



BAY AREA ECONOMIC RECOVERY WORKPLAN

Bay Area Council Economic Institute

For

The California Business, Transportation & Housing Agency

Final Report

June 2009

I. INTRODUCTION

This workplan was prepared by the Bay Area Council Economic Institute (BACEI) for the California Business, Transportation and Housing Agency (BT&H). It is designed to advise and assist the allocation of federal stimulus funding under the American Recovery and Reinvestment Act of 2009 (ARRA) and allocation of fiscal and other resources from the State of California. Its goal is to support equitable and sustainable regional economic development and strengthen the alignment of state economic policies and resources with regional economic priorities in the nine-county San Francisco Bay Area. The region includes the counties of Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma.

If it were a nation, the Bay Area's economy would rank as the world's 18th largest. It is an acknowledged center of global innovation for information technology, biotechnology, nanotechnology, and renewable energy, supported by a powerful ecosystem of federal, university and corporate research facilities. International trade, manufacturing, construction, retail and wholesale trade, professional and business services, hospitality and education are also strong. The Bay Area helps power the state and national economies, is vital to national competitiveness, and supports large numbers of high-paying jobs. Yet the region's underlying infrastructure is challenged by growing demand and long-term under-investment. The region requires strategic investment in its sources of future innovation, and its human and physical infrastructure.

This workplan supports the economic priorities of the San Francisco Bay Area to advance near-term economic recovery and long-term economic growth in a strategic and cost-effective manner. Pursuant to that objective, the Economic Institute solicited project and policy proposals in seven core categories based on factors that are critical to the economic vitality and sustainability of the region: transportation, water, energy/climate, housing, human capital, business development, and science and innovation. Many proposals address a number of categories but for classification purposes are identified with only one. The Economic Institute has worked to highlight proposals with a broad, multi-sector impact. By

nature, this solicitation was not exhaustive, and there may be other strong proposals not received by the Institute.

The Economic Institute also identified evaluation criteria for project and policy proposals. The criteria were designed to ensure transparency in the evaluation process and to ensure that the plan would address strategic economic priorities promising the highest return on investment for the nation, the state and the region. The criteria were: near-term job creation, return on investment, long-term/sustained job creation, geographic impact, cross-jurisdictional impact, partnerships (including public-private partnerships), degree of state and federal resource leveraging with matching funds or other resources, and alignment with state programs and priorities. Overall, the Economic Institute has endeavored to identify projects and proposals that maximize geographic scope and scale, leverage resources, and achieve the maximum near- and long-term economic benefit.

Four hundred seventy-three proposals were received through an online survey tool developed for this purpose and through individual electronic submissions. The Bay Area's leading economic development corporations (EDCs) and business organizations were engaged to conduct outreach to and advise their members and constituencies regarding the project submittal process. The region's three largest cities—San Jose, San Francisco and Oakland—actively participated in the process, and additional outreach was conducted to engage smaller cities. Similarly, the boards of the Economic Institute and the Bay Area Science and Innovation Consortium (BASIC) were engaged to further the interaction with the public, private and non-profit communities of the region. A core group of Economic Institute staff and advisers reviewed the proposals, assisted by teams of subject-matter experts in each of the seven functional areas identified in the economic strategy. Table Rock Capital assisted in the review of infrastructure projects, and McKinsey & Company provided strategic advice and support. A complete list of organizations and individuals contributing to this project is included in Appendix 1.

The seven functional categories each have unique characteristics, and these differences are evident in this report. All proposals were reviewed by the core Economic Institute team and subject-matter advisers, and were identified as either "strategic," "significant," or "other." This narrative highlights proposals rated as strategic or significant, though all proposals have been forwarded to BT&H. Placement in the "other" category does not necessarily reflect on the quality of a proposal; instead, it indicates whether the proposal meets the core criteria of *regional* near- or long-term job creation, scale, return on investment and strategic benefit. Many of these projects may be important at the local or sub-regional level. As noted above, some proposals addressed more than one strategic priority. In some instances, the review team re-categorized proposals to fit with similar proposals in another category. There may be other strong proposals not submitted in this process that could subsequently be evaluated by BT&H based on the priorities described above.

