDEMIC IN 2021 THE BAY AREA WAS STILL DOING VERY WELL  
8 DESPITE HEADLINES. WHILE WE DO ALSO SEE DRAMATIC JOB GROWTH IN  
9 SOME OF THE BAY AREA'S COMPETITORS, THE REGION REMAINS IN THE  
10 TOP TEN IN THE COUNTRY FOR GROWTH. BAY AREA IS CREATING JOBS.  
11 IT'S DOING GREAT AT THAT. NEXT SLIDE. THE BAY AREA IS NUMBER  
12 ONE FOR PROSPERITY. WHEN WE LOOK AT OUTPUT PER PERSON WHICH  
13 YOU SEE ON THIS GRAPH AND THAT'S A MEASURE OF STANDARD OF  
14 LIVING BUT ALSO LOOK AT OUTPUT PER JOB AS MEASURE OF  
15 PRODUCTIVITY THE BAY AREA IS NUMBER ONE IN THE NATION IN BOTH  
16 IN ABSOLUTE TERMS AND IN THE TREND IN OTHER WORDS THE GAP  
17 BETWEEN THE BAY AREA AND THE REST OF THE COUNTRY IS  
18 DRAMATICALLY WIDENING. THE BAY AREA AS NUMBER TWO AND NUMBER  
19 ONE IS NOT CLOSE. THIS IS A WEALTHY ECONOMY. THERE IS A LOT OF  
20 SUCCESS GOING ON HERE. THE TRENDS IN MEDIAN EARNINGS AND THE  
21 EMPLOYMENT RATE ARE POSITIVE IN ABSOLUTE TERMS AND WHEN  
22 COMPARED TO OTHER METRO AREAS. OTHER REGIONS COULD NEVER. A  
23 LOT OF PEOPLE LOVE TO SEE THESE POINTS ON THE BOARD. THIS IS  
24 GOOD NEWS FOR THE BAY. NEXT SLIDE. BUT THE BENEFITS OF THIS  
25 GROWTH AND PROSPERITY ARE NOT SHARED AMONG PEOPLE AND PLACES



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1 IN THE BAY AREA. THE BAY IS AMONGST THE WORST REGIONS IN THE  
2 COUNTRY FOR RACIAL AND GEOGRAPHIC INCLUSION. THIS HAS HUGE  
3 POLITICAL AND MORAL IMPLICATIONS, OF COURSE. BUT AS PAUL  
4 KRUGMAN WHO WON A NOBLE PRIZE FOR ECONOMICS AND MANY OTHERS  
5 HAVE WRITTEN IT ALSO HAS ECONOMIC IMPLICATIONS. INEQUALITY AS  
6 AN ECONOMIC ISSUE WHEN THE ECONOMIC CONTENT IS STRONG AS IT IS  
7 IN THE BAY AREA IS A GAME OF WHERE YOU PUT THE GOALPOSTS DOING  
8 BETTER OR WORSE IN OTHER REGIONS IN THE UNITED STATES IS ONE  
9 WAY TO THINK ABOUT THESE THINGS BUT THIS REGION SHOULD BE  
10 THINKING GLOBALLY AND SETTING STANDARDS. THERE IS NOWHERE  
11 BLESSED WITH ASSETS LIKE THE BAY AREA. NOWHERE LIKE THIS, THIS  
12 PLACE IS STUNNING, SPECIAL SO IT SHOULD BE ALL THAT IT CAN BE.  
13 NEXT SLIDE. THE BAY AREA IS TWICE AS RACIALLY DIVERSE AS A  
14 NATION AS A WHOLE. QUESTIONS OF ECONOMIC INCLUSION AND RACIAL  
15 JUSTICE ARE MORE PRESSING HERE IN A REAL WAY. THIS REGION HAS  
16 GOT TO DO SOMETHING ABOUT THIS IN A WAY THAT NEEDS TO LEAD THE  
17 NATION, NOT FOLLOW THE NATION. NEXT SLIDE. I'M GOING TO SHARE  
18 MY RESEARCH AND HOPEFULLY WILL BE A FRAMEWORK FOR THE  
19 CONVERSATION GOING FORWARD. NEXT SLIDE. THIS IS SOME FINDINGS  
20 FROM MY MOST RECENT PROJECT. WHAT THIS MAP SOS IS A NEW  
21 ECONOMIC GEOGRAPHY THAT HAS EVOLVED FROM THE LAST CENTURIES,  
22 DOWNTOWNS, CITIES VERSUS SUBURBS, DOWNTOWNS VERSUS  
23 NEIGHBORHOOD. THIS IS A NEW STATION, POLITICAL, AND ECONOMIC  
24 REALITY WHERE KEY PLACES LOCATED ACROSS THESE OLD TYPOLOGIES  
25 OF CITY AND SUBURB ARE WHERE PEOPLE GO TO ACCESS OPPORTUNITY,

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1 SHARE VIBRANT EXPERIENCES, AND CONNECT REGIONALLY. WE CALL THE  
2 THESE PLACES ACTIVITY CENTERS BUT THEY'RE HISTORIC WARRANT  
3 FRONTS INNOVATION DISTRICTS MIXED USE WALKABLE SUBURBAN TOWN  
4 CENTERS THAT YOU ALREADY KNOW. NEXT SLIDE. I'M KEEPING THE  
5 SLIDES SHORT I'M NOT GOING TO DRAG YOU THROUGH THE DETAILS OF  
6 MY RESEARCH BUT I DID A LOT OF MATH. NEXT SLIDE. THIS IS WHAT  
7 THE BAY AREA LOOKS LIKE IN TERMS OF WHERE CONCENTRATIONS OF  
8 ASSETS ARE. FUN THINGS TO NOTE THAT YOU CAN GET INTO IF YOU  
9 WANT TO READ THE FULL REPORT. LOOKING AT THIS MAP I CAN SEE  
10 THE BIG DIFFERENCE BETWEEN ACTIVITIES CENTERS IN SAN FRANCISCO  
11 AND THE EAST BAY COMPARED TO THOSE IN THE SOUTH BAY. THE  
12 SECOND THING IS THAT ACTIVITY CENTERS, THEY'RE KIND OF BUNCHED  
13 TOGETHER, THEY'RE NOT JUST SPREAD OUT ACROSS THE REGION. THERE  
14 IS CLEARLY AT LEAST TWO LEVELS OF THE CLUSTERING GOING ON HERE  
15 WE SEE THIS BURDEN ACROSS METROS THAT ACTIVITY CENTERS LIKE  
16 PROXIMITY. CONNECTIVITY BETWEEN THEM IS CLEARLY IMPORTANT  
17 SOMEHOW. NEXT SLIDE. SO WHY CARE ABOUT ACTIVITY CENTERS? WHY  
18 ARE WE LOOKING AT THESE MAPS? LET ME ASK YOU A QUESTION FIRST.  
19 I'M GOING DESCRIBE A CLASSIC ECONOMIC DEVELOPMENT STRATEGIES,  
20 AND I WANT YOU TO PICK THE ONE YOU THINK SHOULD BE TOP  
21 PRIORITY. ONE, GETTING MORE PEOPLE TO GO TO COLLEGE OR GET  
22 ASSOCIATE'S DEGREES, ET CETERA, INCREASING EDUCATIONAL  
23 ATTAINMENT, THAT'S ONE. TWO, ATTRACTING MORE EMPLOYERS IN  
24 SECTORS WITH A LOT OF HIGH PAYING JOBS, LIKE TECH. TWO. WE CAN  
25 DO THAT. THREE, COORDINATING PLANNING AND POLICY FOR THINGS

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1 LIKE JOBS, HOUSING, HOMELESSNESS, TRANSPORTATION, AND SO  
2 FORTH, REGIONALLY. OKAY. WHO THINKS THAT NUMBER ONE SHOULD BE  
3 THE TOP PRIORITY? INCREASING EDUCATIONAL ATTAINMENT? WHO  
4 THINKS NUMBER ONE SHOULD BE TOP PRIORITY? ASSIGNMENT SEEING A  
5 FEW HANDS. WHAT ABOUT NUMBER TWO INCREASING ATTRACTING MORE  
6 EMPLOYERS IN SECTORS WITH A LOT OF HIGH PAYING JOBS. JOB  
7 CREATION. THIS IS AN IMPORTANT ECONOMIC DEVELOPMENT STRATEGY.  
8 THREE, COORDINATING POLICY AND PLANNING REGIONALLY. THIS IS MY  
9 PEOPLE. [LAUGHTER] GOOD JOB. YOU ACED THE TEST. NOW I'M GOING  
10 TO SHOW YOU RESULTS THAT PROVE YOU'RE RIGHT. METRO AREAS WITH  
11 MORE JOB DENSITY IN THEIR ACTIVITY CENTERS HAVE HIGHER  
12 PRODUCTIVITY PER CAPITA AT THE METRO LEVEL. THE CORRELATION  
13 SHOWN ON THE GRAPH I TESTED IT IT'S STRONGER BY CORRELATIONS  
14 FOR EDUCATIONAL ATTAINMENT THE REGIONAL WORKFORCE AND  
15 INDUSTRIAL COMPOSITION SUCH AS TECH JOBS. FOR THE BAY AREA  
16 PRODUCTIVITY IS MEASURED BY GMP FOR JOB SO MUCH HIGHER THAN  
17 ANYWHERE ELSE IN THE UNITED STATES THAT I COULDN'T FIT IT ON  
18 THE GRAPH. EVERYWHERE ELSE IN THE UNITED STATES IS A TINY  
19 BUNCH OF DOTS AND THE BAY IS UP HERE. SO I HAD IT TAKE YOU  
20 GUYS OFF THE GRAPH SO I COULD PRINT. I WANT TO BE CLEAR EVEN  
21 IF I DID EXTRAPOLATE THAT LINE OUT FAR THE BAY AREA'S POINTS  
22 WOULD NOT PLOT ON THAT LINE ANYWAY ESPECIALLY IN THE SOUTH  
23 BAY. THE BAY AREA HAS SHOCKINGLY HIGH PRODUCTIVITY COMPARED TO  
24 OTHER PLACES THAT'S BEEN ACHIEVED ABOUT MOSTLY RELATIVELY LOW  
25 DENSITY ACTIVITY CENTERS. SO TO BE CLEAR YOU DON'T HAVE TO

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1 FOLLOW THIS DOTTED LINE IN ORDERING TO SUCCESSFUL IF YOU  
2 DEFINE SUCCESS AS OUTPACING OTHER METRO AREAS IN THE U.S. BUT  
3 I HAVE TO WONDER WHAT COULD THIS REGION BE IF IT TRIED? FOR  
4 EXAMPLE, HOW MUCH EVEN MORE PRODUCTIVE WOULD THE BAY AREA BE?  
5 YOU KNOW? WITHOUT NEGLECTING TO ASK ABOUT CLIMATE PROGRESS  
6 WITH LESS TRAFFIC PER CAP THAT? WHAT COULD THIS PLACE BE IF  
7 THE ONLY BENCHMARK WAS DOING BETTER THAN ITSELF? NEXT SLIDE.  
8 THE INTENSE PROXIMITY ASSETS AND ACTIVITY CENTERS YIELDS A  
9 REAL ESTATE PREMIUM. SO THE REGION HERE FACING ALL OF THESE  
10 HUGE POLICY QUESTIONS ABOUT HOW IT PAY FOR THE THINGS WE NEED  
11 TO DO IN ORDER TO ADDRESS INEQUALITY CLIMATE CHANGE AND SO ON.  
12 ACTIVITY CENTERS ARE KEY TO UNDERSTAND THAT. BUT THERE ARE TWO  
13 SIDES TO THE COIN. ON THE ONE HAND ACTIVITY CENTERS GENERATE A  
14 DISPROPORTIONATE AMOUNT OF PROPERTY TAX REVENUE BUT ON THE  
15 OTHER HAND YOU CAN'T TAKE THAT FOR GRANTED. ACTIVITY CENTERS  
16 NEED CONTINUED INVESTMENT IN ORDER TO KEEP PRODUCING. SO THIS  
17 IS ONE OF THOSE HARD THINGS TO DO IN POLICY MAKING CONSTANTLY  
18 KEEPING AN EYE ON WHERE ARE THERE OPPORTUNITIES TO UNLOCK MORE  
19 WEALTH IN ACTIVITY CENTERS. THAT IS THE ECONOMIC DEVELOPMENT  
20 SECRET SAUCE. NEXT SLIDE. IN THE CLIMATE CHANGE ERA WE CANNOT  
21 AFFORD TO LET ACTIVITY CENTERS FAIL BY WHIFFING ON LAND USE  
22 POLICY OR INFRASTRUCTURE. THESE PLACES ARE KEY TO TRANSFORMING  
23 TRAVEL BEHAVIOR IN A SUSTAINABLE WAY. WHAT I'M SHOWING HERE IS  
24 ACROSS REGIONS WHEN PEOPLE LIVE NEAR BIG DIVERSE CLUSTERS OF  
25 ACTIVITY THE WAY THEY TRAVEL IS DRAMATICALLY DIFFERENT. THEY

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1 GET OUT OF THEIR CARS AND GET ON THE BUS OR THEY WALK. POLICY  
2 NEEDS TO LEAN INTO THIS EVIDENCE AND MAXIMIZE IT IF WE DON'T  
3 WANT TO DIE OF OLD AGE STUCK IN TRAFFIC. NEXT SLIDE. SO NOW  
4 I'LL SUMMARIZE AND KICKOFF DISCUSSION. NEXT SLIDE. A REGION'S  
5 VALUE PROPOSITION IS A NETWORK OF STRONG ACTIVITY CENTERS  
6 LINKED BY TRANSIT. THIS IS THE FEASIBLE SCALEABLE WAY TO  
7 CREATE THE PROXIMITY THE ECONOMY DEMANDS. NEXT SLIDE. IF THE  
8 DEVELOPMENT STRATEGY IS TO STRENGTHEN EXISTING ACTIVITY  
9 CENTERS ONE OF THE WAYS TO DO THAT IS BY STRENGTHENING  
10 DOWNTOWNS FOR THE TOP 45 U.S. METRO CENTERS IN EVERY CASE THE  
11 DENSEST ACTIVITY CENTER IS DOWNTOWN. MOST CASES HALF JOBS THAT  
12 WERE IN A DO NOT IN 2019 DISAPPEAR THE DOWNTOWN WOULD STILL BE  
13 THE DENSEST JOB CENTER THIS PROXIMITY BOOSTS THE PRODUCTIVITY  
14 OF THE WHOLE REGION CREATING NEW IDEAS AND COMPANIES THAT MAY  
15 TAKE ROOT ELSEWHERE NEARBY. THE CHANGE AND THE OPPORTUNITY OF  
16 HYBRID WORK IS WE CAN REIMAGINE PROXIMITY. WE HAVE LEARNED WE  
17 DON'T NEED OUR HOMES AND OFFICES TO BE TOTALLY SEPARATE IN  
18 ORDER TO GET THINGS DONE BUT THAT DOESN'T MEAN WE HAVE TO MAKE  
19 OUR HOMES OUR ONLY OFFICES. I PERSONALLY THINK THAT THE CITIES  
20 THAT WIN THE FUTURE, THE REGIONS THAT WIN THE FUTURE WILL BE  
21 THE ONES THAT CREATE SPACES THAT BLENDS ELEMENTS OF HOME AND  
22 WORK, AND TECH IS A SECTOR THAT LEADS IN THIS AREA. SO SAN  
23 FRANCISCO HAS A NATURAL EDGE IN REIMAGINING REAL ESTATE. NEXT  
24 SLIDE. SO WHILE I'M SAYING IT DOESN'T BENEFIT ANYONE IN THE  
25 REGION OF DOWNTOWN SAN FRANCISCO OR DOWNTOWN OAKLAND, ET

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1 CETERA, IS HAVING PROBLEMS. I WANT TO NOTE THAT A REGION THE  
2 SIZE OF THE BAY AREA NATURALLY CAN SUPPORT MULTIPLE DOWNTOWNS  
3 AND OTHER KINDS OF ACTIVITY CENTERS. IT NEEDS TO MATTER TO  
4 EVERYONE IN THE REGION IF THERE ARE SOME PLACES THAT LACK  
5 OPPORTUNITIES. PROBLEMS LIKE HOMELESSNESS, CRIME, AND TRAFFIC  
6 DON'T KNOW ABOUT BORDERS. THEY ARE NOT LOCAL. THE WHOLE  
7 COUNTRY IS WATCHING TO SEE IF THE BAY AREA CAN FIGURE THIS  
8 OUT. THANK YOU. [APPLAUSE]

9

10 **SPEAKER:** JUST PUSH THE BUTTON.

11

12 **SPEAKER:** PUSHING BUTTONS. I LOVE THAT.

13

14 **PRES. JESSE ARREGUIN:** TRACE E EXCELLENT PRESENTATION. LET'S  
15 GIVE A ROUND OF APPLAUSE. JIM WUNDERMAN IS HERE TO DISCUSS  
16 WITH US THE STATE OF THE REGION'S ECONOMY AND SOME OF THE  
17 LESSONS THAT WE CAN LEARN FROM OTHER PARTS OF THE COUNTRY, AND  
18 AS YOU KNOW JIM IS THE PRESIDENT AND CEO OF THE BAY AREA  
19 COUNCIL WHICH REPRESENTS A MAJOR BUSINESS IN THE SAN FRANCISCO  
20 BAY AREA, GREAT PARTNER WITH ABAG AND MTC ON MANY OF THESE  
21 ISSUES. THANK YOU FOR JOINING US, JIM. I'M SURE TRACY'S  
22 PRESENTATION FOR DISCUSSION I THINK HAD SOME REFLECTIONS AND  
23 HOW THIS APPLIES TO THE BAY AREA. DO YOU WANT TO KICK THINGS  
24 OFF?

25

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1 **JIM WUNDERMAN:** SO, THANK YOU. IS THAT LIVE? YEAH. SO, THANK  
2 YOU, MR. MAYOR, AND THANK YOU FOR YOUR LEADERSHIP OF ABAG.  
3 AND, YES TRACY'S PRESENTATION WAS OBVIOUSLY VERY INSPIRING AND  
4 THOUGHT PROVOKING AND PRO VOCATIVE IN MANY WAYS. GOOD WAYS. I  
5 WANT TO THANK ALL OF THE LEADERS HERE IN THE ROOM FOR YOUR  
6 SERVICE. I APOLOGIZE IN ADVANCE FOR THE HISTORIC BAY AREA  
7 COUNCIL HEAVY-HANDEDNESS IN PUSHING YOU TO BUILD MORE HOUSING  
8 OVER THE YEARS, BUT, YOU KNOW, IT'S OBVIOUSLY A REALLY  
9 IMPORTANT ASPECT FOR OUR REGION AND PLAYS INTO THE -- HEAVILY  
10 INTO THE ISSUE OF EQUITY AND THE INCLUSION, OF THE FACT THAT  
11 SO MANY PEOPLE WHO LIVE IN STOCKTON WORK IN THE BAY AREA AND  
12 THAT COULD BE SAID FOR OTHER CITIES OUTSIDE OF HISTORICALLY  
13 WHAT WE CALLED THE BAY AREA, IS REALLY A FUNCTION OF OUR  
14 INABILITY TO BUILD AFFORDABLE HOUSING, MARKET RATE AFFORDABLE  
15 HOUSING AS WELL AS SUBSIDIZED HOUSING. PEOPLE HAVE BEEN PUSHED  
16 TO THE EDGE GEOGRAPHICALLY, AND PEOPLE HAVE BEEN PUSHED TO THE  
17 EDGE SPIRITUALLY AS A RESULT OF THIS, AND IT'S UPON US TO  
18 REALIZE THAT WE'RE NOW ACTUALLY PART OF A BIGGER REGION AND WE  
19 HAVE TO ACCOMMODATE THAT. AND IT'S SO REINFORCING AND  
20 IMPRESSIVE THE BAY AREA'S ECONOMY. AND THESE ARE THINGS WE  
21 HAVE TALKED ABOUT OVER THE YEARS, YOU KNOW, THE GDP, YOU KNOW,  
22 GOES OFF THE CHART AND JUST SO MANY DIFFERENT CATEGORIES THE  
23 BAY AREA OVER PERFORMS THAT DOES HAVE A TENDENCY TO LEAVE  
24 FOLKS IN. SACRAMENTO AND WASHINGTON SAYING YOU DON'T NEED  
25 HELP, YOU KNOW? BECAUSE YOU'RE SO WELL TAKEN CARE OF. WHICH WE

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1 WOULD ARGUE WITH, WE HAVE A LOT OF REALLY IMPORTANT NEEDS. TO  
2 BE FAIR WE ARE PART OF A BIGGER STATE AND IT IS IMMORAL THAT  
3 THE LEVEL OF THE WAY THAT WE LIVE HERE IS SO DIFFERENT FROM  
4 THE WAY FOLKS LIVE IN FRESNO AND WHAT THE MEDIAN INCOME IS  
5 HERE VERSUS THERE, AND WE'RE ALL PART OF THE SAME  
6 CONFIGURATION ULTIMATELY. IT'S WITHIN THE BAY AREA WHERE WE  
7 HAVE THIS DIVERGENCE WITHIN THE ECONOMY AND WHAT PEOPLE ARE  
8 ABLE TO DO AND AFFORD AND THE WAY THEY LIVE BUT IT'S ALSO  
9 WITHIN THE GREATER AREA I THINK WE HAVE TO BE COGNIZANT OF OUR  
10 RESPONSIBILITY TO SUPPORT EFFORTS TO DO THE KIND OF THINGS  
11 AROUND THE STATE, WHICH MAYBE WE DON'T NEED TO DO HERE. WE CAN  
12 GET AWAY WITH WITHOUT DOING IT IN THE BAY AREA, BUT WE NEED TO  
13 DO IT IN OTHER PARTS OF THE STATE, BUT THEY'RE HARD TO DO  
14 BECAUSE THE STATE -- IT MAKES THINGS DIFFICULT TO DO STUFF IN  
15 CALIFORNIA. THE GOVERNOR, AS YOU KNOW, IS FIGHTING FOR A  
16 PACKAGE GOING ALONG WITH THE BUDGET WITH TRAILER BILLS OF  
17 ENABLED CONSTRUCTION OF MAJOR WATER PROJECTS AND CHIPS  
18 MANUFACTURING, AND OTHER TRANSPORTATION PROJECTS TO HAPPEN,  
19 SOMETIME DURING OUR LIFETIME. THOSE PROJECTS ARE REALLY  
20 IMPORTANT IN THE CENTRAL PART OF OUR STATE. I WOULD SUGGEST  
21 THE FRESNO AREA, MADERA, FRESNO, COULD BE A MAGNIFICENT PLACE  
22 FOR CHIP MANUFACTURING. AND THE FEDERAL GOVERNMENT IS PUTTING  
23 IN -- I COULD BE WRONG ABOUT THIS -- ABOUT 60 BILLION JUST  
24 INTO THE MANUFACTURING PART OF CHIP MAKING. WE HAVEN'T BUILT A  
25 CHIP PLANT IN CALIFORNIA FOR 20 YEARS. EVEN THOUGH WE INVENTED



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1 CHIP MAKING AND ALL OF IT USED TO BE MADE HERE IT COULD  
2 HAPPEN. TRYING BUILDING A MANUFACTURING PLANT IN THE CENTRAL  
3 PART OF THE STATE. YOU CAN'T DO IT. YOU CAN'T OVERCOME THE  
4 CLIMATE RESTRICTIONS, ENERGY, WATER, ALL THE OTHER STUFF,  
5 PUSHES IT TO OTHER STATE. SO OHIO NAILS A \$20 BILLION PLANT  
6 WITH INTEL, OUR COMPANY, WHICH IS GOING TO PRODUCE A MYRIAD OF  
7 JOBS, AND I THINK OTHER STATES ARE REALLY HIP TO THE  
8 OPPORTUNITY THAT THE FEDERAL EXPENDITURES ARE PROVIDING, AND  
9 WE NEED TO UNDERSTAND, WE DON'T WANT TO BE A FLY-OVER STATE,  
10 AS THE BIDEN ADMINISTRATION APPROPRIATELY TRIES TO READ ON  
11 MANUFACTURING AND OTHER ECONOMIC ACTIVITIES. I'M REALLY  
12 CONCERNED ABOUT THAT. BUT TO FOCUS BACK ON TRACY'S REPORT, YOU  
13 KNOW, I THINK THAT IT WAS MY PREDECESSOR SUNNY MCPEAK? HOW  
14 MANY REMEMBER SUNNY? A LOT OF HANDS. BECAUSE SHE HAD SUCH A  
15 BIG ROLE AS A CONTRA COSTA SUPERVISOR AND THEN IN THE POSITION  
16 BEFORE WE WENT TO WORK FOR GOVERNOR SCHWARZENEGGER, SHE INTENT  
17 THE TERM TRANSIT ORIENTED DEVELOPMENT, AROUND THINKING WHERE  
18 TRANSPORTATION HUBS COULD BE CONNECTED TO EACH OTHER. AND I  
19 THINK WE DID. WHEN I STARTED THIS JOBS 20 YEARS AGO IT WAS  
20 TOUGH HAVING THAT CONVERSATION IN PARTS OF THE REGION BUT IT'S  
21 A QUESTION OF SCALE TODAY. GENERALLY WHEN YOU LOOK AT MAYOR  
22 ARREGUIN'S CITY, BERKELEY, WAS VERY, VERY RESISTANT TO  
23 HOUSING, AND YOU GO TO BERKELEY TODAY, AND YOU HAVE MANAGED TO  
24 REALLY LEAD THE FIELD IN GETTING NEW HOUSING BUILT IN A CITY  
25 THAT'S A REAL CITY, AND IS CONNECTED TO THE REGION IN SO MANY

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1 WAYS. SO, I THINK WE PHILOSOPHICALLY HAVE NO PROBLEM WITH THE  
2 CONCEPTS OF ACTIVITY CENTERS. YOU KNOW? I THINK IT'S MORE A  
3 QUESTION OF EXECUTION. WE TAKE A LONG TIME TO DO THINGS. WE  
4 MAKE IT, I THINK, OVERLY HARD ON OURSELVES TO BUILD. I'M NOT A  
5 FAN OF WHAT'S HAPPENED WITH THE CALIFORNIA ENVIRONMENTAL  
6 QUALITY ACT. I THINK IT'S BEING USED FOR PURPOSES OTHER THAN  
7 HAVE SOMETHING POSITIVE TO DO WITH THE ENVIRONMENT. AND I  
8 THINK, YOU KNOW, SOMETIMES -- I SEE A PROBLEM IN THE BAY AREA  
9 THAT WE NEED TO RESOLVE, YOU KNOW, THINGS NEED TO CHANGE. OUR  
10 DOWNTOWNS NEED TO CHANGE. YOU TAKE A WALK HERE, IT'S NOT THE  
11 SAME DOWNTOWN THAT IT WAS. I THINK IT'S COMING BACK. BUT IT'S  
12 EITHER GOING TO TAKE A WHILE OR IT NEVER WILL COME BACK THE  
13 SAME WAY. PROBABLY MORE THE LATTER. SO WE GOING TO NEED TO  
14 CHANGE IT. WE'RE GOING NEED TO REMOVE SOME BUILDINGS AND BUILD  
15 DIFFERENT ONES AND BUILD IN DIFFERENT KINDS OF ACTIVITIES THAT  
16 MAKE DOWNTOWN SAN FRANCISCO THE HUB, MAYBE, OF THE WHOLE BAY  
17 AREA, BUT, CERTAINLY THE NORTHERN PART. THE, YOU KNOW,  
18 ATTRACTIVE FOR A LOT OF FOLKS TO COME TO. PEOPLE OF ALL AGES  
19 DOING ALL KINDS OF THINGS, WHETHER THEY'RE WORKING, RECREATING  
20 OR VISITING. WE'RE GOING TO NEED TO GET OUT OF OUR OWN AWAY  
21 AND ALLOW TAKE SOME RISKS AND ALLOW SOME THINGS TO HAPPEN.  
22 EQUITY IS REALLY IMPORTANT. I THINK IT'S THE OBJECT WE ALL  
23 HAVE TO BE FOCUSED ON HOW TO HAVE AN INCLUSIVE ECONOMY, BUT  
24 ALSO IT SOMETIMES CAN BE AN EXCUSE FOR DOING NOTHING. BECAUSE  
25 WE DON'T KNOW WITH 100% METAPHYSICAL CERTAINTY THAT WHAT WE'RE

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1 DOING ISN'T GOING TO HARM SOMEONE. SO I LIKE US BEING THE  
2 GOLDEN START. I DON'T WANT US TO BECOME THE DO NO HARM STATE.  
3 I THINK WE NEED TO UNDERSTAND THAT WHAT MADE CALIFORNIA THIS  
4 GREAT, AND THIS OPPORTUNITY, WAS THAT, YOU KNOW, FOLKS, WHEN  
5 THEY CONCEIVED BUILDING STANFORD UNIVERSITY OR UC BERKELEY, OR  
6 UC DAVIS, THEY WERE ABLE TO DO IT. AND TODAY I DON'T KNOW THAT  
7 THEY WOULD BE ABLE TO DO IT AGAIN. I'LL FINISH MY COMMENT  
8 HERE. I HAD A MEETING LAST WEEK IN SAN JOSE WHERE THERE IS A  
9 LOT -- ANYONE HERE IF SAN JOSE? YEAH. WELCOME. I HOPE THE  
10 TRAFFIC ISN'T TOO BAD GOING BACK. MAYBE IF IT'S BAD, THAT'S  
11 GOOD. BUT I HAD A MEETING WITH A COUPLE OF BUSINESS PEOPLE,  
12 DEVELOPERS WHO ARE REALLY VERY BULLISH ON THE FUTURE OF  
13 DOWNTOWN SAN JOSE. AND I THINK THERE IS A LOT OF REASON TO BE  
14 EXCITED ABOUT IT, AND, SO, AND THIS INCLUDES, SORT OF, A -- I  
15 WONT NAME THE NAMES, BUT A DEVELOPER, MASTER ARCHITECT, AND  
16 PEOPLE, LIKE, VERY HIGH ILK COMMITTED TO SAN JOSE, I SAID  
17 TRACY YOU HAVE HEARD ABOUT ACTIVITY CENTERS AND THEY HAVEN'T  
18 HEARD ABOUT IT AND I SAID I'LL SENDS YOU A REPORT BUT IF YOU  
19 LOOK BACK ON THE MAP, WHAT'S INTERESTING ABOUT DOWNTOWN SAN  
20 JOSE WHAT THEY GOT THAT WE DON'T HAVE HERE IS A MAJOR  
21 UNIVERSITY, SAN JOSE STATE, PLUNKED RIGHT DOWN IN THE MIDDLE  
22 OF DOWNTOWN THAT GOES WITH A LOT OF ACTIVITY SOME OF WHICH  
23 HAVE BEEN SUBDUED BUT WILL COME BACK. AND A LOT OF BUILDING  
24 THAT'S TAKING PLACE. ALTHOUGH IT'S BEEN A LITTLE BIT OF A  
25 MISH-MASH THAT THEY'RE TRYING TO CURE. BUT I THINK THE

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1 POTENTIAL OF THAT CITY IS TREMENDOUS. AND YOU KNOW, THE FACT  
2 THAT THE UNIVERSITY CAN PLAY SUCH AN IMPORTANT ROLE IN THIS  
3 TELLS ME WE SHOULD BE TRYING TO ATTRACT A MAJOR UNIVERSITY  
4 INTO DOWNTOWN SAN FRANCISCO, SOMEHOW, OR SOME WAY. WHAT'S  
5 THAT? HMM? SO, JESSE KNOWS, BECAUSE I STOLE IT FROM HIM.  
6 [LAUGHTER] BUT, I'LL SHUT UP AT THIS POINT, AND WANT TO THANK  
7 YOU, TRACY, FOR THE REPORT. I'M GOING TO TRY TO FIND A WAY TO  
8 SHOW TO THE BAY AREA COUNCIL. BECAUSE I THINK IT'S, ON THE ONE  
9 HAND, VERY INSPIRING AND REMINDS US WE TEND TO TALK A LITTLE  
10 BIT MAYBE TOO MUCH ABOUT THE NEGATIVES, AND WE HAVE TO  
11 REMEMBER, AS WAS SAID TO SIMBA IN THE LIE ON KING BY HIS  
12 FATHER, YOU KNOW, "SIMBA, YOU HAVE FORGOTTEN WHO YOU ARE." AND  
13 WE NEED TO SOMETIMES REMEMBER WHO WE ARE. THANK YOU.

14

15 **PRES. JESSE ARREGUIN:** BEFORE WE OPEN UP FOR QUESTIONS, JUST A  
16 FEW QUESTIONS. JIM, YOU MAY HAVE A QUESTION TOO, ONE OR TWO.  
17 SO, THIS IDEA OF ACTIVITY CENTERS MAKES SENSE, IN TERMS OF  
18 WHERE WE FED TO FOCUS ON, INVESTING IN BRINGING IN JOBS,  
19 BRINGING IN HOUSING. ONE THING WE HAD HEARD WHEN ABAG MTC MET  
20 WITH BUSINESS LEADERS THROUGHOUT THE REGION OVER THE PAST  
21 COUPLE OF YEARS TO TALK ABOUT OBSTACLES TOWARDS ECONOMIC  
22 RECOVERY WAS THE ISSUE OF HOUSING. AND I GUESS A COUPLE OF  
23 QUESTIONS, ONE, IS THIS REALLY A NATIONAL ISSUE AND A LACK OF  
24 AFFORDABLE WORKFORCE HOUSING AND ITS ABILITY TO ATTRACT JOBS,  
25 ATTRACT WORKERS IN ACTIVITY CENTERS? AND WHAT ARE SOME

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1 POLICIES OR INVESTMENTS THAT REGIONS CAN ADVANCE TO HELP GROW  
2 HOUSING AND GROW THESE ACTIVITY SECTORS?

3

4 **TRACY HADDEN LOH:** THAT'S A REALLY BIG GO I'M NOT GOING TO  
5 OFFER AN ANSWER BUT KIND OF ALONG THE LINES I WOULD ENCOURAGE  
6 YOU TO TUG ON MORE AS YOU TRY TO UNDERSTANDS THIS ISSUE OF  
7 HOUSING. THERE ARE SOME PLACES IN THE U.S. THAT HAVE TOO MUCH  
8 HOUSING. SOME PLACES DON'T HAVE ENOUGH DIFFERENT PLACES HAVE  
9 DIFFERENT PROBLEMS AND THAT MEANS THERE ISN'T A ONE SIZE FITS  
10 ALL SOLUTION TO HOW I CAN JUST DO HOUSING RIGHT AND YOU CAN'T  
11 LOOK SOMEWHERE ELSE AND SAY WELL THEY DON'T HAVE OUR PROBLEMS  
12 LET'S JUST DO WHAT THEY DO AND WE'RE GOING TO BE FINE. IT  
13 DOESN'T WORK. YOU NEED TO CREATE YOUR OWN SOLUTION. BIGGER  
14 PICTURE THAT'S GOING ON IN REAL ESTATE, AS A SECTOR RIGHT NOW  
15 IS THAT THE PACE OF CHANGE IN THE ECONOMY IS -- AND THE NUMBER  
16 OF DIFFERENT TRENDS THAT ARE IMPACTING DEMAND, THE PACE IS SO  
17 MUCH FASTER THAN THE DYNAMISM OF THE SECTOR AS A WHOLE. JUST  
18 LOOK AT WHAT HAPPENED WITH HOUSING DEMAND DURING COVID. THIS  
19 HUGE BOOM IN-HOUSE HOLD FORMATION. THE LONG-TERM TREND OF  
20 PEOPLE CONSUMING MORE HOUSING PER SQUARE FOOT PER PERSON.  
21 LIKE, THE BUILD IN ENVIRONMENT HAS TO BE -- WOULD HAVE TO BE  
22 EXTRAORDINARY FLEXIBLE, AND ELASTIC AND BE ABLE TO CHANGE VERY  
23 QUICKLY IN ORDER TO RESPOND TO THESE TRENDS, SOME OF WHICH  
24 ARE, LIKE, YOU KNOW, JUST POPPING UP LIKE MUSHROOMS OVERNIGHT.  
25 BUT INSTEAD WHAT WE'RE TALKING ABOUT, A HIGHLY REGULATED

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1 SECTOR THAT'S REALLY VULNERABLE TO SHOCKS, AND IT ALSO HASN'T  
2 INNOVATED THAT MUCH IN, LIKE, A GENERATION, IN PART, BECAUSE  
3 OF REGULATION, BUT ALSO BECAUSE OF STUFF LIKE LABOR SHORTAGES  
4 AND WHAT NOT. AND, SO, YOU KNOW, WE'RE JUST, LIKE -- WE'RE  
5 USING THIS, LIKE, BROKEN, YOU KNOW, 30, 100 YEAR-OLD PRODUCT  
6 AND MODELS TO TRY TO RESPOND TO THESE VERY CONTEMPORARY  
7 PROBLEMS. IT'S NO WONDER IT'S NOT WORKING. OF COURSE IT'S NOT  
8 WORKING. SO WE HAD TO APPROACH IT DIFFERENTLY.

9

10 **PRES. JESSE ARREGUIN:** I GUESS I HAVE A QUESTION. JIM, YOU HAVE  
11 A COUPLE OF QUESTIONS. SO, BASED ON YOUR RESEARCH OF THE BAY  
12 AREA ARE WHAT ARE THINGS YOU THINK WE SHOULD BE DOING BASED ON  
13 YOUR STUDY OF BEST PRACTICES IN OTHER PARTS OF THE REGION?  
14 WHAT CAN WE DO TO KIND OF BUILD ON THE STRENGTHS THAT WE  
15 ALREADY HAVE HERE?

16

17 **JIM WUNDERMAN:** YOU'RE ASKING ME?

18

19 **PRES. JESSE ARREGUIN:** AND TRACY?

20

21 **TRACY HADDEN LOH:** YOU'RE GOING TO TAKE THIS ONE TOO.