The Economic Institute cannot confirm all the information submitted by project proposers, and state and federal agencies will need to obtain detailed information not provided through the Institute's survey process. A summary of all proposals received is contained in Appendix 2, and complete details are provided electronically.

II. TRANSPORTATION

Regional Transportation Strategy and Priorities

The region seeks to leverage infrastructure improvements that maintain or enhance the Bay Area's central role in driving innovation, mitigate environmental impacts, and serve as a value-added international business gateway for the transit of goods and people. Regional leaders have identified five key priorities:

- (1) Address the most urgent needs for traditional road, rail, seaport, airport, and transit infrastructure maintenance and improvement to sustain or expand capacity;
- (2) Facilitate commercialization of key transportation, environmental or efficiency technologies that generate value by the region operating as an adopter or test bed;
- (3) Mitigate roadway demand for passenger and truck travel through transit-oriented development, telecommuting, and improvements that expand usage of alternative transportation modes;
- (4) Prioritize projects that reduce transportation costs or improve quality of the region's transportation infrastructure to support two-way international movement of goods and people;
- (5) Develop new models of transportation financing to support the long-term expansion of the Bay Area transportation system—with particular emphasis on infrastructure development that leverages public-private partnerships, and demand management strategies with variable (time-of-day) pricing.

Core strategies include the following components:

- **Metropolitan Transportation Commission (MTC) core priorities.** These priorities focus on core publicly funded transportation and transit projects and highway/roadway improvements, including efforts to manage automobile usage through commute rail, roadway and transit strategies, transit-oriented development, and bicycle and pedestrian trails. Some fall under Regional Transportation Plan (RTP) or Congestion Management Agency (CMA) planning.
- **High speed rail.** The region supports high speed rail development as a high priority and the MTC process to secure funding. Amenities, connectivity to local transit around terminals, and connectivity to other regional transport systems are also essential.
- **Water transit.** Transit connections and amenities are essential to make water transit a widely adopted alternative to roadway transportation.
- **Transit-oriented-development (TOD) and urban infill.** It is a regional priority to reduce automobile usage and improve quality of life by developing high-quality, mixed-use, high density development near transit, in alignment with the goals of SB375.¹ The FOCUS Priority Development Areas (PDAs) initiative, led by the Association of Bay Area Governments, supports the targeted development of transit-served infill communities. PDAs seek to concentrate housing near transit hubs and/or corridors, and have the ability to accommodate over 50 percent of projected regional growth over the next thirty years while utilizing only three percent of the Bay Area's total land area. Projects within the PDAs cut across all seven workplan categories; a complete list of proposals located within the areas is provided in Appendix III.
- **Goods movement, seaport and airport infrastructure.** Transportation infrastructure is needed to advance global competitiveness of the region's business-to-business operations. Seaports and airports provide infrastructure for two-way transit of both goods and people; passenger travel includes pleasure, business and education. MTC priorities cover certain trade-related investments and improvements. With a significant percentage of goods moving by truck within

¹ Senate Bill 375, anti-sprawl legislation known as the climate change smart growth bill signed into law September 2008.

the region and between the Bay Area and other regions, the mitigation of truck activity and its impacts is a priority. Options include optimizing truck traffic operations, moving some goods transport to rail, expanding warehousing capabilities, utilizing zoning to improve efficiencies, improving local staging and servicing of trucks, and increasing connectivity between highways, railways, and ports. A broad regional strategy also includes channel dredging, wharf improvements, specialty port enhancements, and on-port air quality and truck replacement improvements.