22

23 **JIM WUNDERMAN:** BACK WHEN I TOOK THIS JOB I WAS INTERVIEWED AND  
24 THEY SAID WHAT DO YOU WANT TO ACCOMPLISH IN THE JOB AND I SAID  
25 IT'S ALL ABOUT TRANSPORTATION. WE NEED TO HAVE AN IMPROVED

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1 FUTURE LOOKING TRANSPORTATION SYSTEM. WE HAVE TO IMPROVE WHAT  
2 WE HAVE, WE HAVE TO BUILD. WE HAVE CONNECT. AND LOOKING AT  
3 TRACY'S SLIDES, OBVIOUSLY TRANSPORTATION IS REALLY CORE TO  
4 HAVING A SUCCESSFUL REGION AND WE CERTAINLY DO BETTER THAN  
5 SOME. BUT I THINK MOST OF US IF ASKED THIS QUESTION -- I WILL  
6 ASK THIS QUESTION -- HOW MANY OF YOU THINK WE HAVE A CLASS A  
7 TOP NOTCH TRANSPORTATION SYSTEM IN THE BAY AREA? SO, EITHER  
8 YOUR LAZY OR YOU'RE TELLING THE TRUTH. SO WE DON'T. SO WE HAVE  
9 BEEN PUSHING FOR THAT FOR A LONG TIME. I THINK WE HAVE MADE  
10 SOME PROGRESS ON IT. BUT IF YOU'RE ASKING, WE TOOK A POLL A  
11 COUPLE OF WEEKS AGO, A FEW WEEKS AGO ABOUT BART AND FOUND THAT  
12 A HUGE PERCENTAGE OF PEOPLE WHO, IN THE BAY AREA, THE BAY AREA  
13 PEOPLE, SOME OF WHOM WERE FORMER BART RIDERS, SOME WHO  
14 CURRENTLY RIDE, SOME WHO WOULD RIDE, THERE'S A HUGE PORTION OF  
15 PEOPLE WHO WON'T RIDE BECAUSE OF THE SAFETY AND CLEANLINESS.  
16 RELIABLE NOT THE ISSUE. REALLY, OTHER STUFF, NOT THE ISSUES.  
17 THEY KNOW WHERE THE STATIONS ARE. THEY THINK THEY'RE IN THE  
18 RIGHT PLACES, AND THEY CAN ACCESS THEM. THEY'RE HAPPY WITH  
19 THAT. BUT IN TERMS OF THE SAVE THE AND CLEANLINESS OF THE  
20 SYSTEM, YOU KNOW, DO NOT GET A GOOD GRADE, AND THEY KEEP A  
21 HUGE PORTION OF THE FOLKS OFF THE -- OFF THE SYSTEM. SO, WE  
22 HAVE BEEN IN, KIND OF A CONVERSATION WITH -- I JUST HAD A  
23 MEETING WITH BOB POWERS BEFORE THIS MEETING, HE'S THE GENERAL  
24 MANAGER AT BART, TO SAY, LOOK -- - AND IT ISN'T JUST BART,  
25 IT'S THE SAFETY IN THE DOWNTOWN AREAS. THERE'S AN ARTICLE

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1 YESTERDAY IN THE CHRONICLE ABOUT THE FRONT PAGE SAYS BUSINESS  
2 LEADERS SPEAK OUT ABOUT DOWNTOWN. SO, I FLIPPED IT OPEN AND  
3 THEY HAD, LIKE, TEN BUSINESS LEADERS, AND I WAS ONE THEM. I  
4 DON'T REMEMBER ANYONE INTERVIEWING ME. I ASKED A QUESTION.  
5 "WHAT THE HELL DID I SAY?"

6

7 **SPEAKER:** YOU'VE GOT TO CHECK THE ARTICLE.

8

9 **JIM WUNDERMAN:** IT'S IN PRINT. EVERYBODY SAID -- WHAT I SAID  
10 WAS, "IT'S BEEN LIKE A GHOST TOWN. IT'S COMING BACK. IT'S  
11 NEVER GOING TO BE QUITE LIKE IT WAS. WE'RE GOING TO HAVE TO  
12 MAKE ADJUSTMENTS." BUT ALMOST EVERYBODY ELSE SAID, THE  
13 "SAFETY, SAFETY, SAFETY." "MY EMPLOYEES," "IT'S JUST  
14 INTOLERABLE." OF COURSE, ELON MUSK HAD SOME COOL THINGS TO SAY  
15 THAT WEREN'T GOOD. BUT YOU KNOW I THINK SOME REPUTABLE PEOPLE  
16 SAID THE SAME THING. THAT'S REALLY THE ISSUE RIGHT NOW. IT WAS  
17 HOUSING, AND HOUSING WILL COME BACK AGAIN. BUT FOR THE MOMENT,  
18 I THINK WHEN YOU LOOK AT THE CHARTS, AND YOU SEE THE POSITIONS  
19 OF THE BAY AREA, AND YOU KNOW THAT THE MAJOR LEADING EDGE  
20 COMPANIES ARE WITHIN WALKING DISTANCE FROM HERE, IN THE  
21 COUNTRY, AND IN THE WORLD. WE'RE POISED FOR TREMENDOUS GROWTH  
22 AND SUCCESS. HOPEFULLY WE CAN FIGURE OUT A WAY TO DO IT.  
23 BECAUSE I THINK THERE IS BROAD SENSITIVITY TOWARD INCLUSIVITY  
24 AND FIGURING OUT HOW TO GET EVERYONE INVOLVED. BUT IF WE DON'T  
25 GET THE SAFETY THING RIGHT, I WORRY. AND I WAS GOING TO ASK --



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1 I WAS GOING TO ASK TRACY ABOUT THIS, BECAUSE THEY HAVE A  
2 SIMILAR SYSTEM IN WASHINGTON, D.C. BUILT MORE OR LESS AROUND  
3 THE SAME TIME, AND HAS MORE OF THE SAME ISSUES AND I THINK I  
4 WOULD ASK YOU TO COMMENT ON THE STATE OF THAT. YOU KNOW? IS  
5 THAT AN ISSUE THERE, AND WHAT YOU HAVE OR MIGHT YOU DO ABOUT  
6 IT BECAUSE I THINK THAT'S WHAT'S REALLY VEXING US. I THINK  
7 THIS DOWNTOWN HERE WOULD HAVE A LOT MORE PEOPLE IN IT. THEY  
8 DON'T WANT TO DRIVE THEIR CAR AND THE CITY IS NOT WELCOMING TO  
9 CARS. AND WE DON'T WANT THAT. WE WANT PEOPLE TO USE TRANSIT.  
10 WE HAVE INVESTED BILLIONS OF DOLLARS IN THE INFRASTRUCTURE.  
11 IT'S TOTALLY FUNCTIONAL. PEOPLE AGREE IT'S USABLE BUT THEY  
12 WON'T USE THE SYSTEM AND EXPERIENCE WHAT THEY'RE EXPERIENCING  
13 I THINK THAT, MAYOR, IS THE ISSUE OF THE MOMENT AND THAT'S  
14 ALSO BECOME THE NARRATIVE WHEN GOOD MORNING AMERICA SAYS WE  
15 CAN'T SHOOT IN SAN FRANCISCO IN THE EARLY MORNING. I MEAN,  
16 EVERYBODY IS FEEDING IN THIS, SORRY, YOU KNOW, NEW YORK MEDIA  
17 BASED ATTACK ON SAN FRANCISCO TO MAKE US LOOK BAD WHEN WE KNOW  
18 THAT IT'S, YOU KNOW, THE PROBLEM IS NOT -- YOU KNOW, WE HAVE  
19 PROBLEMS, THEY'RE SERIOUS, BUT THEY'RE NOT ANYTHING LIKE THE  
20 WAY THEY'RE BEING PUT FORWARD AND I THINK IT'S INCUMBENT UPON  
21 ALL OF US TO FIGHT BACK ON THAT. SO I'LL TURN IT TO TRACY FOR  
22 WHAT SHE'S EXPERIENCED.

23

24 **TRACY HADDEN LOH:** COUPLE THINGS FIRST IT STARTED AS A QUESTION  
25 ABOUT HOUSING AND IMMEDIATELY BACK ABOUT TRANSPORTATION. THERE

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1 IS A LOT OF LOW-HANGING FRUIT IN TERMS OF WHAT TO DO TO UNLOCK  
2 A CLOSED DOOR ON HOUSING. SO I'M HAPPY TO TALK ABOUT THAT. BUT  
3 LET'S PUT A PIN IN IT AND TALK ABOUT THE TRANSIT AND PUBLIC  
4 SAFETY ISSUES. I'M RUNNING A RESEARCH PROJECT RIGHT NOW WHERE  
5 I'M WORKING WITH BIG CITY U.S. DOWNTOWNS TO UNDERSTAND EXACTLY  
6 WHAT'S GOING ON AND WHAT ARE THE RESPONSES THAT WORK. WHAT'S -  
7 - WHAT KIND OF EVIDENCE BASED CAN WE GET TOGETHER ABOUT WHAT  
8 TO DO ABOUT INCLUSIVE DOWNTOWN REVITALIZATION. I HAVE A PIECE  
9 THAT I WROTE WITH MY COLLEAGUE HANNAH LOVE WHO IS A PUBLIC  
10 SAFETY EXPERT THAT FOCUSES SPECIFICALLY ON THE UNIQUE ISSUES  
11 THAT DOWNTOWNS ARE FACING CONCERNING PUBLIC SAFETY. I WANT TO  
12 BE CLEAR THAT WHEN WE LOOKED AT THE DATA, WHAT WE FOUND IS  
13 THAT DOWNTOWNS ARE EXTREMELY SAFE. [LAUGHTER] AND THAT THERE  
14 IS A VERY LARGE GAP BETWEEN PERCEPTION AND REALITY. HOWEVER,  
15 IT DOES NOT WORK TO TAKE DATA, THE EVIDENCE ABOUT REALITY, AND  
16 THEN TO HIT PEOPLE OVER THE HEAD WITH THE PERCEPTIONS AND SAY,  
17 LIKE, YOU'RE WRONG, AND YOU'RE FEELINGS ARE INVALID. THAT,  
18 ALSO DOESN'T WORK. THESE DICHOTOMIES, DOWNSTAIRS VERSUS  
19 NEIGHBORHOOD CITIES, VERSUS SUBURBS, PERCEPTIONS VERSUS  
20 REALITY YOU HAVE TO BREAK DOWN THE DICHOTOMY YOU NEED TO  
21 ADDRESS THE PERCEPTION AND ADDRESS THE REALITY. BUT THERE ARE  
22 DIFFERENT POLICIES AND PRACTICES THAT MAKE SENSE FOR EACH OF  
23 THOSE THINGS. IF THE REALITY IS THAT THE CRIME THAT'S  
24 HAPPENING IS HAPPENING SOMEWHERE ELSE, THEN THE THINGS THAT  
25 WORK FOR CRIME NEED TO GO TO THE PLACES WHERE THOSE ARE

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1 NEEDED. BUT IF THERE IS A PERCEPTION ISSUE, SPECIFICALLY  
2 SURROUNDING, FOR EXAMPLE, TRANSIT, THE SAFEST MODE OF  
3 TRANSPORTATION, OR DOWNTOWNS, THEN YOU DO NEED TO ADDRESS THE  
4 PERCEPTION. PEOPLE HAVE BEEN THROUGH AN ENORMOUS TRAUMATIC  
5 DISRUPTION IN THE LAST THREE YEARS, AND IT IS COMPLETELY  
6 REASONABLE FOR THEM TO SAY THAT THEY NEED REASSURANCE, AND  
7 THAT THEY NEED TO BE REINTRODUCED TO THESE MODES AND PLACES.  
8 SO, THAT'S WHAT WE'RE DOING, FOR EXAMPLE, ON METRO IN DC.  
9 METRO IS EXTREMELY SAFE. BUT PEOPLE WANT TO BE REASSURED. SO,  
10 WE ARE DOING ENHANCED CLEANING. BECAUSE STUFF THAT'S CLEAN IS  
11 NICE. WE ARE PUTTING EXTRA CUSTOMER SERVICE REPRESENTATIVES IN  
12 STATIONS. EVERYONE WANTS TO KNOW THAT IF YOU'RE SOMEWHERE, AND  
13 YOU'RE, LIKE, I FORGOT HOW TO BUY A FARE CARD. I DIDN'T  
14 REALIZE THAT PAY BY PHONE WAS IMPLEMENTED DURING THE PANDEMIC.  
15 HOW DO I TURN IT ON ON MY PHONE? EVERYONE WANTS SOMEONE TO BE  
16 THERE WHEN THEY NEED HELP SO WE'RE MAKING SURE SOMEONE IS  
17 THERE TO HELP. THAT DOESN'T ALWAYS HAVE TO BE AN ARMED LAW-  
18 ENFORCEMENT OFFICER. BUT THAT SAID THERE IS A REAL GUN  
19 VIOLENCE EPIDEMIC THAT'S HAPPENING OUT THERE IN OUR SOCIETY  
20 AND OF COURSE OUR TRANSIT SYSTEMS ARE BEING IMPACTED BY THAT  
21 AS WELL. AND WE HAVE ALL HANDS ON DECK TO RESPOND TO THAT AS  
22 WELL AND WE'RE DOING OUR BEST TO COORDINATE REGIONALLY WITH  
23 MANY PARTNERS TO ADDRESS THAT BECAUSE IT IS NOT UNIQUE TO ONE  
24 MODE OR PLACE. SO, YOU GOT TO DO ALL THAT STUFF. BUT, I DO  
25 THINK THAT IT IS IMPORTANT TO ACKNOWLEDGE THAT IF YOU DON'T

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1 RESPOND TO THE PERCEPTIONS, IF YOU JUST ARGUE WITH THEM OR  
2 IGNORE THEM, PERCEPTIONS CAN BECOME REALITY. YOU MUST ALSO --  
3 THIS IS I CHALLENGING MOMENT FOR LEADERS. BECAUSE OF COURSE WE  
4 WANT THE POLICIES TO REFLECT THE REALITY AND WE WANT  
5 GOVERNMENT TO WORK AND TO DO WHAT WORKS. YET THERE IS THIS  
6 ADDITIONAL CHALLENGE IN THIS MOMENT OF NEEDING TO RESPOND TO  
7 THESE PERCEPTIONS AND ALSO ADDRESS THOSE. SO, IT'S ALL HANDS  
8 ON DECK TO DO THAT. GOVERNMENT CANNOT JUST DO IT ALL. AND SO,  
9 YES, ADVOCATES, THE BUSINESS COMMUNITY. ELECTED OFFICIALS AT  
10 EVERY LEVEL. EVERYONE'S GOT TO HELP WITH THIS PERCEPTIONS  
11 PIECE TOO. I'M TRYING DO MY LITTLE BIT, AS WELL, WITH THE  
12 OCCASIONALLY SPICY OPED. I HAVE WALK THE STREETS OF DOWNTOWN  
13 SAN FRANCISCO AND MANY OTHER DOWNTOWNS THROUGHOUT THE COUNTRY.  
14 I HAVE RIDDEN BART AT 10:00 AT NIGHT. YOUR DOWNTOWN IS  
15 EXTREMELY CLEAN AND YOUR TRANSIT SYSTEM IS LOCH HE IT WOULD BE  
16 GREAT IF THE BUS RAN A LITTLE MORE FREQUENTLY.

17

18 **PRES. JESSE ARREGUIN:** OKAY. THANK YOU JIM AND TRACY. WHY DON'T  
19 WE OPEN UP FOR QUESTIONS. WE HAVE A ROVING MIC. I WANT TO  
20 START WITH SUZANNE.

21

22 **SUSAN ADAMS:** THANK YOU FOR ACKNOWLEDGE WELCOME TO CALIFORNIA I  
23 WANT TO TAKE A PIN OUT OF THAT CONVERSATION YOU WERE USING TO  
24 START A FEW MINUTES AGO ABOUT HOUSING WE'RE ALL ELECTED  
25 OFFICIALS WE SIT ON A BOARD OF SUPERVISORS OR CITY COUNCIL

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1 GIVE US THE THREE THINGS WE SHOULD BE DOING TO REVITALIZE OUR  
2 DOWNTOWN BRING MORE HOUSING IN WHAT ARE THOSE THREE THINGS?

3

4 **TRACY HADDEN LOH:** TO ZONING REFORM. NOT A BLANKET OF ZONING  
5 THERE ARE A LOT OF THINGS YOU CAN DO WITH ZONING REFORM,  
6 WHETHER REDUCING PARKING REQUIREMENTS NEAR TRANSIT, WHETHER  
7 REDUCING SETBACKS WHETHER IT'S INCREASING BY RIGHT ENTITLEMENT  
8 IN THE RIGHT PLACE. ZONING REFORM ACROSS THE BOARD BUILDING  
9 CODE REFORM THERE'S A PUSH RIGHT NOW BY THE ENVIRONMENT  
10 MOVEMENT ON BOTH RESIDENTIAL AND COMMERCIAL SIDES TO IMPOSE  
11 ADDITIONAL GREEN BUILDING REQUIREMENTS ON THE SECTOR THAT'S  
12 NOT A BAD THING IT DOES INCREASE THE COST OF CONSTRUCTION. ARE  
13 THERE THINGS WE COULD DO TO REDUCE THE COST OF CONSTRUCTION,  
14 LOOK AT THINGS LIKE DON'T LEAVE THE BUILDING CODES STATIC.  
15 THINKING ABOUT UNDERSTANDING THAT THE PURPOSE OF NEW  
16 DEVELOPMENT IS NOT JUST, LIKE, TO ACCOMMODATE GROWTH, OR AN  
17 OPPORTUNITY -- A SHORT-TERM OPPORTUNITY FOR LOCAL GOVERNMENTS  
18 TO EXTRACT PROPER PROPERTIES OR OTHER CONCESSIONS. THAT KIND OF  
19 GROWTH IS IN THE FUTURE OF THE COMMUNITY. SO IT SHOULD NOT BE  
20 INCUMBENT ON NEW GROWTH TO COVER THE COST OF THINGS LIKE  
21 SCHOOLS. THOSE THINGS ARE PAID FOR BY THE COMMUNITY AS A  
22 WHOLE. SO, TAKING A BIGGER PICTURE LOOK AT THE POLICY  
23 LANDSCAPE AND MAKING SURE THAT THINGS LIKE IMPACT FEES AREN'T  
24 A WAY OF INCUMBENTS TRYING TO AVOID PAYING FOR THINGS THAT  
25 THEY SHOULD BE PAYING FOR, AND PUTTING IT ON CHILDREN IN THE

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1 FUTURE THAT'S SOMETHING THAT MANY JURISDICTIONS NEED TO DO. I  
2 THINK THAT -- IN THE BIG PICTURE IN A LOT OF PLACES, IMPACT  
3 FEES HAVE GOTTEN OUTS OF CONTROL.