- **Alternative fuel and electric vehicles.** Another regional priority is local development and deployment of electric vehicle (EV) and alternate fuel charging/fueling infrastructure, and related fleet development.
- **Telecommuting.** The region supports expanded use of telecommuting and strategies to make telecommuting and flexible schedules common and accepted.
- **Military base redevelopment.** Transportation infrastructure is essential to support and facilitate base redevelopment (e.g., at Mare Island, Hunters Point, Oakland Army Base, Treasure Island).

Metropolitan Transportation Commission Priorities

The region's core transportation priorities are listed in the following documents:

- **Overview.** The overview of the MTC's recommended ARRA funding plan is provided at <http://www.mtc.ca.gov/news/info/stimulus2.htm>. MTC planning fits within a longer term Transportation 2035 plan that can be accessed at http://www.mtc.ca.gov/planning/2035_plan/.
- **AARA and formula-based funding.** Part of the ARRA plan includes \$494mn of formula funds (see below).²
- **ARRA and state discretionary funding:** Another part of the ARRA proposals link to state discretionary funding, the most recent resolution for which (Resolution 3896) is posted at http://apps.mtc.ca.gov/meeting_packet_documents/agenda_1251/3a_Reso-3896_Handout.pdf.³ State funding includes transportation enhancement (TE) elements and highway elements (non-TE). See below for a list of projects.
- **Federal discretionary funding:** The region supports MTC-identified priorities, particularly regarding High Speed Rail and BART-related funding under the New Starts program.⁴
- **Trade-related:** The region supports MTC-identified Trade Corridor Improvement Fund (Prop 1B) priorities at <http://www.mtc.ca.gov/funding/infrastructure/index.htm#tcif>. The strategically important 50-foot dredging of the Turning Basin at Port of Oakland has been a regional priority, and has recently been fully funded. MTC has advised the Economic Institute that additional projects would have priority in this category:
 - Full funding of the Donner Pass rail expansion project
 - Capitol Corridor rail operational improvements
 - Oakland North Airport Road improvements

Regional Priority / Funding	Project Sponsor	Project Name / Notes
Core improvements / Formula-based funding ⁵	Various jurisdictions	Transit System Rehabilitation

² The federal formula portion of the ARRA plan is discussed in MTC Resolution 3885 at http://www.mtc.ca.gov/funding/ARRA/TMP-3885_FINAL_VER_022609.pdf.

³ The MTC list includes projects in a particular order based on funding considerations. This includes \$321mn of Federal Highway Administration (FHWA) funds leveraged by state funding commitments. It also fully funds local streets and roads preservation for all nine counties (with county flexibility to select projects). MTC reports replacement of the Doyle Drive approach to the Golden Gate Bridget was already fully funded through prior action, but this project is also included on our second list below.

⁴ USDOT funding for BART was just announced in the amount of \$50mn for electrical maintenance, vehicle upgrades, construction, and preventive maintenance.