4

5 **SPEAKER:** I'M AM ALSO SUSAN. SUSAN ELLENBERG, SANTA CLARA BOARD  
6 OF SUPERVISORS. I HAVE SO MANY RESPONSES TO THE THINGS THAT  
7 YOU SAID. I JUST WANT TO MAKE A COUPLE OF VERY QUICK  
8 STATEMENTS AND THEN A QUESTION. FIRST OF ALL, THE -- AND YOU  
9 DIDN'T SAY THIS, TRACY, BUT I JUST WANT TO SHOUT IT, THAT THE  
10 EXTREME WEALTH IN COMMUNITY IS DIRECTLY RESPONSIBLE FOR THE  
11 EXTREME POVERTY. THEY ARE NOT ONE IN SPITE OF THE OTHER. SO, I  
12 THINK THAT WHERE WE REALLY NEED TO BE DOUBLING DOWN IN OUR  
13 INNOVATIONS, IN OUR IDEAS, IF OUR THOUGHTS, ARE -- IS WITH  
14 THAT PORTION OF THE POPULATION THAT HAS NOT BENEFITTED FROM  
15 THE GREAT WEALTH THAT WE TALKED ABOUT. I DIDN'T HEAR A DETAIL  
16 WHICH I WOULD LOVE TO -- BUT THIS ISN'T MY QUESTION, ABOUT HOW  
17 WE BUILD MORE PROMISING JOBS THAT GET TO GOOD JOBS. AND I  
18 WOULD LOVE, FINALLY, TRACY, LOVED YOUR ACKNOWLEDGMENT THAT  
19 PUBLIC SAFETY MEANS SO MUCH MORE THAN LAW-ENFORCEMENT AND  
20 DOESN'T ALWAYS MEAN LAW-ENFORCEMENT. SO, THANK YOU FOR THAT.  
21 JIM, EVERYTHING I KNOW FOR YOU HAS A TRANSPORTATION LENS FOR  
22 ME. I LOOK AT THE WORLD THROUGH A CHILD CARE LENS, AND WANT TO  
23 MAKE TWO POINTS AND THEN HEAR YOUR FEEDBACK ON THIS. THE STATE  
24 OF THE VALLEY INDEX THAT JOINTS VENTURE SILICON VALLEY PUTS  
25 OUT EVERY YEAR DOCUMENTED THAT THE GREATEST BIGGEST

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1 DEMOGRAPHIC OF PEOPLE LEAVING OUR SANTA CLARA COUNTY ARE  
2 BETWEEN 25 AND 45 ARE IN THE TWO BIGGEST REASONS THEY LIST  
3 COST OF HOUSING AND LACK OF CHILD CARE. IT'S SIGNIFICANT.  
4 BIDEN INCLUDED NOW CHIPS ACT FOR SEMICONDUCTOR MANUFACTURING  
5 THAT IF THEY WANT FEDERAL GRANTS THEY NEED TO BE PROVIDING  
6 CHILD CARE. AND THE COUNCIL FOR A NEW AMERICA LAST YEAR DID A  
7 STUDY WITH ALL KINDS OF GREAT MATH NOTING THAT U.S. ECONOMY  
8 LOSES ONE HUNDREDS \$22 BILLION A YEAR AND REPORTED IN  
9 FORGOTTEN MAGAZINE. I HOPE YOU ALL GO FIND IT BECAUSE OF LACK  
10 OF COHERENT SYSTEM IN TERMS OF LOST PRODUCTIVITY LESS WORKER  
11 RETENTION, LESS CONSUMER SPENDING WE NEED TO GET TO PAY PLACE  
12 WHERE WE TALK ABOUT CHILD CARE AS I ROUTE TO ECONOMIC  
13 STABILITY AND MOVEMENT TOWARD THOSE THINGS THAT YOU'RE TALKING  
14 ABOUT AND FRANKLY WHAT I'M TRYING TO WORK AROUND IS HOW WE GET  
15 PEOPLE THAT DON'T HAVE CHILDREN PEOPLE THAT DON'T LIKE  
16 CHILDREN TO UNDERSTAND THAT THIS IS NONE OF OUR THOUGHT THAT  
17 THIS IS A PUBLIC GOOD AND WE NEED TO FUND IT. IT'S INTEGRAL TO  
18 ALL OF THE SUCCESS THAT YOU'RE TALKING ABOUT. WOULD LOVE TO  
19 HEAR YOUR THOUGHTS.

20

21 **JIM WUNDERMAN:** IF I COULD JUMP IN ON THIS QUICKLY, THE BAY  
22 AREA COUNCIL FOR CHILD CARE FOR THE ENTIRE TIME IN THE  
23 BUSINESS ASSOCIATION IN THE STATE FIGHTING BUDGET CUTS OF  
24 CHILD CARE GERRY BROWN WAS GOVERNOR SUPPORT SUGGEST INCREASES  
25 WHEN GAVIN NEWSOME, GOVERNOR CREATED THE TALK READ SING

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1 CAMPAIGNS DEAL WITH EARLY BRAIN DEVELOPMENT, FOR THREE-YEAR-  
2 OLD, WE TOTALLY UNDERSTAND THAT A STRONG ACCESSIBLE QUALITY  
3 CHILD CARE SYSTEM IS AN INHERENT NECESSARY ELEMENT OF A  
4 SUCCESSFUL ECONOMY AND INCLUSIVE ECONOMY.

5

6 **SPEAKER:** THANK YOU. ALL THOSE PIECES OF WORK WE NEED TO GET TO  
7 THE FULL UNIVERSITY ACCESS SYSTEM. I WILL APPROACH YOU AFTER  
8 THIS.

9

10 **TRACY HADDEN LOH:** YEAH I JUST REMEMBER EVERYONE INVESTING IN  
11 EARLY CHILDHOOD IS PROVEN PUBLIC SAFETY STRATEGY, RIGHT?

12

13 **STEVE YOUNG:** -- WE HEARD A COUPLE OF TIMES ABOUT --

14

15 **SPEAKER:** PRESS THE BUTTON.

16

17 **TRACY HADDEN LOH:** COULD BE THE BATTERY DIED.

18

19 **SPEAKER:** JUST TAKE THIS.

20

21 **STEVE YOUNG:** WE HEARD ABOUT TRANSIT ORIENTED DEVELOPMENT AND  
22 THE IDEA OF PUTTING JOBS OR HOUSING -- WHERE JOBS AND HOUSING  
23 ARE. IT SOUNDS GOOD. IT'S NOT WORKING OUT THAT WAY. IT MAKES  
24 SENSE, CERTAINLY, I THINK WE ALL AGREE THAT IT'S AN  
25 ASPIRATIONAL GOAL. THE REALITY IS MOST JOBS ARE IN URBAN



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1 CENTERS. BUT A LOT OF THE -- THOSE OF US WHO LIVE IN OUTLYING  
2 COUNTIES, OUTLYING SUBURBS, WE DON'T HAVE ACCESS TO BART. WE  
3 DON'T HAVE MUCH OF A REAL PUBLIC BUS SYSTEM SO AT THE SAME  
4 TIME WE'RE BEING FORCED THROUGH THE RHNA PROCESS, TO, IN OUR  
5 CASE, DEVELOP TENS OF THOUSANDS OF HOUSING UNITS WHERE PEOPLE  
6 ARE GOING TO BE GETTING ON THE ROAD. IT'S THEIR ONLY OPTION IS  
7 TO ADD THOUSANDS OF MORE CARS AND THE POLLUTION THAT GOES  
8 ALONG WITH IT. SO I THINK IT'S SOMETHING THAT MTC AND ABAG IS,  
9 SORT OF, URBAN CENTRIC, WHICH IS UNDERSTANDABLE. THAT'S WHERE  
10 THE PEOPLE ARE. THAT'S WHERE THE JOBS ARE. BUT THE IDEA THAT  
11 EVERYBODY SHOULD SHARE EQUALLY IN THIS BURDEN, WHEN WE ARE NOT  
12 GETTING THE JOBS, WHEN WE ARE NOT GETTING THE ECONOMIC  
13 DEVELOPMENT THAT PRESUMABLY WOULD COME WITH THAT ALL WE'RE  
14 DOING IS A MANDATE TO CREATE MORE JOBS -- MORE HOUSING WITHOUT  
15 THE JOBS, IS PROBLEMATIC. SO I DON'T KNOW IF THERE IS A  
16 QUESTION IN THERE BUT MAYBE JUST THE COMMENTS.

17

18 **PRES. JESSE ARREGUIN:** WE'RE GOING TO TAKE ONE MORE QUESTION  
19 AND WHY DON'T WE TAKE IT ON THIS SIDE OF THE ROOM.

20

21 **SPEAKER:** THANK YOU.

22

23 **SPEAKER:** THANK YOU FOR THE EXCELLENT PRESENTATION, EXCELLENT  
24 PANEL, AND YOUR FAITH IN THE BAY AREA. QUICKLY, WHAT IS  
25 GEOGRAPHICAL INCLUSION AND HOW IS IT MEASURED?

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1

2 **TRACY HADDEN LOH:** OKAY FOR DETAILED METHODOLOGY LIKE THIS I  
3 WOULD ENCOURAGE YOU TO -- WE HAVE A REPORT WITH A LITTLE  
4 DIAGRAM THAT WILL EXPLAIN IT. WITH GEOGRAPHIC INCLUSION WE'RE  
5 LOOKING AT COMPARING THE RICHEST NEIGHBORHOODS IF A REGION  
6 WITH THE POOREST NEIGHBORHOODS IN A REGION BEING THE MEDIAN  
7 INCOME AT THE NEIGHBORHOOD LEVEL AND THE GAP BETWEEN THE TWO.  
8 WE'RE SAYING REGIONS ARE MORE GEOGRAPHICALLY INCLUSIVE WHEN  
9 THE GAP IS SMALLER.

10

11 **PRES. JESSE ARREGUIN:** OKAY. I'M SURE WE CAN SPEND MANY MORE  
12 HOURS ON THIS CONVERSATION. RELEVANT TO WHAT WE'RE  
13 EXPERIENCING IN THE BAY AREA. WE ARE DOING A TRANSITION FOR  
14 THE NEXT PANEL. I WANT TO THANK JIM AND TRACY FOR BEING HERE  
15 TODAY FOR THE GREAT DISCUSSION. WE'LL TRANSITION NOW TO BRING  
16 UP OUR PANEL AS PART OF OUR NEXT PANEL.

17

18 **JIM WUNDERMAN:** TRACY I'LL SEE YOU IN DC. CAN WE GET IN TOUCH  
19 FOR THIS POWERPOINT?

20

21 **TRACY HADDEN LOH:** EACH SLIDE IS LIKE ITS ONLY FULL REPORT. IF  
22 SOMEONE IS LOOKING INTO JOBS AND OPPORTUNITIES. JOBS AND  
23 OPPORTUNITY CENTURY. LET ME GET SOME CARDS.

24

25 **JIM WUNDERMAN:** IF YOU GO ON THE BAY AREA COUNCIL WEB SITE.

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1

2 **SPEAKER:** HARSH BUT FAIR. YES. I DO NEED THOSE.

3

4 **SPEAKER:** OH SURE THAT WOULD BE GREAT. YOU KNOW WHAT, I HAVE MY  
5 TEA OVER THERE. YEAH. LEAH, I HAVE MY TEA.

6

7 **PRES. JESSE ARREGUIN:** OKAY. THANK YOU. WE'RE GOING TO  
8 TRANSITION TO OUR PANEL PRESENTATION ON BAY AREA CASE STUDIES  
9 LOCAL EFFORT THAT DRIVE REGIONAL PROSPERITY. AND THE A FEW  
10 FRAMING COMMENTS, AND INTRODUCTIONS BEFORE WE HEAR FROM OUR  
11 PANELISTS. SO, OUR MOST RECENT REGIONAL LAND USE AND  
12 TRANSPORTATION PLAN THAT BOTH MTC AND ABAG DEVELOPED AND  
13 APPROVED IN 2021, PLANNED BAY AREA 2050 IDENTIFIED THE NEED TO  
14 INCREASE THE NUMBER OF JOBS WHERE BAY AREA RESIDENTS CURRENTLY  
15 LIVE, AND ONE WAY TO DO THAT IS TO GROW THE ECONOMY THROUGHOUT  
16 THE BAY AREA. SO, THIS PANEL WILL HIGHLIGHT SEVERAL  
17 COMMUNITIES AROUND THE REGION THAT ARE WORKING TO BRING ABOUT  
18 INCLUSIVE ECONOMIC PROSPERITY. I WANT TO INTRODUCE THE  
19 PANELISTS FIRST WHO WILL TALK ABOUT THEIR COMMUNITIES GOALS  
20 AND CHALLENGES AND THE WORK THEY'RE ENGAGED IN, AND THEN GIVEN  
21 THE PANELISTS OPPORTUNITY TO PRESENT. THEN WE'LL HAVE FOLLOW-  
22 UP QUESTIONS THEN YOUR QUESTIONS. SO DIANE BURGESS -- CORRECT?

23

24 **SPEAKER:** B -- IT'S THE G.

25

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1 **PRES. JESSE ARREGUIN:** DIANE BURGIS. SORRY. DISTRICT SUPERVISOR  
2 ON CONTRA COSTA COUNTY BOARD OF SUPERVISORS WHO REPRESENTS  
3 EASTERN CONTRA COSTA COUNTY, SERVES ON 30 REGIONAL BODIES,  
4 INCLUDING THE BOARD OF SUPERVISORS AND VARIOUS REGIONAL  
5 ENTITY. SHE WILL DISCUSS HER COUNTY'S WORK ON THE NORTHERN  
6 WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE AND THE COUNTY'S  
7 AIRPORT ESPECIALLY BYRON FIELD WITH THE RECENT START UP  
8 SEVERAL INNOVATIVE AERONAUTICAL ENTERPRISES AT BYRON AND WE  
9 ACTUALLY HAVE A DISPLAY ABOUT THE NORTHERN WATERFRONT  
10 INITIATIVE RIGHT OVER HERE. INCLUDES SEVEN PRIORITY PRODUCTION  
11 AREAS. MAYOR LILY MEI IS THE MAYOR OF THE CITY OF FREMONT,  
12 SHE'LL TALK ABOUT THE CITY SUCCESSES IN ADVANCED MANUFACTURING  
13 AND FREE'S BUSINESS FRIENDLY ENVIRONMENT THEIR EFFORTS ON  
14 CREATING A SKILLED WORKFORCE, THERE WORK ON TRYING TO EXPAND  
15 THE AMOUNT OF SPACE TO HELP CLUSTER ADVANCE MANUFACTURING IN  
16 THE CITY OF FREMONT. TODD PRAY IS CHIEF OF STRATEGIC  
17 PARTNERSHIPS OFFICER AT LAWRENCE BERKELEY NATIONAL LAB, GO  
18 BERKELEY. HERE TO DISCUSS HIGHWAY PARTNERS AND LAB RESEARCHERS  
19 OVER COLLABORATIVE OPPORTUNITIES AND FORM STRATEGIC  
20 PARTNERSHIPS AND THESE PARTNERSHIPS ENABLE ACCESS TO THE LABS,  
21 EXPERTISE, CAPABILITIES AND FACILITIES. AND CHRIS RICO IS THE  
22 PRESIDENT AND CEO OF THE SOLANO COUNTY INCOME DEVELOPMENT  
23 CORPORATION AND THE SOLANO EDC IS A PUBLIC PRIVATE NON-PROFIT  
24 ORGANIZATION THAT HAS FOR 30 YEARS BEEN FOCUSED ON ECONOMIC  
25 GROWTH SOLANO COUNTY AND HERE TO DISCUSS THE GROUP EFFORTS TO

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1 MOVE SOLANO FORWARD AND BRING MANUFACTURING TO OTHER JOBS  
2 CLOSE TO HOME WHILE WORKING TO SUPPORT THE MOST DIVERSE  
3 POPULATIONS IN THE BAY AREA. SO, WITH THAT I'LL TURN IT OVER  
4 TO SUPERVISOR DIANE BURGIS FOR THE PRESENTATION.

5

6 **DIANE BURGESS:** WE SHARE THE SAME "G." THANK YOU VERY MUCH FOR  
7 THE INTRODUCTION. WHEN I WAS FIRST ASKED TO DO THIS  
8 PRESENTATION, I WAS INTIMIDATED, AND ALSO VERY COMPLIMENTED,  
9 BECAUSE I DON'T I'M NOT AN EXPERT ON THIS BUT DO I HAVE A LOT  
10 OF ENTHUSIASM AND HAVE BEEN ABLE TO WORK WITH FOLKS ON  
11 ECONOMIC DEVELOPMENT SO I'M GLAD TO BE HERE. I REPRESENT  
12 CONTRA COSTA COUNTY, DISTRICT THREE, IT'S THE FURTHEST EAST  
13 PART OF THE COUNTY. DO WE HAVE SLIDES?

14

15 **PRES. JESSE ARREGUIN:** WE'RE PULLING UP THE PRESENTATION.

16

17 **DIANE BURGESS:** CAN WE GO TO THE FIRST SLIDE? ALL THE WAY BACK?  
18 YOU CAN SEE CONTRA COSTA COUNTY AND THE FAR RIDE HAND CORNER  
19 IS THE AREA I REPRESENT. 1.2 MILLION PEOPLE IN CONTRA COSTA  
20 COUNTY, IT'S A WONDERFUL PLACE TO LIVE. WE HAVE MOUNT DIABLO  
21 WE HAVE THE DELTA WE HAVE THE BAY OUR PROXIMATE, EVERYTHING  
22 IT'S A REALLY WONDERFUL PLACE TO LIVE. I MOVED I'M A PRODUCT  
23 OF CONTRA COSTA COUNTY I WENT TO SCHOOL IN LAFAYETTE WALNUT  
24 CREEK AND MARTINEZ I'M A PRODUCT OF THE COMMUNITY COLLEGE  
25 THERE IN CONTRA COSTA AND ATTENDED SAN FRANCISCO STATE SO I'M

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1 A BAY AREA GIRL. THE THING IS WHEN I GOT DIVORCED WITH THREE  
2 CHILDREN I HAD TO FIGURE OUT WHAT TO DO. WHEN I MOVED TO EAST  
3 CONTRA COSTA BECAUSE IT WAS AFFORDABLE, I COULD BUY A HOUSE I  
4 WAS PROUD AND FELT SAFE AND THAT MY KIDS COULD GO TO A GOOD  
5 SCHOOL. I HAD TO DO IT BUT ALSO CHOSE NOT TO WORK FAR AWAY  
6 BECAUSE OF THE COST OF COMMUTING, THE COST OF HAVING TO HAVE  
7 CHILD CARE VERSUS BEING NEARBY. I HAD TO MAKE THOSE CHOICES  
8 AND I WAS LUCKY TO BE ABLE TO MAKE THOSE CHOICES. I HAVE A SON  
9 WHO IS 29, HAS TWO CHILDREN AND HE IS COMMUTING FROM OAKLEY TO  
10 FREMONT AND IT TAKES 20 HOURS A WEEK OF HIS TIME. AND THE COST  
11 OF THAT TRANSPORTATION. SO, EVEN THOUGH HE HAS A WONDERFUL  
12 PAYING JOB, IT'S NOT QUITE AS WONDERFUL PAYING WHEN YOU START  
13 TO WHITTLE THAT ALL DOWN. AND THERE'S A REGIONAL COST. WE CAN  
14 GO TO THE NEXT SLIDE. WHEN PEOPLE ARE COMMUTING, THEY ARE NOT  
15 ABLE TO VOLUNTEER. THEY'RE NOT ABLE TO HELP THEIR KIDS WITH  
16 THEIR SCHOOL WORK. THERE IS STRESS. THE IMPACT ON THE  
17 ENVIRONMENT. THE COST OF TRANSPORTATION. AND A LOT OF THESE  
18 OUTWARD AREAS, THE COMMUTE IS ONE WAY. SO, THIS INFRASTRUCTURE  
19 THAT WE'RE BUILDING IS NOT REALLY BEING USED TO ITS FULL  
20 POTENTIAL. SO, I AM SO EXCITED TO BE HERE TO HEAR PEOPLE  
21 LIFTING THAT BANNER ABOUT NOT TYING TRANSPORTATION AND HOUSING  
22 TOGETHER. BUT ADDING THAT JOB COMPONENT. WE, IN CONTRA COSTA  
23 COUNTY -- GO TO THE NEXT -- HAVE BEEN WORKING TO -- THERE WE  
24 GO -- WE'RE TRYING TO HELP CREATE ECONOMIC DEVELOPMENT IN  
25 CONTRA COSTA COUNTY. AND IF YOU LOOK AT THIS, THIS IS

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1 SOMETHING THAT WE STOLE FROM OAKLEY, AND COUNCILMAN FULLER IS  
2 HERE -- THIS SHOWS THAT WE ARE THE CENTER OF THE NORTHERN  
3 CALIFORNIA MEGA REGION. THE WORLD FIFTH LARGEST ECONOMY WITH  
4 CONTRA COSTA BEING THE 9TH LARGEST COUNTY BY POPULATION AND  
5 FOURTH WEALTHIEST WITH A WORKFORCE THAT'S HIGHLY SKILLED AND  
6 OVER 40% COLLEGE EDUCATED. THE PROBLEM IS WE STILL DON'T HAVE  
7 THE JOBS OUT THERE. AND THAT IS WHAT IS CREATING SO MANY  
8 CHALLENGES. WE'LL GO TO THE NEXT SLIDE. AND THE INTERESTING  
9 THING IS WE ARE ONE OF THE FASTEST GROWING AREAS IN  
10 CALIFORNIA. IN 1990, ANTIOCH ONLY HAD 62,000 PEOPLE. THEY NOW  
11 HAVE 114, ALMOST 115. BRENTWOOD HAD 8,000 PEOPLE. AND TODAY  
12 IT'S 65,000 PEOPLE. OAKLEY, AT THAT TIME, WASN'T EVEN  
13 INCORPORATED CITY. SO, LOOK AT THAT GROWTH. AND THAT IS  
14 TROUBLING. BECAUSE THOSE ARE THE FOLKS THAT ARE, MAYBE HAVING  
15 GOOD PAYING JOBS, HOPEFUL E BUT THEY'RE PAYING WITH THEIR  
16 TIME, THEY'RE PAYING WITH THE -- EVERYTHING ON THE ROADS,  
17 THEY'RE -- IT'S IMPACTING THE ENVIRONMENT. SO, AS A COUNTY  
18 SUPERVISOR, I WAS, LIKE, WHAT CAN I DO? AND I LOVE THIS  
19 CONVERSATION. IT WAS WHAT CAN I DO. WE HAVE A BYRON AIRPORT.  
20 AND WELL -- I'LL GO TO THE NEXT SLIDE. I'LL STAY IN ORDER. WE  
21 HAVE REFINERIES IN OUR DISTRICT, AND THERE IS THE IDEA THAT WE  
22 WILL BE GOING AWAY FROM USING PETROLEUM PRODUCTS IN THE  
23 FUTURE, AND SO WE ARE NOW GOING TOWARDS GREEN ENERGY. SO WE  
24 WERE ABLE TO BRING IN A REFINERY THAT IS TRANSITIONING FROM  
25 THE MORE POLLUTING PETROLEUM PRODUCTS TO RENEWABLE BIO FUELS.

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1 GO TO THE NEXT SLIDE. SO MY IDEA WAS, SITTING IN AN ECONOMIC  
2 DEVELOPMENT CONFERENCE SIMILAR TO THIS WAS, WE HAVE AUTONOMOUS  
3 VEHICLE TESTING IN CONTRA COSTA. WE HAVE BECOME VERY WELL-  
4 KNOWN FOR THAT. AND WHEN I HEARD ALL OF THIS ACTIVITY GOING  
5 ON, I SAID WHAT ABOUT OUR AIRPORTS. NOW, AS THE DRONE FLIES,  
6 WE ARE NEAR SILICON VALLEY. WE ARE NEAR WE ARE NEAR ALL OF  
7 THESE DIFFERENT ACTIVITY CENTERS. RIGHT? WHY NOT TAP INTO AN  
8 EMERGING TECHNOLOGY, WE HAVE FARMS WE HAVE INDUSTRIAL, WE HAVE  
9 ALL THESE THINGS. WHAT ABOUT EXPAND SOMETHING WE ARE WORKING  
10 TO CREATE AND DIVERSIFY OUR ECONOMY BY BRINGING THE BYRON  
11 AIRPORT TO FOLKS. WE CREATED A PARTNERSHIP WITH THE UNIVERSITY  
12 OF ALASKA AT FAIR BANKS AND THE PAN PACIFIC UNMANNED AERIAL  
13 SYSTEM TEST RANGE COMPLEX. SAY THAT FIVE TIMES FAST. THE  
14 CONTRA COSTA COUNTY AIRPORTS ARE OFFICIAL FEDERAL AVIATION  
15 ADMINISTRATION UNMANNED AERIAL SYSTEM TEST SITES IN THE UNITED  
16 STATES. AND THAT WAS NOT EASY TO DO. BUT WHAT WE'RE FIND  
17 SUGGEST THAT THIS IS AN EMERGING TECHNOLOGY THAT WE CAN BE  
18 ACCESSIBLE TO, THAT'S NOT NECESSARILY AVAILABLE IN OTHER  
19 AREAS. AND I'M SORRY TO SHARE THIS WITH YOU BECAUSE I DON'T  
20 WANT YOU TO BE COMPETING WITH US. BUT I THINK THE REASON WHY I  
21 WAS INVITED WAS TO TALK ABOUT WHAT YOU CAN DO, HOW YOU CAN  
22 LEAN IN, HOW YOU CAN USE YOUR IDEAS AND BE COMING -- BECAUSE  
23 THE QUESTION WAS HOW DO WE DO THIS. PART OF IT IS MAKING SURE  
24 THAT WE'RE MAKING IT AFFORDABLE, GETTING OUR TRANSPORTATION  
25 SYSTEM IN, DOING ALL THOSE THINGS. BUT INDIVIDUALLY, AS



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1 ELECTED OFFICIALS, WHAT ARE YOUR ASSETS? WHAT ARE YOUR THINGS  
2 THAT YOU CAN CONTRIBUTE TO TOWARDS THAT MAKES YOU UNIQUE, AND  
3 INTERESTING, SO THAT YOU CAN ACTUALLY START TO CREATE JOBS?  
4 WE'RE WORKING ON IT. AND, HOPEFULLY IN ANOTHER 5, 10 YEARS, I  
5 CAN TELL YOU HOW SUCCESSFUL AND WONDERFUL IT IS BUT I WILL  
6 TELL YOU, THERE IS A LOT OF -- A LOT OF INTEREST. SO WE'LL GO  
7 TO THE LAST SLIDE. THE VISION IS THAT THIS AIRPORT CAN MOVE  
8 MORE GOODS AND CONTINUE TO GROW ONTO A HUB FOR DRONE TESTING  
9 AND ACTIVITY. WE WANT TO EXTEND OUR RUNWAY. THERE IS POTENTIAL  
10 AIR SPACE INFRINGEMENT FROM WIND TURBINES NEARBY. WE'RE HAVING  
11 TO DO ADAPTIVE MANAGEMENT WHILE WE DO THIS. WE HAVE  
12 INFRASTRUCTURE CHALLENGES. BUT, I THINK THAT THE REASON WHY I  
13 WAS INVITED WAS TO ENCOURAGE YOU TO GET INTO, NOT JUST TALKING  
14 ABOUT IT, BUT DOING IT AND MAKING IT HAPPEN. SO, I PROBABLY  
15 WENT OVER MY TIME. BUT HOPEFULLY YOU GOT MY MESSAGE.

16

17 **PRES. JESSE ARREGUIN:** THANK YOU. [APPLAUSE] I'LL TURN IT OVER  
18 TO MAYOR MEI FROM FREMONT. THERE YOU GO.

19

20 **LILY MEI:** THANK YOU. IT'S LIKE I GET TO HAVE AN IQ TEST WHILE  
21 I'M TRYING TO SPEAK FIRST. GOOD AFTERNOON. THANK YOU FOR  
22 TAKING THE TIME AND ALLOWING ME TO SHARE ABOUT THE CITY OF  
23 FREMONT AND OUR EFFORTS TO CHAMPION AND FOCUS ON THE ON-  
24 SHORING MANUFACTURING TO THE UNITED STATES, MORE IMPORTANTLY

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1 CALIFORNIA AND ALSO SPECIFICALLY SHARING ABOUT OUR CITY OF  
2 FREMONT. YES.

3

4 **PRES. JESSE ARREGUIN:** IF WE CAN PULL UP THE PRESENTATION.

5

6 **LILY MEI:** THANK YOU. NEXT SLIDE. COULD YOU GO TO THE NEXT  
7 SLIDE, PLEASE? THIS IS A DIFFERENT PRESENTATION THAN THE ONE I  
8 SENT YOU. SO I'M NOT SURE WHAT HAPPENED. OH OKAY. BECAUSE MY  
9 PRESENTATION IS DIFFERENT. BUT I'LL SEND THAT YOU ONE. BECAUSE  
10 I DON'T KNOW WHAT HAPPENED THEN. THAT'S OKAY. IT'S DIFFERENT  
11 THAN THE ONE THAT I HAVE.

12

13 **SPEAKER:** DO YOU WANT TO ACT SOMETHING OUT?

14

15 **LILY MEI:** DO YOU WANT TO SKIP AND THEN I CAN SEND IT TO YOU  
16 THERE'S NO WAY? THAT'S FINE. LET'S PROCEED WITH WHAT WE HAVE  
17 THEN. BECAUSE THAT WAS A DIFFERENT ONE. LET'S GO AHEAD.

18

19 **PRES. JESSE ARREGUIN:** SHOULD WE PULL BACK UP THAT  
20 PRESENTATION?

21

22 **LILY MEI:** SURE. IT WAS AN OLDER VERSION.

23

24 **PRES. JESSE ARREGUIN:** IF THE IT TEAM CAN PULL UP THE  
25 PRESENTATION FROM FREMONT.

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1

2 **LILY MEI:** I'LL SEND YOU THE OTHER ONE TO LOAD TO SAVE THE  
3 MINUTES. IN CONVERSATION TODAY WE TALKED ABOUT EVERYONE  
4 TALKING ABOUT THE MISSING MIDDLE AND OFTEN SUBSCRIBE TO THE  
5 LACK OF NATURALLY AFFORDABLE HOUSING IN THE BAY AREA WHICH IS  
6 SOMETHING WE HEARD EARLIER FROM MY COLLEAGUES HERE IT'S  
7 SOMETHING WE STRONGLY BELIEVE IN IN THE NUMBER OF LOW AND  
8 AFFORDABLE HOUSING IN PARTICULAR INCORPORATING INTO THE  
9 TRANSIT DEVELOPMENT. THESE JOBS CAN PROVIDE WAGES TYPICAL OF  
10 SECTOR JOBS AND ARE ATTAINABLE TO PROVIDE PEOPLE OF DIVERSE  
11 SOCIO-ECONOMIC BACKGROUNDS. THERE HAS BEEN A DECLINE IN MIDDLE  
12 INCOME JOBS IN THE BAY AREA OVER THE SEVERAL DECADES IN IN  
13 COMBINATION WITH THE TECH ECONOMY WHICH HAS HIGH BARRIERS IN  
14 THE PAST TO PARTICIPATE IN CREATING INCOME INEQUALITY.  
15 ADVANCED INDUSTRIES NAMELY DEVELOPMENT AND MANUFACTURING OF  
16 CUTTING EDGE TECHNOLOGIES CAN PROVIDE REAL SOLUTION TO  
17 IMPROVES OUTCOMES FOR WORKERS AND FAMILIES IN SUPPORTING THESE  
18 INDUSTRIES ENSURING OUR REGION AS I WHOLE AS WE TALK TO ONE  
19 ANOTHER REMAINS COMPETITIVE MAINTAINING LOCALIZED SUPPLY  
20 CHAINS AND THE DIVERSE SKILLED WORKFORCE ACROSS THE  
21 EDUCATIONAL SPECTRUM. NEXT SLIDE. COVID-19 INTRODUCED AND  
22 REFOCUSED US TO THE CONCEPT OF ON ESSENTIAL CITIES. THESE  
23 SUPPLY CHAINS WERE CRITICAL TO OUR ECONOMY DURING THIS PERIOD  
24 AND ALLOWED US TO KEEP WORKING AND IN SOME CASES WERE MANDATED  
25 TO CONTINUE OPERATING. DURING THE PANDEMIC STILL TODAY FACING

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1 SIGNIFICANT CHALLENGES DRAWING WORKERS BACK FREMONT INDUSTRIAL  
2 AREA REMAINED HIGHLY ACTIVE THROUGHOUT THE PANDEMIC BIO  
3 MEDICAL CLEANTECH SEMICONDUCTOR COMPANIES ACTUALLY EXPANDED  
4 DURING THEIR HIRING AND FACILITY FOOTPRINTS SIGNIFICANTLY  
5 GIVEN THE REVENUE IMPLICATIONS FOR THE INDUSTRY, FOUNDATION  
6 FOR OUR CITY'S JOB AND TAX BASE REGIONAL ECONOMY AND SERVICE  
7 THEY PROVIDE FREMONT SEES THESE INDUSTRY AS TRULY BEING  
8 ESSENTIAL EVERY SENSE OF THE WORD. NEXT SLIDE. I WOULD BE  
9 REMISS IF I DIDN'T TOUCH UPON THE SIGNIFICANCE OF OUR TESLA  
10 FACTORY THE LARGEST MANUFACTURING OPERATION STATEWIDE AND THE  
11 STATE OWE ONLY REMAINING AUTO FACTORY ALONG WITH THE COMPANY'S  
12 BATTERY PAC MEGA FACTORY LATHROP THE FACILITY IS HELPING TO  
13 RAPIDLY ADVANCE OUR STATE'S ELECTRIFICATION TARGETS WHILE  
14 CREATING ECONOMIC MULTIPLIER EFFECTS THROUGH THE OUR REGION  
15 AND SINCE TAKING OWNERSHIP OF THIS FACILITY FROM NEW ME13  
16 YEARS AGO TESLA HAS GROWN ITS WORKFORCE BY 100 FOLD NOW  
17 TOPPING OVER 30,000 EMPLOYEES SO LAST YEAR THE FACTORY ALSO  
18 BECAME THE HIGHEST OUTPUT AUTO PLANT IN ALL OF NORTH AMERICA  
19 SOMETHING WE'RE PROUD OF IN OUR CITY OF FREMONT. I'LL STEP  
20 FURTHER AWAY. I ON CAN DO IT WITHOUT IT. FACILITATE  
21 EXPONENTIAL GROWTH WAS SIGNIFICANT UNDERTAKING AND PRIORITY  
22 FOR OUR CITY AND COMMUNITY DEVELOPMENT DEPARTMENT HAS BEEN  
23 ISSUING NEARLY A THOUSAND CONSTRUCTION PERMITS ANNUALLY FOR  
24 TESLA BUT NOW NEXT SLIDE I WOULD LIKE TO RUN THROUGH SOME OF  
25 THE WAYS FREMONT ENGAGES IN WORKFORCE DEVELOPMENT. OUR CITY

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1 ACKNOWLEDGES ADVANCING OUR MANUFACTURING WORSE WORKFORCE AS AN  
2 EQUITY ISSUE AND BUSINESS DEVELOPMENT OPPORTUNITY TO HELP  
3 COMPANIES GROW LOCALLY. WE HAVE PARTNERS DIRECTLY WITH MANY  
4 EDUCATIONAL PROVIDERS INCLUDING OUR K12 SCHOOL DISTRICT,  
5 COMMUNITY COLLEGE, THE REGIONAL MISSION VALLEY ROP PROGRAM TO  
6 PROVIDE PATHWAYS AND PROGRAMS WITH DOZENS OF FREMONT COMPANIES  
7 WE HAVE SUPPORTED CREATION OF NEW PROGRAMS AT OHLONE COLLEGE  
8 HELPING TO DEVELOP THEIR BIOENGINEERING PROGRAM GREEN  
9 MANUFACTURING PROGRAM AND ONE-OF-A-KIND SMART MANUFACTURING  
10 TECHNOLOGY PROGRAMS AND IT'S A NATIONALLY RECOGNIZED PROGRAM  
11 THAT PROVIDES TRAINING AND CREATES PATHWAYS FOR STUDENTS TO  
12 GAIN IMMEDIATE PAID EMPLOYMENT OPPORTUNITIES IN INDUSTRY WHILE  
13 CONTINUING THEIR EDUCATION IN ENGINEERING CAREERS. THE PROGRAM  
14 IS SUPPORTED BY SEVERAL FREMONT COMPANIES THE NATIONAL SCIENCE  
15 FOUNDATION AND HAS A LAB EQUIPPED WITH MODERN ROBOTICS AND  
16 TECHNOLOGIES PROVIDED BY LOCAL COMPANIES WORKING WITH THE CITY  
17 THE SUMMER WE'RE GOING TO HAVE OVER 80 STUDENTS LEADING  
18 ORGANIZATIONS INCLUDING LAM RESEARCH BLOOM ENERGY, TESLA  
19 INVOLVED IN MANUFACTURING LAWYER LIVERMORE BERKELEY SLAC  
20 NATIONAL LABORATORIES. NEXT SLIDE. MY PROUDEST MOMENTS WAS THE  
21 SUCCESSFUL PILOT OF A WORKFORCE DEVELOPMENT MODEL WHICH WAS  
22 ROLLED OUT IN PARTNERSHIP WITH OHLONE COLLEGE IN EARLY 2021 WE  
23 TOOK 17 INDIVIDUALS WHO WERE DISPLACED WORKERS WHOSE JOBS HAVE  
24 BEEN IMPACTED BY THE PANDEMIC AND PLACING THEM IN AN INTENSIVE  
25 EIGHT WEEK ON THE JOB TRAINING PROGRAM AT MEDICAL EQUIPMENT

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1 PROVIDER MANUFACTURING WHICH IS EVOLVING MANUFACTURING  
2 TYPICALLY HANDMADE DIABETES EQUIPMENT, JUST TO LET YOU KNOW  
3 THE STARTING PAY WAS \$18 AN HOUR. THEY LEARNED SKILLS FROM  
4 BLUEPRINT READING INVENTORY MANAGEMENT TO QUALITY CONTROL.  
5 THIS IS IMPORTANT BECAUSE ULTIMATELY ALL PARTICIPANTS WERE  
6 ABLE TO TRANSITION TO HIGHER PAYING POSITIONS IN MANUFACTURING  
7 WHILE EARNING COLLEGE CREDITS AND LEARNING IN DEMAND SKILLS.  
8 WHAT WE LEARNED FROM THAT IS IF YOU CAN MANAGE A COMMERCIAL  
9 KITCHEN YOU HAVE THE PREREQUISITES THAT'S NECESSARY TO RUN A  
10 PRODUCTION LINE. THEY WENT FROM \$18 AN HOUR TO \$27 AN HOUR IN  
11 EIGHT WEEKS. IT WAS A GOOD OPPORTUNITY. THIS PROGRAM WAS  
12 EXPANDED MULTIPLE TIMES WITH EMPLOYERS LIKE LAMB RESEARCH BLUE  
13 ENERGY AND ARE NOW ON SIXTH COHORT OF THE INITIAL PILOT. THEY  
14 PROVIDED JOBS, TUITION REIMBURSEMENT AND PROVIDED SOMETIMES  
15 THINGS LIKE HEALTH CARE FOR THIS ENTIRE FAMILY. ADDITIONALLY  
16 PARTNERED WITH THE COMMUNITY SERVICE PROVIDERS, SUCH AS THE  
17 AFGHAN AND UKRAINIAN REFUGEES RESETTLEMENT AGENCIES AND THE  
18 FREMONT ADULT SCHOOL AND BRINGING ABLED EAGER WORKERS WITH  
19 HIGH BARRIERS TO EMPLOYMENT TO THIS ISSUE THEIR OWN PROGRAM  
20 ALSO BECAME THE FOUNDATION FOR TESLA'S MANUFACTURING  
21 DEVELOPMENT PROGRAM. NEXT SLIDE. ANOTHER PROGRAM WAS THE TESLA  
22 MANUFACTURING DEVELOPMENT PROGRAM NOW PURSUING THIRD AND  
23 FOURTH COHORT THIS SUMMER, AND THE PROGRAM PROVIDES TEN WEEKS  
24 OF INSTRUCTION AT OHLONE WHERE STUDENTS RECEIVE A CERTIFICATE  
25 IN ADVANCED MANUFACTURING. NOT ONLY IS TESLA PAYING FOR THE