Core improvements / Formula-based funding	BART	BART-Oakland Airport Connector
Core improvements / Formula-based funding	Various jurisdictions	Local Road Rehabilitation – matched by state STP-ARRA funds for local street & road system preservation – counties given flexibility to select projects
Core improvements / Formula-based funding	Contra Costa Transportation Authority	Vasco Road Safety Improvements
Core improvements / Formula-based funding	Various jurisdictions	North Bay Safety Improvements
Core improvements / Formula-based funding	Various jurisdictions	Ramp Meters under a Smart Highways/Freeway Performance Initiative
Core improvements / ARRA plan + state discretionary (non-TE)	Solano Transportation Authority	Solano I-80 High Occupancy Vehicle (HOV) Lanes Contract 3
Core improvements / ARRA plan + state discretionary (non-TE)	Alameda County Congestion Management Agency (CMA)	I-580 Eastbound HOV Segment 2
Core improvements / ARRA plan + state discretionary (non-TE)	Alameda County CMA	I-580/Hwy 84 Isabel Interchange, Contracts 1, 2, 3
Core improvements / ARRA plan + state discretionary (non-TE)	Alameda County CMA	I-680 Sunol Grade SB HOV Contract 2, 3
Core improvements / ARRA plan + state discretionary (non-TE)	Caltrans	Contra Costa - SR-24 Caldecott Tunnel Fourth Bore (all)
Core improvements / ARRA plan + state discretionary (non-TE)	Caltrans	Marin - I-580/US-101 Connector
Core improvements / ARRA plan + state discretionary (non-TE)	San Mateo County Transportation Authority	US-101 HOV Lanes Central Segment
Core improvements / ARRA plan + state discretionary (non-TE)	Alameda County CMA	Alameda - I-580 EB HOT Lane
Core improvements / ARRA plan + state discretionary (non-TE)	Santa Clara VTA	Santa Clara - SR 237 - I-880 HOT Connector
Core improvements / ARRA plan + state discretionary (TE)	City of Oakland	Oakland - 7 th St / West Oakland TOD
Core improvements / ARRA plan + state discretionary (TE)	City of Concord	Concord - Monument Blvd Pedestrian Improvements
Core improvements / ARRA plan + state discretionary (TE)	City of Martinez	Martinez - Marina Vista Streetscape
Core improvements / ARRA plan + state discretionary (TE)	San Francisco MTA	San Francisco - Inner Sunset Traffic Calming, Transit Enhancements
Core improvements / ARRA plan + state discretionary (TE)	San Francisco MTA	San Francisco - Pedestrian Signal Upgrade
Core improvements / ARRA plan + state discretionary (TE)	City of Campbell	Campbell - E Campbell Ave Downtown Enhancements
Core improvements / ARRA plan + state discretionary (TE)	City of Benicia	Benicia - State Park Overcrossing of I-780
Core improvements / ARRA plan + state discretionary (TE)	City of Fairfield	Fairfield - McGary Road Enhancements
Core improvements / ARRA plan + state discretionary (TE)	County of Solano	Solano County - Old Town Cordelia Improvements, Ph2
Core improvements / ARRA plan + state discretionary (TE)	City of Windsor	Windsor - Old Redwood Hwy Pedestrian Enhancements
Core improvements / ARRA plan + state discretionary (TE)	Caltrans	Marin - US-101 HOV Gap Closure (Supplemental) Bike Path
Core improvements / ARRA plan + state discretionary (TE)	Caltrans	High Speed Rail
Core improvements	BART	BART to San Jose
Trade-related / TCIF – Ports	Port of Oakland	7 th Street Grade Separation

⁵ Includes \$494mn of federal formula funds allocated by MTC under its ARRA plan under the Federal Transit Administration and the Surface Transportation Program.

Trade-related / TCIF - Ports	Port of Oakland	Martinez Subdivision Improvements
Trade-related / TCIF - Ports	Port of Oakland	Construct Outer Harbor Intermodal Terminal
Trade-related / TCIF - Truck	Solano Transportation Authority	I-80 Eastbound Cordelia Truck Scales Relocation
Trade-related / TCIF - Truck	Alameda CMA	I-880 Improvements at 29 th & 23 rd Avenues
Trade-related / TCIF - Truck	Alameda CMA	I-580 Eastbound Truck Climbing Lane
Trade-related	Port of Oakland	50-foot Dredging of the Turning Basin
Trade-related	Port of Oakland	Donner Pass Rail Expansion Project
Trade-related	Capitol Corridor Joint Powers Authority	Capitol Corridor Rail Operational Improvements
Trade-related	Port of Oakland	North Airport Road Improvements

Other Significant Projects Aligning With Regional Transportation Priorities

The Institute reviewed many submitted projects that ultimately fell under the above-referenced MTC priorities. These included, for instance, the Port of Oakland 7th Street Grade Crossing already funded through Prop 1B funding. Others, such as the Phase 2 portion of Vasco Road Safety Improvements or a range of TOD/infill projects, may already have been addressed by MTC.