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1 INSTRUCTION COST THE PROGRAM STUDENTS RECEIVE WAGES DURING THE  
2 TIME THEY'RE IN SCHOOL UPON COMMISSION OF GRADUATES HAVE BEEN  
3 OFFERED FULL-TIME BENEFITTED JOB STOCK OPTIONS WITH THE  
4 COMPANY. WE HAVE OVER 50% OF THE COMMUNITY COMING WITH  
5 IMMIGRANT BACKGROUNDS WE THOUGHT IT WAS IMPORTANT TO HAVE  
6 WELCOMING LANGUAGE ACCESS SO I KNOW ONE OF THE COHORTS ON  
7 SPECIFICALLY MENTIONED THAT WORK WITH THE POWER TRAIN GROUP  
8 AND I HAVE BEEN INVOLVED WITH EVERY SINGLE COHORT ACTUALLY  
9 PROVIDING LANGUAGE INSTRUCTION IN FARSI, AFGHAN, AND ALSO  
10 SPANISH SO IT'S IMPORTANT TO HAVE THAT. FINALLY FOR THOSE THAT  
11 DON'T KNOW, I DON'T THINK YOU HAVE THE SLIDE BUT IT'S OKAY.  
12 THE FIRST FRIDAY IS OCTOBER'S MANUFACTURING DAY, NATIONAL  
13 MANUFACTURING DAY WHERE COMPANIES OPEN THE DOOR TO THE PUBLIC  
14 TO GENERATE AWARENESS AND EXCITEMENT FOR ENGINEERING,  
15 MANUFACTURING CAREERS. FREMONT HAS A LONG-STANDING TRADITION  
16 OF OPERATING THE LARGEST EVENTS IN THE COUNTRY SO MUCH SO THAT  
17 WE EXPANDED IT FROM A DAY TO A WEEK AND THIS LAST YEAR WAS OUR  
18 11th YEAR WE PARTNERED WITH 11 COMPANIES TOWARD HUNDREDS OF  
19 STUDENTS FROM FREMONT UNIFIED MISSION VALLEY, CAL STATE EAST  
20 BAY WITH STUDENTS IN GRADES RANGING FROM ELEMENT WE SCHOOL TO  
21 GRAD SCHOOL WHILE SOME PARENTS ARE IN TECH, STUDENTS HAVE THE  
22 OPPORTUNITY TO SEE OPERATIONS WHICH INSPIRES AND EMPOWERS  
23 STUDENTS SO THEY CAN VISUALIZE THEMSELVES BEING IN A  
24 SUCCESSFUL HIGH TECH ENVIRONMENT. SOME THINGS WE CAN DO AS A  
25 POLLS MAKER IN OUR ROLES WE PUT IN OUR MAKER SPACE IN THE

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1 LIBRARY SO WE HAVE STUDENTS THAT CAN ACCESS PROGRAMS AND THAT  
2 WE'RE SUBSIDIZED IN THE ROBOTICS LAB AND LIBRARIES FOR MIDDLE  
3 SCHOOL STUDENTS. WE HAVE WORKED ALONGSIDE TESLA AND OTHERS  
4 OVER THE YEARS FOR ENGINEERING DAY, AND I THINK WE'RE HERE  
5 TODAY BECAUSE I'M NOT ASHAMED TO RINSE REUSE AND REPEAT SO I  
6 THINK HOPEFULLY WE CAN SHARE THIS AND THE IDEAS THAT HOPEFULLY  
7 WHAT WE CAN DO CAN BENEFIT ALL OF YOU TOO. [APPLAUSE]

8

9 **PRES. JESSE ARREGUIN:** THANK YOU. NEXT IS TODD PRAY.

10

11 **TODD PRAY:** PLEASURE TO BE HERE. I MAY BE THE ONLY NON-ELECTED  
12 OFFICIAL OR PUBLIC REPRESENTATIVE. I'M A SCIENTIST BUT I WON'T  
13 BORE YOU WITH SLIDES. I DECIDED NOT TO MAKE SLIDES. JUST A FEW  
14 WICK REMARKS MANY OF YOU MAY NOT KNOW WHAT A BERKELEY LAB IS  
15 OR WHAT WE DO. WE'RE A BILLION DOLLARS RESEARCH ENTERPRISE  
16 FUNDED BY THE DEPARTMENT OF ENERGY. WE HAVE 4500 EMPLOYEES  
17 RIGHT NEXT TO THE UNIVERSITY OF CALIFORNIA CAMPUS. WE ARE NOT  
18 MANAGED BY THE CENTRAL OF THE PRESIDENT OF THE UNIVERSITY AND  
19 WE'RE A DEPARTMENT OF ENERGY OWNED LABORATORY. OUR MAIN  
20 MISSION AREA IS SCIENCE, BASIC SCIENCE, BUT ALSO ENERGY,  
21 SECURITY, AND THE ENVIRONMENT. AND, SO, THOSE ARE ALL RELEVANT  
22 TO THE COMMUNITIES WE LIVE IN, IN THE BAY AREA, AND ACROSS THE  
23 STATE AND WORLDWIDE. WE DO RESEARCH AND APPLIED PROJECTS  
24 THROUGHOUT THE AREA, AND EVERYTHING FROM THE BIO SCIENCES TO  
25 ADVANCED COMPUTING. FUNDAMENTAL PHYSICAL SCIENCES, AS WELL AS



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1 ENGINEERING. THINGS IN EARTH AND ENVIRONMENTAL SCIENCES AND  
2 CHEMICAL AND MATERIAL SCIENCES AS WELL, ANYTHING FROM  
3 SEMICONDUCTORS TO ENGINEERING AND BIO MANUFACTURING, TO WAYS  
4 TO MAKE ROADS AND AUTONOMOUS TRANSPORTATION. SOMETHING ELSE  
5 THAT WE ARE PASSIONATE ABOUT IS INNOVATION AND  
6 ENTREPRENEURSHIP. SO WE HAVE A VERY BIG INVESTMENT IN  
7 INCUBATING AND ACCELERATING TECHNOLOGY COMPANIES NOT MAKING  
8 APPS IN YOUR PARENT'S BASEMENT. BUT HOW DO YOU DESIGN  
9 BATTERIES FOR GRID SCALE STORAGE SO WE CAN USE MORE RENEWABLE  
10 ENERGY SOURCES HOW DO WE BETTER ENABLE SUSTAINABLE AGRICULTURE  
11 ACROSS THE STATE AND COUNTRY FOR LOWER ENVIRONMENTAL IMPACT  
12 AND FOR EXAMPLE, LOWER GREENHOUSE GAS EMISSIONS. AND WE'RE  
13 FOCUSED ON WORKING LOCALLY AS WELL AS NATIONALLY AND  
14 INTERNATIONALLY. WE'RE THE LARGEST PERFORMER FOR THE  
15 CALIFORNIA ENERGY COMMISSION IN THE STATE. WE WORK WITH THEM  
16 ON APPLIED AND DEMONSTRATION SKILL PROJECTS IN COMMUNITIES  
17 AROUND THE STATE AND BAY AREA. AND ONE THING TO NOTE -- TO  
18 MAKE NOTE OF, BECAUSE IT'S ONE OF THE WAYS WE WORK WITH LOCAL  
19 COMMUNITIES AND GOVERNMENTS IS WE -- AMONG THE 17 DEPARTMENT  
20 OF ENERGY LABORATORIES WE HAVE THE LARGEST AMOUNT OF NON-  
21 FEDERAL FUNDING THAT WE WORK WITH THIS IS THAT ENABLES TO US  
22 WORK AND SERVE CENTURY ACADEMIA AND RESEARCH INSTITUTES AND  
23 STAKEHOLDERS SUCH AS YOURSELF. SOMETHING WE HAVE BEEN DOING  
24 FOR A LONG TIME IS COMMUNITY ENGAGED RESEARCH, PLACE-BASED  
25 INNOVATION -- IT WASN'T CALLED THAT BUT NOW THE BIDEN

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1 ADMINISTRATION HAS CALLED THIS OUT TO FOCUSED IN THE  
2 DEPARTMENT. ALSO FOCUSED ON THE NEW ADMINISTRATION'S MANDATE  
3 FOR ENERGY JUSTICE 40, EJ40, WHERE 40% OF THE INVESTMENT OF  
4 DOE IS SUPPOSED TO ACCRUE AND BENEFIT THE INVESTMENT ACCRUING  
5 DISADVANTAGED COMMUNITIES UNDER THE DEVELOPMENT COMMUNITIES.  
6 WE SEE TREMENDOUS OPPORTUNITY AND NEED FOR INVESTMENT IN  
7 TECHNOLOGY TO GROW JOBS AND TO HELP MITIGATE CLIMATE CHANGE. A  
8 FEW SPECIFIC PROJECTS WE HAVE DONE IN THE BAY AREA THAT YOU  
9 MIGHT HAVE HEARD OF. AROUND THE PORT OF OAKLAND, WEST OAKLAND,  
10 ONE OF OUR TEAM'S DEVELOPED LOW COST BLACK CARBON OR SOOT  
11 SENSORS. WE PLACED THESE AROUND 100 FOOT LOCATIONS FOR 100  
12 DAYS TO LOOK AT PATTERNS AND IMPACTS OF POLLUTION FROM THE  
13 PORT, FROST FREEWAYS, FROM THE TRUCKS THAT GO AROUND THOSE  
14 PIECES OF INFRASTRUCTURE, TO PROVIDE INSIGHTS INTO HOW PEOPLE  
15 CAN MITIGATE THOSE ENVIRONMENTAL AIR QUALITY IMPACTS. WE HAD A  
16 PROJECT FUNDED BY THE CALIFORNIA ENERGY COMMISSION TO WORK  
17 WITH A LARGE INDUSTRIAL SCALE COMPOSTING FACILITY IN SAN JOSE  
18 TO TRY TO MITIGATE THE ODOR TO MAKE IT MORE EFFICIENT IN  
19 MATERIAL THAT COULD BE USED IN AGRICULTURE. WE WORKED WITH THE  
20 CITY OF SAN FRANCISCO'S PUBLIC UTILITY COMMISSION ON SEVERAL  
21 ISSUES AROUND WATER QUALITY WATER USE AND IN THE CITY OF  
22 BERKELEY WE HOMICIDE EYE PILOT PROJECT SOMETHING WE HOPE TO  
23 DEPLOY MORE BROADLY, BUILDING TECHNOLOGIES WE HELPED DESIGN A  
24 RETROFIT FOR THE MENTAL HEALTH BUILDING IN THE CITY TO GO TO  
25 ZERO NET ENERGY USE MOVING FOR. THESE ARE SMALL EXAMPLES OF

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1 PROJECTS WE HOPE TO GROW ON IN SCALE TO WORK WITH YOU ALL IN  
2 THE BAY AREA. JUST A COUPLE OF RECENT THINGS THAT HAVE COME  
3 UP. ONE VERY INTERESTING APPROACH, IT'S NOT IN THE BAY AREA  
4 DIRECTLY, IT'S IN STANISLAUS COUNTY. THE NATIONAL SCIENCE  
5 FOUNDATION GAVE A SEED GRANT TO A NON-PROFIT COMPANY CALLED  
6 BEAM CIRCULAR WORKING WITH IN THE LAB TO HELP BUILD-OUT A  
7 PROJECT FOR BIO MANUFACTURING IN THE CENTRAL VALLEY. WE SEE A  
8 HUGE BIOTECH CENTURY IN THE BAY, BIO MANUFACTURING, AND  
9 ASSEMBLE CONDUCTOR MANUFACTURING IN THE STATE WE'RE FOCUSED ON  
10 THAT. THERE ARE POCKET AROUND THE RICHMOND FIELD STATION WHERE  
11 IF IT WAS EASIER TO PERMIT, ACCESS TO UTILITIES TO RETROFIT  
12 THE SITE AND REMEDIATE WE COULD BUILD AN AMAZING TEST BED AND  
13 PILOT SCALE DEMONSTRATION SCALE MANUFACTURING LINE TO TEST  
14 DIFFERENT BATTERY TECHNOLOGIES THOSE ARE THINGS WE TRYING DO  
15 TO WORK WITH YOU ALL, THE STATE, GOVERNMENT AND FEDERAL  
16 GOVERNMENT LOCAL AUTHORITIES TO USE TECHNOLOGY AND INNOVATION  
17 TO HELP THE ECONOMY AND GROW JOBS IN THIS REGION. SO HAPPY TO  
18 MEET WITH ANY OF YOU AFTERWARDS. [APPLAUSE] THANK YOU.

19

20 **PRES. JESSE ARREGUIN:** LASTLY WE'LL GO TO CHRIS RICO THEN OPEN  
21 UP FOR DISCUSSION.

22

23 **CHRIS RICO:** I DON'T HAVE A LOT OF SLIDES. I HAVE FOUR.

24

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1 **PRES. JESSE ARREGUIN:** OKAY COULD WE PULL UP THE SLIDE  
2 PRESENTATION FOR CHRIS RICO? THANK YOU.

3

4 **CHRIS RICO:** OKAY. I GENERALLY SPEAK OFF THE CUFF BUT I WAS  
5 GIVEN A 6 TO 8 MINUTE WINDOW AND WANTED TO MAKE SURE I NAILED  
6 IT. SO I AM GOING TO BE MORE SCRIPTED THAN I USUALLY AM, AND I  
7 WANT TO THANK YOU GUYS FOR STICKING AROUND ON A FRIDAY BECAUSE  
8 I KNOW THERE IS TEMPTATION TO GET OUT OF HERE. GRATEFUL TO  
9 BRAD PAUL AND HIS TEAM NOT ONLY FOR GIVING OPPORTUNITY TO  
10 SHARE WORK WE'RE DOING IN SOLANO CAN'T BUT ALSO IN SUSTAINED  
11 INTEREST AND INVESTMENT OF TIME AND RESOURCES IN SOLANO  
12 COUNTY. IT'S BEEN A PLEASURE TO GET TO KNOW BRAD V, AND I  
13 WOULD LIKE TO ACKNOWLEDGE OUR LOCAL ELECTED OFFICIALS WE HAVE  
14 A MAJORITY OF OUR CITIES REPRESENTED. SO THAT'S REALLY NICE TO  
15 SEE. WHEN A FRIEND AND FORMER COLLEAGUE FROM THE LOS ANGELES  
16 COUNTY ECONOMIC DEVELOPMENT CORPORATION ENCOURAGED ME TO APPLY  
17 FOR THIS ROLE I HAD NO IDEA WHERE SOLANO COUNTY BEFORE. I HAVE  
18 LIVED IN THE BAY AREA TWICE BEFORE AND HAVE DRIVEN TO TAHOE  
19 AND THE SIERRAS PROBABLY TENT TIMES. I KNOW WHAT MOST OF YOU  
20 KNOW ABOUT THIS GEOGRAPHY WHICH IS SIX FLAGS, BUDWEISER,  
21 TRAVIS AIRFORCE BASE ONLY BECAUSE THERE ARE SIGNS THERE'S A  
22 ROAD NAMED TRAVIS, OUTLET MALLS AND VACAVILLE. WHEN I DECIDED  
23 TO ACCEPT THE OFFER AND LEAVE THIS ORGANIZATION, I ASKED 20 OF  
24 MY FRIENDS NO SAN FRANCISCO IF THEY KNEW WHERE SOLANO COUNTY  
25 WAS, AND MOST OF THEM SAID EAST. I MEAN IT'S GOOD RIGHT.

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1 EVERYONE KNOWS SOLANO COUNTY IS INCREDIBLY DIVERSE WITH  
2 GEOGRAPHICALLY DEMOGRAPHICALLY PLACED VINEYARDS FARMS, AND  
3 FACTORIES, PORTS, AND MARINAS, RELATIVELY AFFORDABLE HOUSING  
4 ONE OF THE MOST SIGNIFICANT MILITARY INSTALLATIONS IN THIS  
5 COUNTRY IN TRAVIS AIR FORCE BASE WHICH IS 2.4 BILLED DRIVER OF  
6 A REGIONAL ECONOMY AND I CAN TELL YOU THAT I HAD UNEXPECTED  
7 PLEASURE OF GOING TO COLLEGE IN MONTGOMERY ALABAMA. WE DON'T  
8 WANT TO LOSE WE HAVE 140,000 PEOPLE WHO COMMUTE THAT'S OUR  
9 TOTAL POPULATION 450 WHO COMMUTE OUT OF OUR COUNTY. I WAS  
10 FORTUNATELY TO STEP INTO THE ROLE AS AN EDA FUNDED GRANT  
11 FOCUSED ON BUILDING THE RESILIENT ECONOMY WAS KICKING OFF,  
12 PROJECT KNOWN AS SOLANO FORWARD THREE BUILDING ON PREVIOUS  
13 EFFORTS TO AFFORD THE OPPORTUNITY TO FURTHER COALESCE THE  
14 ECOSYSTEM AROUND SOME SHARED GOALS AND VISION AS LUCK WOULD  
15 HAVE IT BRAD AND HIS TEAM WERE STARTING TO FOCUS MORE TIME AND  
16 ENERGY ON SOLANO COUNTIES. TO ALIGN JOBS WITH HOUSING PLANNED  
17 BAY AREA, FEW PARTS OF THE BAY AREA HAVE GREATER OPPORTUNITY  
18 TO ACHIEVE THIS THAN SOLANO. NEXT SLIDE. GIVEN OUR GEOGRAPHY,  
19 STRADDLING THE BAY AREA AND GREATER SACRAMENTO AREA NOT  
20 SURPRISINGLY LOGISTICS WANT BUSINESS TO LOCATE IN SOLANO  
21 COUNTY. WE, HOWEVER, ALREADY HAVE OUR FAIR SHARE. THESE  
22 FACILITIES DEGRADE OUR ROADS AND PROVIDE LOW WAGE JOBS AND FEW  
23 PER ACRE AT BEST. IF YOU DRIVE-THRU SOLANO THERE'S AN  
24 INCREDIBLE AMOUNT OF OPEN SPACE. I ENCOURAGE YOU TO GET OFF  
25 THE 80. MAKE A LEFT OR RIGHT JUST GO IN EITHER OF THOSE

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1 DIRECTIONS; YOU ARE GOING TO BE SURPRISED. AS I WAS. BY  
2 DESIGN. WE ARE NOT THE INLAND EMPIRE IN SOUTHERN CALIFORNIA.  
3 LEADERS HAVE THE FORESIGHT TO PROTECT OUR AGRICULTURAL LAND,  
4 AGRICULTURAL PRODUCTION IS A SIGNIFICANT CONTRIBUTOR TO THE  
5 COUNTY'S ECONOMY GENERATING \$1.3 BILLION IN GROSS OUTPUT VALUE  
6 THERE IS LAND AVAILABLE FOR INDUSTRIAL DEVELOPMENT AND WE'RE  
7 INTEND TO DEVELOP IT STRATEGICALLY TO HIGHEST AND BEST PURPOSE  
8 SO MANY OF THESE PREVIOUSLY MENTIONED 140,000 SOLANOANS CAN  
9 WORK CLOSER TO HOME. SPEND LESS TIME IN THE CAR, POLLUTE LESS,  
10 GO TO KIDS SOCCER GAME, HAVE A BETTER QUALITY OF LIFE. WE  
11 APPLIED AND WERE AWARDED A SIZABLE GRANT FROM MTC ABAG, THANK  
12 YOU, TO DEVELOP EACH OF THE 12 PRIORITY PRODUCTION AREAS YOU  
13 SEE ON THIS MAP. WE INTEND TO BUILD INDUSTRIAL PARKS OF THE  
14 FUTURE COMPLETE WITH RENEWABLE SUSTAINABLE INDEPENDENT ENERGY  
15 AND INFRASTRUCTURE. NEXT SLIDE. OKAY. SO DURING THE PROCESS OF  
16 MOVING SOLANO FORWARD THREE AND GIVEN THAT I WAS NEW TO THIS  
17 GEOGRAPHY I MET WITH HUNDREDS OF BUSINESSES LARGE AND SMALL  
18 LAST YEAR. AND PUT A LOT OF MILES ON MY CAR. AND THE NUMBER  
19 ONE THING THE CONCERN THAT WAS NUMBER ONE FOR MOST BUSINESSES,  
20 PARTICULARLY THE LARGER COMPANIES WAS HOUSING. SHOCKER. SOLANO  
21 COUNTY IS MORE AFFORDABLE RELATIVE TO THE OTHER EIGHT BAY AREA  
22 COUNTIES BUT HASN'T DONE THE BEST JOB OF BUILDING HOUSING AT  
23 ALL LEVELS. WE HAVE AIR MAN TRAVIS WHO STRUGGLE TO FIND  
24 HOUSING WHICH IS A BIG ISSUE FOR THEM HAVING THE ABILITY TO  
25 COMPLETE THEIR MISSION. WE'RE LOSING YOUNG PROFESSIONALS. WE

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1 HAVE THE DATA. THEY WOULD RATHER LIVE SACRAMENTO OR SOMEWHERE  
2 ELSE. BECAUSE WE'LL BE RIGHT BACK NOT BUILDING FOR THEM MOSTLY  
3 OLDER ELECTED OFFICIALS HAVE A VISION FOR HOW THEY WANT TO BE.  
4 WE 77,000 SENIORS MANY OF WHOM ARE LIVING IN THEIR HOUSES IN  
5 NEIGHBORHOODS WITH DECLINING SCHOOL ENROLLMENT. FACTORY OS  
6 INNOVATOR IN AFFORDABLE HOUSING SPACE LOCATED IN VALLEJO ON  
7 MARE ISLAND, TOUR IT. IT'S REALLY COOL. IN ADDITIONAL TO  
8 AFFORDABLE HOUSING, HAVE STARTED BUILDING ADU'S. WITH THE  
9 SUPPORT OF FOUNDATION KAISER FOUNDATION ORGANIZATION IS  
10 ADVANCING A STRATEGY TO BUILD A THOUSAND ADU IN SOLANO COUNTY  
11 IN THE NEXT FIVE YEARS, WORKING WITH LENDERS WORKING ON A  
12 FINANCING STRUCTURE, THIS IS BY RIGHT, ANYONE CAN MAKE IT A  
13 REALITY GOAL IS TO CREATE ECONOMIES OF SCALE THAT WILL PROVIDE  
14 FOR THE \$100,000 ADU THAT'S ATTAINABLE FOR THE AVERAGE FAMILY  
15 AS OPPOSED TO THE \$350,000 SICK BILL ADU THAT IS FOR WEALTHIER  
16 FAMILIES. INHERENTLY AFFORDABLE UNITS OF HOUSING DISAGGREGATED  
17 THROUGH THE A COMMUNITIES AS OPPOSED TO 100 UNITS ON A CORNER  
18 THAT WILL BE NIMBY'ED AND CEQAS TO DEATH. SENIORS WILL HAVE  
19 OPPORTUNITY TO BUILD SMALLER SAFER ADUS ON THEIR PROPERTY SOAR  
20 KIDS AND GRANDKIDS CAN OCCUPY LARGER HOME. OTHER FAMILIES WILL  
21 HAVE A PLACE FOR THEIR ADULT CHILD WHO IS YOUNG IN THEIR  
22 CAREER LADEN WITH DEBT, AND CURRENTLY OCCUPYING THEIR HOME  
23 OFFICE, SEWING ROOM, HOME GYM, ET CETERA, FORMER MILITARY  
24 FAMILIES WILL HAVE HOUSING TO OFFER YOUNG AIRMEN. PEOPLE WHO  
25 HAVE RENTER PROPERTY BECAUSE IF YOU HAVE A PROBLEM YOU KNOW

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1 EXACTLY WHO TO CALL. [LAUGHTER] NEXT SLIDE. LASTLY I WANT TO  
2 TALK ABOUT EQUITY. SOLANO COUNTY IS ONE OF THE MOST DIVERSE  
3 COUNTIES IN THE STATE WITH THREE OF THE FOUR MOST DIVERSE  
4 CITIES IN CALIFORNIA. PER CAPITA WE HAVE THE GREATEST NEED AND  
5 YET WE RECEIVE A FRACTION OF THE PHILANTHROPY RELATIVE TO THE  
6 REST OF THE BAY AREA. ALTHOUGH DUE FOR AN UPDATE MOST RECENT  
7 ANALYSIS FROM THE UNITED WAY SHOWS THAT WE'RE IN LAST PLACE  
8 COUNTY NUMBER NINE AT 16 PER CAPITA OF PHILANTHROPY WHICH IS  
9 UP FROM \$3 UP FROM \$0.70. IN 8TH PLACE SONOMA COUNTY, 285, SO  
10 IT GOES FROM 16 TO 285, AND IN FIRST PLAYERS TO SAN FRANCISCO  
11 AT NEARLY \$2,000 PER CAPITA. SO, WE HAVE A MOST NEED AND GET A  
12 FRACTION OF THE PHILANTHROPY. EMPLOYEES DRIVE TO BENEFIT THESE  
13 COMPANIES THAT DON'T DONATE IN OUR AREA. WE INTEND TO CHANGE  
14 IN. WE'RE PROGRAMMING A NON-PROFIT CAPACITY BUILDING  
15 SUPPLEMENT AT THE UNIVERSITY ON MARE ISLAND THIS FALL WE WILL  
16 USE THIS OPPORTUNITY TO INTRODUCE MAJOR PHILANTHROPY TO SOLANO  
17 IN GENERAL AND VALLEJO IN SPECIFIC. MANY OF YOU KNOW THAT  
18 VALLEJO HAS STRUGGLED SINCE THE NAVY STOPPED BUILDING SHIPS ON  
19 MARE ISLAND IN 1996 DUE TO THE BRC PROCESS, BASE REALIGNMENT  
20 CLOSURE, NEARLY 15,000 PEOPLE LOST THEIR JOBS AND VALLEJO HAS  
21 NEVER RECOVERED. AFTERDECK AIDS OF FAILED ATTEMPTS TO  
22 REDEVELOPMENT BOTH MARE ISLAND ON THE SOUTH SIDE OF VALLEJO  
23 AND THE COUNTY FAIRGROUNDS TO THE NORTH IT LOOKS LIKE SEVERAL  
24 BILLION DOLLARS OF INVESTMENT WILL BEGIN TO FLOW INTO THESE  
25 TWO PROJECTS TO THE 2.4 BILLED STADIUM THAT THEY BUILT IN NG



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1 INGLEWOOD CALIFORNIA THAT THIS HISTORICALLY WAS AFRICAN  
2 AMERICAN CITY IS IF WE DON'T HAVE A PLAN AND WELL DEFINED  
3 FUNDED STRATEGIES IN PLACE BIPOC PEOPLE WILL BE DISPLACED.  
4 FOLKS WHO HAVE BEEN DISPLACED. OUR INTENTION IS TO ENGAGE  
5 PHILANTHROPY IN DATA-DRIVEN COMMITTED TO NOT DISPLACING FROM  
6 SAN FRANCISCO, OAKLAND, ALAMEDA, EMERYVILLE AND RICHMOND WILL  
7 GET TO PARTICIPATE AND ENJOY AND BENEFIT FROM RENEWAL AND  
8 REVITALIZATION. THANK YOU.

9

10 **PRES. JESSE ARREGUIN:** THANK YOU TO ALL OF OUR PANELISTS. WE  
11 HAVE ONE QUESTION PER PANELIST. TAKE TIME TO RESPOND BECAUSE  
12 WE WANT TO OPEN UP FOR QUESTIONS FROM DELEGATES. I WANT TO GO  
13 FIRST TO SUPERVISOR BURGEES. WHAT ARE THE BIGGEST CHALLENGES  
14 THAT YOU SEE TO GROWING BUSINESS AND JOBS IN EAST CONTRA COSTA  
15 COUNTY TODAY?

16

17 **DIANE BURGIS:** I THINK GETTING THE WORD OUT IS ONE OF THE  
18 BIGGER CHALLENGES BECAUSE WE HAVE BEEN TRADITIONALLY AN  
19 AGRICULTURAL COMMUNITY AND A LOT TIMES THEY SAY THAT WE ARE  
20 THE -- THERE IS KIND OF A DEAD END WHEN YOU GO TO EAST COUNTY,  
21 WE'RE THE CUL-DE-SAC OF CONTRA COSTA, BECAUSE THE  
22 TRANSPORTATION GOING OUT TO HIGHWAY FIVE IS VERY LIMITED. SO,  
23 JUST GETTING THE WORD OUT. I DO THINK, THOUGH, THAT WE'RE  
24 ALSO, SINCE WE'RE -- YOU KNOW, I SHOWED YOU HOW FAST WE'RE  
25 GROWING. WE'RE STILL CATCHING UP ON THE KIND OF INFRASTRUCTURE

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1 THAT YOU NEED. SO WHILE WE'RE TRYING TO GROW AND KEEP UP WITH  
2 ALL OF THE CHALLENGES OF A GROWING COMMUNITY, WE'RE ALSO  
3 TRYING TO BUILD THE INFRASTRUCTURE. AND THAT'S CHILD CARE. AS  
4 SUSAN -- I GUESS IS GONE -- BUT, YOU KNOW, CHILD CARE, IT'S  
5 POWER, WATER, IT'S ALL OF THOSE THINGS. IT'S GETTING THE WORD  
6 OUT. AND I THINK WE MADE AN IMPRESSION ON ABAG STAFF WHEN WE  
7 BROUGHT IT OUT TO THE BYRON AIRPORT AND SHOWED THEM THE TOP  
8 GUN AIRPLANES, AND CREATED SOME ENTHUSIASM. BUT IT'S ALSO  
9 GETTING TOGETHER WITH OUR COLLEGE DISTRICT AND MAKING SURE  
10 THEY'RE AWARE OF WHAT WE'RE TRYING TO DO AND HELPING BUILD THE  
11 WORKFORCE AND THE SKILLS THAT THEY NEED. AND WHEN I TALK ABOUT  
12 INFRASTRUCTURE, YOU KNOW, PG&E IS TRYING TO KEEP UP WITH US SO  
13 WE'RE ALSO TRYING TO COME UP WITH STRATEGIES SO THAT WE CAN  
14 PLAN BIGGER, NOT JUST PIECE BY PIECE BY PIECE. BUT KIND OF,  
15 YOU KNOW, PROJECTING WHAT WE'RE GOING TO NEED. SO, IT'S LAND  
16 USE AND ZONING. IT'S TRANSIT, POWER, AND WATER. AND THEN THE  
17 OTHER THING, I THINK, THAT, YOU KNOW, THAT YOU ALL CAN HELP  
18 WITH, IS THAT WE CAN INCENTIVIZE SPREADING THE JOBS OUT. AND I  
19 THINK THAT INCENTIVE IS LACKING AND THAT'S WHAT I'M HOPING WE  
20 CAN GET.

21

22 **PRES. JESSE ARREGUIN:** THANK YOU SO MUCH. MAYOR MEI, THE  
23 WORKFORCE PARTNERSHIP PROGRAMS THAT YOU DESCRIBED ARE REALLY  
24 IMPRESSIVE. NOT EVERY COMMUNITY HAS TESLA. AND IT'S GREAT WE  
25 HAVE TESLA IN ALAMEDA COUNTY, I'LL JUST SAY. AND I WANT TO

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1 THANK ALL THE ALAMEDA COUNTY PEOPLE THAT CAME OUT TODAY. WE  
2 HAVE ALMOST EVERY REP FROM ALAMEDA COUNTY. SO GO ALAMEDA  
3 COUNTY AND ALSO GO BAY AREA. BUT I WILL -- I'LL JUST SAY THAT,  
4 YOU KNOW DIFFERENT COMMUNITIES HAVE DIFFERENT TYPES OF  
5 BUSINESS ANCHORS THEY MAY HAVE HEAVY-DUTY I MANUFACTURING,  
6 THEY MAY HAVE BIO SCIENCES SO I'M CURIOUS, ABOUT GIVEN THAT,  
7 GIVEN THE DIFFERS OF TYPES OF BUSINESS SECTORS IN THE BAY  
8 AREA, WHAT CAN WE LEARN FROM WHAT FREMONT'S DONE HOW COULD  
9 THAT BE APPLIED TO OTHER TYPES OF COMMUNITIES OTHER TYPES OF  
10 BUSINESS SECTORS IN TERMS OF CREATING THESE TYPES OF WORKFORCE  
11 PARTNERS?

12

13 **LILY MEI:** I HAVE BEEN FORTUNATE IN THIS TIME PERIOD MY  
14 BACKGROUND IS IN WORLD WISE SALES CONTROLLER FOR A TECH  
15 COMPANY MAINTENANCE YEARS AGO PRIOR MY POLITICAL CAREER TERMS  
16 OF THE FOUNDATION AND THE WORKFORCE IS CHANGING. I AM THE  
17 SANDWICH GENERATION I HAVE PARENTS IN THEIR 80s AND HAVE  
18 CHILDREN WHO ARE MILLENNIALS AND MY SON SAYS I'M GOOD BY  
19 PLANNING BECAUSE I'M GOING TO BE ABLE TO MOVE INTO MY SENIOR  
20 HOUSING WHICH I BUILT BUT BEYOND THAT LOOKING TO REIMAGINE  
21 CAREERS AND TYPES OF JOBS AND THERE IS A LOT OF FEAR WHEN IT  
22 COMES TO TECHNOLOGY AND IT'S HOW WE CAN ADAPT WORKING WITH A  
23 LOT OF EDUCATIONAL INSTITUTIONS WHILE I DO NOT HAVE SOME TIMES  
24 AS FAMOUS SCHOOLS AS SOME OTHER ALUMNI BASE WORK WITH THOSE  
25 THAT DO HAVE WHETHER IT'S YOUR ROP PROGRAMS WITH YOUR BIOTECH

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1 YOUR SCHOOLS ELEMENTARY SCHOOLS, IT IS NEVER TOO EARLY TO  
2 START. WE HAVE FIVE SMALL TOWNS THAT CAME TOGETHER SO NOT  
3 EVERY PART OF FREMONT IS HIGH TECH. PEOPLE PROBABLY DON'T KNOW  
4 BESIDES HAVING THE MOST MANUFACTURING JOBS IN CALIFORNIA WE  
5 ACTUALLY HAVE THE MOST CLEANTECH MANUFACTURING JOBS IN THE  
6 UNITED STATES, WE HAVE ALL THE ADVANCED BATTERY AND  
7 MANUFACTURING. IT'S A LOT OF TIMES POLLING, COMPANIES IN  
8 NOVICS AND DELTA, WHEN YOU THINK ABOUT COMPANIES AND LOCATIONS  
9 LOOKING AT FACILITIES TO ALLOW THE ABILITY TO EXPAND THAT HAS  
10 BEEN A BLESSING FOR US IN THIS TIME PERIOD. SOMEBODY WILL  
11 START WITH ONE FOOTPRINT AND IF IT HAS FLEXIBILITY AND SPACE  
12 WE'RE ALLOWING ON CAPACITY TO BUILD UP. IT'S ABOUT BUILDING  
13 THE NETWORK OF ECOSYSTEMS WHEN WE PIVOTED THE COMPANY THAT I'M  
14 TALKING ABOUT THAT MANUFACTURING COVID-19 TEST KITS, DIABETES  
15 COVID TEST KITS THAT I WENT DOWN THE STREET TO STERILIZE IT TO  
16 SHARE THE EQUIPMENT THOSE POLICIES THAT CAN HELP FOSTER THE  
17 ECOSYSTEM WITHIN TUESDAY BECAUSE SOMETIMES IT'S COSTLY IN  
18 RESEARCH IN ANY PROJECTS TO HAVE THAT DEVELOPMENT, AND TO BE  
19 ABLE TO LEVERAGE YOUR CAPITAL ASSETS AND SHARE THAT TO HAVE  
20 STRONG ECONOMIC DEVELOPMENT, IS IMPORTANT. WORKING WITH  
21 AGENCIES TODAY, EACH BRINGING THEIR PURPOSES AND WHAT THEY DO  
22 BEST. I JOKINGLY SAY TO EVERYONE MAKING SAUSAGE AND BACON IS  
23 DIFFERENT DO THE SAME THING FIND YOUR STRENGTHS. WE HAVE A  
24 FOUNDATION ORIGINALLY WAS HARDWARE MANUFACTURING THAT'S WHAT I  
25 MOVED INTO 30 YEARS AGO, I ORIGINALLY MOVED HERE FROM CHICAGO,

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1 PHILADELPHIA, WHEN WE MOVED HERE WE BUILT ON THAT SO HAPPENS  
2 THIS TIME PERIOD IT'S HELPFUL TO EACH HAVE STRENGTHS AND  
3 ADMIRE AND APPRECIATE HEARING FROM MY FELLOW PANELISTS.

4

5 **PRES. JESSE ARREGUIN:** TODD, I THINK WE ARE ALL EXCITED TO HEAR  
6 ABOUT COLLABORATION WITH DIFFERENT CITIES. TWO QUESTIONS, WHAT  
7 ARE CREATIVE WAYS BAY AREA CITIES OR GOVERNMENTS CAN WORK WITH  
8 BERKELEY LAB TO ADDRESS CLIMATE RESILIENCE AND ADAPTATION  
9 CLEAN ENERGY TRANSITION WORKFORCE AND DEVELOPMENT HOW DO  
10 PEOPLE GET IN TOUCH WITH YOU I AM SURE THERE ARE A LOT OF  
11 ELECTED OFFICIALS THAT WANT TO TALK TO YOU.

12

13 **TODD PRAY:** FOCUSED IN TERMS OF COMMUNITY ENGAGEMENT AT THIS  
14 POINT LOVING ON WORK ON THE FIRST WORKFORCE DEVELOPMENT  
15 COMMUNICATION WE HAVE AMAZING K THROUGH 12 STEM PROGRAM AT THE  
16 LAB IT'S A HUGE RESEARCH WE HAVE SCIENTISTS THAT WILL  
17 VOLUNTEER TO GO TO THE SCHOOLS AND COMMUNITIES TALK ABOUT WHAT  
18 THEY WILL BRING PEOPLE TO OUR LAB AND GIVE TOURS. WE WORK ON  
19 OUR OWN BUT WE WANT TO WORK OUTSIDE THE LAB GATE IN INCUBATORS  
20 ACCELERATORS FOR TECHNOLOGIES AND CLEAN ENERGY CLIMATE  
21 RESILIENCE WHILE IT'S HARD TO WORK ON-SITE WE CAN WORK WITH  
22 YOU TO PROVIDE TECHNICAL ASSISTANCE WE CAN PROVIDE TRAINING  
23 AND HELP YOU OPERATE FACILITIES. THE THIRD THING I'M EXCITED  
24 ABOUT IS HOW DO WE LEVERAGE ALL OF THE UNUSED FORMAL  
25 INDUSTRIAL LAND, LAND THAT CAN BE IMPROVED AROUND THE BAY AREA

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1 AND IN RURAL COMMUNITIES NEARBY FOR CLIMATE AND ENERGY TEST  
2 BEDS? HOW CAN WE DEVELOP SHARED RESOURCES TO LOWER THE RISK TO  
3 COMPANIES AS THEY SCALE TECHNOLOGY. AS THEY GRADUATE FROM AN  
4 ACCELERATOR, WHAT DO THEY DO? WHERE DO THEY MAKE THEIR PRODUCT  
5 THAT'S EXPENSIVE CAN WE DEVELOP SHARED FACILITIES IN  
6 PARTNERSHIP, AGAIN WE MAY NOT BE ABLE TO OWN AND BUILD THOSE  
7 FACILITIES BUT WE CAN HELP OPERATE THEM GIVE YOU ADVICE ON  
8 WHAT MAKES SENSE, PROVIDE ANALYTICAL CAPABILITIES AND  
9 TECHNICAL ANALYSIS. THINGS LIKE CARBON CAPTURE, PROTOTYPING,  
10 HYDROGEN PRODUCTION, ENERGY STORAGE, ADVANCED ELECTRICS, AND  
11 MY BACKGROUND IS IN BIO TECHNOLOGY SO INDUSTRIAL BIO  
12 MANUFACTURING FOR RENEWABLE TOOLS AND CHEMICALS. ALL THINGS WE  
13 HAVE GREAT TECHNOLOGY. WE WOULD LOVE TO WORK WITH YOU AND YOUR  
14 BUSINESSES TO HELP SCALE THEM AND GET THEM ACROSS THAT VALLEY  
15 OF DEATH TO COMMERCIALIZATION.

16

17 **PRES. JESSE ARREGUIN:** WHAT'S YOUR E-MAIL?

18

19 **TODD PRAY:** TPRAY -- TPRAY@LBL.GOV.

20

21 **PRES. JESSE ARREGUIN:** TRPRAY@LBL.GOV.

22

23 **SPEAKER:** THANK YOU.

24

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1 **PRES. JESSE ARREGUIN:** ON CHRIS YOU TALKED ABOUT SOME OF THE  
2 ECONOMIC CHALLENGES IN SOLANO COUNTY IN DISPARATE IN TERMS OF  
3 RESOURCES GOING BUT PARTICULARLY AROUND THE ISSUE OF  
4 DISPLACEMENT OF PEOPLE IN VALLEJO AND SOLANO COUNTY WHAT ARE  
5 SOME STEPS THAT YOU THINK MIGHT BE NECESSARY AS YOU'RE LOOKING  
6 AT GROWING BUSINESSES AND JOBS IN SOLANO COUNTY BUT ALSO  
7 LOOKING TO PREVENT DISPLACEMENT OF PEOPLE ALREADY THERE.  
8 OFTENTIMES THERE'S A VIEW THAT ECONOMIC DEVELOPMENT, ECONOMIC  
9 PROGRESS IT DOES AT TIMES HAVE A DISPLACEMENT IMPACT OR  
10 JUSTIFICATION --

11

12 **SPEAKER:** IT DOESN'T. I LIKE TO DO THINGS THAT HAVEN'T BEEN  
13 DONE BEFORE AND I HAVE AUDACIOUS GOALS BECAUSE WE SHOULD.

14

15 **CHRIS RICO:** I CAN TELL YOU WE HAVE A REALLY -- FIRST OF ALL,  
16 THANK YOU. ONE OF THE THINGS WITH YOUR POLITICAL CAREER AND  
17 YOUR WORK AS A CONSULTANT WE'LL BE HIRING TO YOU WORK ON  
18 WORKFORCE DEVELOPMENT PROGRAMS WITH US FREMONT IS VERY LUCKY  
19 TO HAVE YOU. WE HAVE A NON-PROFIT CAPACITY BUILDING, IT'S EYE  
20 TROJAN HORSE WE HAVE A NON-PROFIT CAPACITY BUILDING WE HAVE  
21 NON-PROFIT ECOSYSTEM, WE HAVE A PITTANCE OF PHILANTHROPY WE'RE  
22 THINKING OKAY WE NEED TO DEVELOP SKILLS IN APTITUDES SO WE CAN  
23 GET MORE FUNDING. WE'RE BRINGING LARGE PHILANTHROPY OVER HERE,  
24 YOU ALL ARE DOING BLACK LIVES MATTER WE TALKED ABOUT  
25 DIVERSITY, WE'RE HERE WE ARE IN VALLEJO ON THE WATER WE HAVE A

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1 FERRY THAT GOES TO THE CITY, RIGHT. WE HAVE A LOT OF  
2 CHALLENGES THE IMPORTANT THING IS KEEPING DAYLIGHT ON IT AT  
3 ALL TIMES. WE NEED TO BE PUBLIC ABOUT THE DATA, PEOPLE BEING  
4 DISPLACED WE NEED TO BE PUBLIC ABOUT IT. WE NEED TO DRAW A  
5 LINE IN THE STAND WORKFORCE DEVELOPMENT OBVIOUSLY SUPER  
6 IMPORTANT. THESE BILLIONS OF DOLLARS COMING IN LITERALLY ON  
7 EITHER SIDE OF VALLEJO, WHAT I KEEP TALKING TO THE MARE ISLAND  
8 COMPANIES AND IRG WHO ARE DEVELOPERS IS DO NOT SPEND BILLIONS  
9 OF DOLLARS HERE AND NOT HAVE IT FILTERED THROUGH THE ECONOMY.  
10 YOU'RE NOT GOING TO BE SUCCESSFUL. I LIKE TO SOLVE PROBLEMS.  
11 I'M GOING TO SHALL HO OTHER PEOPLE ARE LIKE WHAT ARE YOU  
12 DOING? IT'S AN AWESOME COMMUNITY. IT'S BEAUTIFUL. I GREW UP IN  
13 OHIO, BLUE-COLLAR ROOTS, BLUE-COLLAR TOWN. I HAD ONE OF THE  
14 UNION LEADERS EXPLAIN TO ME, YOU KNOW, IT'S SLIGHTLY BROKEN  
15 HERE, BUT IT'S THEY'RE BROKE, AND ENOUGH PEOPLE HAVE BEEN  
16 DISPLACED FROM OTHER PLACES THAT IF THEY KEEP IT BROKE THEY  
17 CAN KEEP CONTROL OF IT. IT'S, LIKE, WOW. RIGHT? THINK ABOUT  
18 THAT. IF THEY SEE MARKET RATE CONDOS GOING UP, THEY KNOW THAT  
19 THEIR DAYS ARE NUMBERS. SO WE HAVE TO BREAK THAT AND THAT  
20 MEANS THAT WE NEED TO GET ON THE GROUND PARTICIPATION FROM THE  
21 BIPOC COMMUNITY SO THEY'RE INVESTED IN WHAT WE'RE DOING. THAT  
22 THEY UNDERSTANDS THESE DEVELOPMENTS ARE GOING TO PUT MONEY IN  
23 THE CITY'S POCKETS AND WE'RE COMMITTED TO A.B., B, C,  
24 EDUCATION WORKFORCE DEVELOPMENT CREATING A CULTURE OF  
25 HOMEOWNERSHIP BECAUSE IF YOU OWN A HORSE THE ELEVATOR STARTS



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1 GOING UP AND IF YOU DON'T, YOU GET DISPLACED SO CREATING  
2 CULTURE OF OWNERSHIP WE'RE GOING TO GET THE BRIGHTEST MINDS,  
3 NO ONE HAS GOTTEN AHEAD OF GENTRIFICATION ANYWHERE. SO THAT'S  
4 WHAT WE'RE WORKING ON. AND CLEARLY I'M EXCITED ABOUT IT.

5

6 **PRES. JESSE ARREGUIN:** THANK YOU SO MUCH. I WANT TO OPEN UP FOR  
7 QUESTIONS. TWO QUESTIONS. I'M SURE ALL PANELISTS WOULD LOVE TO  
8 SHARE WITH YOU INFORMATION AND FOLLOW UP. SO, WHO HAS A  
9 QUESTION? NOBODY HAS A QUESTION. OKAY. JUST SO YOU KNOW, THERE  
10 IS CAFFEINE OUTSIDE, AND WE'RE ABOUT TO GIVE YOU A BUNCH OF  
11 SUGAR SO YOUR ENERGY LEVELS ARE GOING TO SPIKE IN A MINUTE.

12

13 **SPEAKER:** THIS IS A QUICK QUESTION FOR SUPERVISOR BURGIS. I  
14 JUST LEARNED FROM THE CONTRA COSTA CLIMATE LEADERS THAT -- AND  
15 I DON'T KNOW IF YOU KNOW THIS, SO HERE IS THE QUESTION. DID  
16 YOU KNOW THAT BRENTWOOD HAS THE HIGHEST NUMBER PER CAPITA OF  
17 ELECTRICIANS? AND, SO, WHEN WE'RE THINKING ABOUT MOVING  
18 FORWARD AND GREEN INFRASTRUCTURE AND ELECTRIFICATION,  
19 BRENTWOOD HAS THE HIGHEST NUMBER OF ELECTRICIANS PER CAPITA.  
20 IT WAS REALLY STUNNING TO SEE THE NUMBER.

21

22 **SPEAKER:** THAT'S A NEW DATA POINT FOR ME. THAT'S GREAT. AND  
23 THIS IS COMING FROM A REPRESENTATIVE OF CONCORD, WHO HAS THE  
24 CONCORD NAVAL WEAPONS STATION WHICH WILL BE A BIG ECONOMIC  
25 DEVELOPMENT THING FOR US AS WELL. WE HAVE A LOT OF THE TRADES

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1 AND I DIDN'T KNOW SPECIFICALLY ELECTRICIANS, BUT MY SON IS A  
2 WELDER WITH THE STEAM FITTERS, AND, SO, THAT HAS BEEN ANOTHER  
3 ECONOMIC DEVELOPMENT THING THAT WE HAVE BEEN TRYING TO PROMOTE  
4 THE TRADES. BECAUSE THAT IS AN OPTION THAT A LOT OF FOLKS ARE  
5 NOT AWARE OF. AND SO THANK YOU FOR BRINGING THAT UP.

6

7 **SPEAKER:** BREAKING THE PAPER CEILING AND IT HAD TO DO WITH THE  
8 TRADES AND GOING THE DIFFERENT DIRECTION FROM A DIPLOMA. I  
9 DIDN'T UNDERSTAND WHAT THAT WAS BUT I WAS IMPRESSED SEEING  
10 THAT ON A BUS STOP.

11

12 **SPEAKER:** THANK YOU.

13

14 **SPEAKER:** IF ANYONE FROM THE LAB IS LISTENING I DON'T MENTION  
15 OUR GRID MODERNIZATION PRODUCTS I'LL GET IN TROUBLE THAT WAS A  
16 PERFECT QUESTION TO REMIND ME OF THAT. WE HAVE A LOT OF WORK  
17 HAPPENING IN MICRO GRID DEVELOPMENT, GRID MODERNIZATION. AS  
18 WELL. SO THERE IS A HUGE NEED FOR PLACES TO EXPERIMENT AND  
19 PROTOTYPE AND TESTED.

20

21 **CHRIS RICO:** YES PLEASE.

22

23 **SPEAKER:**

24

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1 **LILY MEI:** I WAS GOING TO JUMP IN ON THAT. WE HAVE PARTNERSHIP  
2 AND THREE OF OUR 11 FIRE STATIONS HAVE MICRO GRIDS SO WE  
3 BELIEVE IN PILOTING OUR OWN TECHNOLOGY AND UTILIZING, IT SO IN  
4 ROLLING BLACKOUTS, WILDFIRES, WE'RE ABLE TO GO OFF GRID FOR  
5 ABOUT 12 TO 15 HOURS. WITHOUT NEEDING POWER FROM PG&E, SO  
6 RIGHT NOW THE GRID SCAPE IS ROLLING OUT IN ALAMEDA COUNTY FOR  
7 30 DIFFERENT LOCATIONS, AND IN FREMONT THROUGH THE OTHER  
8 CITIES. EVERYTHING WE TALK ABOUT FOR PLANNED BAY AREA 2050  
9 WE'RE BUILDING FOR THE FUTURE SO UTILIZING THAT TECHNOLOGY  
10 INTO HAVING DUAL PURPOSES BECAUSE WE ALL HAVE LIMITED BUDGETS  
11 AND TO MAKE EVERY THERE COUNT.

12

13 **PRES. JESSE ARREGUIN:** UNLESS THERE IS ANOTHER QUESTION --

14

15 **CHRIS RICO:** I WANT TO PIGGYBACK A LITTLE BIT ON A COUPLE OF  
16 THINGS. YOU DO NOT NEED TO HAVE A VALLEY OF DEATH WE'RE RIGHT  
17 NEXT DOOR TO YOU WHEN WE BUILD THOSE 12 PRIORITY PRODUCTION  
18 AREAS.

19

20 **LILY MEI:** AND SO ARE WE.

21

22 **CHRIS RICO:** ANY RESILIENCY IN SELF-SUFFICIENT WE'LL HAVE SPACE  
23 FOR YOUR COMPANIES TO GROW. WE LOST A \$400 BILLION VENTURE  
24 BACKED ANIMAL PROTEIN COMPANY SAY THAT FIVE TIMES FAST BECAUSE  
25 PG&E WAS GOING TO TAKE THREE YEARS TO POWER SO THEY WENT TO

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1 ILLINOIS. WOULD HAVE BEEN CATALYTIC, THIS NEW TECHNOLOGY WOULD  
2 HAVE BEEN A GAME CHANGER.

3

4 **SPEAKER:** THIS'S WHAT I WAS TALKING ABOUT INSTEAD OF PIECE  
5 MEALING IT'S ABOUT HAVING THE PLUG TO BE READY SO WE'RE NOT  
6 WAITING.

7

8 **SPEAKER:** I DID AUTOMATE OF A LOT OF WORKFORCE DEVELOPMENT AND  
9 WE HAVE BEEN DOING PEOPLE A HUGE DISSERVICE BY TELLING  
10 EVERYBODY THEY NEED A FOUR YEAR DEGREE AND MAKING THEM HAVE  
11 \$100,000 IN STUDENT DEBT. IT'S A HORRIBLE STRATEGY. WE HAVE  
12 JOB FAIRS IN VALLEJO, AND EVERYBODY'S LIKE BE A ROCKET  
13 SCIENTIST. IT'S LIKE, NO, BRING IN THE TRADES SOMETHING THEY  
14 ATTAINABLE. I'M A NOW HOMEOWNER. ELECTRICIANS MAKE A LOT OF  
15 MONEY SO TO PLUMBERS. THESE ARE GREAT JOBS AND IF YOU ARE NOT  
16 IN DEBT IF YOU START INVESTING IN YOUR 20S YOU COULD BE ON A  
17 BOAT IN CABO IN YOUR 50'S.

18

19 **SPEAKER:** AND WOMEN SHOULD BE --

20

21 **SPEAKER:** [INDISCERNIBLE]

22

23 **DIANE BURGIS:** THEY DO.

24

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1 **PRES. JESSE ARREGUIN:** LET'S GIVE A ROUND OF APPLAUSE TO THE  
2 PANEL. GREAT DISCUSSION. WE HAVE ONE MORE ORDER OF BUSINESS.  
3 WE WANT TO ACKNOWLEDGE THE 60th ANNIVERSARY OF ABAG. BEFORE WE  
4 DO THAT BE I WANT TO MENTION THAT LEAH ZIPPERT WHO IS IN THE  
5 BACK WHO JOINED ABAG IN 2002, THIS IS HER LAST GENERAL  
6 ASSEMBLY. SHE'LL BE RETURNING AT THE END OF THE YEAR. SHE IS  
7 THE GLUE THAT MAKES ALL THIS HAPPEN. I WANT TO SAY THANK YOU  
8 LEAH FOR YOUR MANY YEARS OF SERVICE AND THANK YOU FOR MAKING  
9 TODAY HAPPEN. [APPLAUSE] AND THANK YOU TO ALL THE STAFF WHO  
10 HELPED MAKE TODAY'S GENERAL ASSEMBLY HAPPEN. SO LET'S FINALLY  
11 GET TO CELEBRATE ABAG'S ANNIVERSARY, IT ACTUALLY HAPPENED IN  
12 2021. BUT WE WERE ALL IN THE MIDDLE OF A PANDEMIC. SO, THIS IS  
13 ABAG'S DIAMOND ANNIVERSARY, WHICH REALLY IS A FITTING SYMBOL  
14 OF THE AGENCY'S STRENGTH AND DURABILITY PARTICULARLY DURING  
15 SOME VERY CHALLENGING TIMES INCLUDING THE LAST THREE YEARS.  
16 AND ABAG WAS FOUNDED IN 1961, AFTER A LOT OF DISCUSSION ABOUT  
17 REGIONALISM AND REGIONAL GOVERNMENT TO BRING CITIES, TOWNS,  
18 AND COUNTIES TOGETHER TO DISCUSS ISSUES THAT REALLY AFFECT  
19 EVERY ONE OF OUR COMMUNITIES. WHAT WE DID HERE TODAY IS AN  
20 EXAMPLE, SHARING BEST PRACTICES, TALKING ABOUT REGIONAL  
21 SOLUTIONS THAT'S WHAT THIS AGENCY IS HERE FOR. SO HERE WE ARE  
22 60 DAYS LATER AND WE'RE STILL SERVING IN THAT KEY ROLE TRYING  
23 TO BRING OUR REGION TOGETHER. ABAG AND MTC ARE NO LONGER IN  
24 THE CRAMPED BASEMENT OF THE CLAREMONT HOTEL IN BERKELEY.  
25 ALTHOUGH I WOULD -- YOU KNOW, BERKELEY WAS THE BIRTH PLACE OF

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1 ABAG. I JUST WANT TO ACKNOWLEDGE THAT. PERCHED ACROSS THE  
2 STREET AT THE LAKE MERRITT BART STATION IN 2016 WE MOVED HERE  
3 TO THE BAY AREA METRO CENTER AT THIS BEAUTIFUL BUILDING AND  
4 BROUGHT MULTIPLE AGENCIES TOGETHER, ABAG, MTC, BCDC, AND THE  
5 AIR DISTRICT AND THE RELATIONSHIP WAS SOLIDIFIED WITH THE  
6 STAFF MERGER IN 2017 A FORMAL RECOGNITION THAT TRANSPORTATION  
7 AND LAND USE MUST BE PLANNED TOGETHER IF OUR REGION IS TO  
8 SUCCEED. SO THE BAY AREA IS FULL OF INNOVATIVE PEOPLE,  
9 EXCITING ACTIVITIES, CULTURAL TRADITIONS, WONDERFUL FOOD,  
10 PARALLEL NATURAL BEAUTY. SO MUCH HAS CHANGED SINCE ABAG WAS  
11 FOUNDED 60 YEARS AGO. AND THAT CHANGE HAS FELT ACCELERATED,  
12 PARTICULARLY IN THE LAST FEW YEARS. BUT BY THE IMAGINES IN  
13 THIS CALENDAR THAT WE'RE PASSING OUT TO ALL THE DELEGATES,  
14 SHOWS HOW MANY OF WE STAY THE SAME AND WHAT WE'RE WORKING TO  
15 PRESERVE AND CHAMPION AND STRENGTHEN AND HOPE TO CELEBRATE  
16 ENDURING SPIRIT OF OUR UNIQUE AND DIVERSE HOME WITH THE  
17 MEMENTO WE'RE GIVING YOU WITH A FEW GLIMPSES INTO THE BEAUTY  
18 AND VIBRANCE OF THE NINE COUNTIES AND THE 101 CITIES AND TOWNS  
19 THAT ABAG SERVES SO HERE IS 60 MORE YEARS OF ABAG AND THIS  
20 REGION. AND WE HAVE SOME CAKE OUTSIDE SO IF YOU LIKE TO GET A  
21 SUGAR RUSH OR MAYBE SOME CAFFEINE BEFORE YOU GO HOME PLEASE  
22 HELP YOURSELF AND THANK YOU ALL FOR BEING HERE TODAY TO MAKE  
23 TODAY HAPPEN. AND ALSO I'LL SAY THAT THE ABAG GENERAL ASSEMBLY  
24 IS NOW ADJOURNED FORMALLY.

25

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1 **PAT ECKLUND:** FOLKS, I THINK WE SHOULD ALL GIVE JESSE A ROUND  
2 OF APPLAUSE. HE DID A FANTASTIC JOB.

3

4 **PRES. JESSE ARREGUIN:** THANK YOU SO MUCH. [ADJOURNED]

5

6

7



**NTT**

*Broadcasting Government*