Regional Priority	Proposal	Submitting Entity	Project Name / Notes
Core improvements	110	Contra Costa County	Vasco Road Safety Improvement Project, Phase 2
Core improvements	113	City of Fremont	I-680/I-880 Cross Connectors
Core improvements	132	Transbay Joint Powers Authority	Transbay Transit Center - Expansion of Phase 1
Core improvements	141	State Route 4 Bypass Authority	State Route 4 Bypass Improvements
Core improvements	146	Alameda County Transportation Improvement Authority	BART Fremont Extension (Phase 2 LTSS Improvements)
Core improvements	197	City of San Jose	BART extension to San Jose / Silicon Valley
Core improvements	200	City of San Jose	Route 280/880/Stevens Creek Interchange Upgrade
Core improvements	202	San Francisco County Transportation Agency	Doyle Drive Reconstruction
TOD	104	City of Union City	Union City TOD and Station District Infrastructure
TOD	105	City of Emeryville	Interstate 80 Pedestrian / Bicycle Bridge
TOD	111	City of Union City Redevelopment Agency	Union City Intermodal Station
TOD	115	City of Dublin	West Dublin BART transit center
TOD	122, 123, 124	Richmond Community Redevelopment Agency	Richmond BART / Transit Village improvements - 122 is the more important of the three
TOD	196	San Mateo County Transit District	El Camino Real Corridor / Grand Blvd Initiative Infrastructure Improvements
Goods movement	121	Eco Transport	Eco Transport
Goods movement	137	Port of Redwood City	Wharves 1 & 2 Modernization Project
Goods movement / Air quality	139	Bay Area Air Quality Management District	National Clean Diesel Funding Assistance for Truck Retrofits and Replacements
Goods movement	142	Alameda County Transportation Authority	Mission Blvd / Warren Ave Truck Transfer Facility Project Phase 1B/2
Goods movement	150	New United Motor Manufacturing Inc. (NUMMI)	NUMMI Onsite Intermodal Ramp
Goods movement	175	Contra Costa County Water Authority	Pinole Shoal Maintenance Dredging

Electric vehicle / Alternative fuels	165	Bay Area Air Quality Management District	Bay Area Electric Vehicle / Alternative Fuel and Infrastructure Project - Also potential complementary proposal number 147 from Santa Clara County
Telecommuting / flexible work	103	Telecommuting Advantage Group	Regional Flexwork Traffic Reduction Program

Military base redevelopment. Proposals listed in the business development and housing sections, as well as the complete set of proposals, include redevelopment activity at former military bases. Some would involve, directly or indirectly, transportation infrastructure needs on or around base property.

High Speed Rail. Implementation of high speed rail is a Bay Area and state priority. This report did not assess the prioritization and funding decisions around phased implementation of the projects necessary to deploy high speed rail in the Bay Area. The region supports development of an initial high speed rail segment from San Jose to San Francisco at the same time a comparable segment is constructed from Los Angeles to Anaheim, subsequently linking the Northern and Southern California segments. The Economic Institute received several proposals that would lay the foundation for the Bay Area segment. These proposals appear strategically important, but should be considered within the overall high speed rail plan. The Transbay Transit Center expansion is listed above

Regional Priority	Proposal	Submitting Entity	Project Name / Notes
High speed rail	192, 193, 194, 195	Peninsula Corridor Joint Powers Board	CalTrain improvements to implement high speed rail service. Proposal 192 (CalTrain Electrification) is the highest importance.
High speed rail	199	City of San Jose	Diridon Station Expansion "Grand Central Silicon Valley"
High speed rail	205	Transbay Joint Powers Authority	Early Construction of Train Box

Public-Private Transportation Projects

Relatively few transportation projects were submitted where the sponsor has formally considered public-private partnerships. These include on-port projects in Oakland, re-construction of Highway 152 (on a new, parallel alignment), and high speed rail. As a matter of priority, the region is supportive of appropriately-structured public-private partnerships to develop and manage transportation and other infrastructure.

Policy Issues

The Port of Oakland notes that it will need to complete CEQA/NEPA analysis for its 7th Street Grade Separation. The project is already approved for funding by MTC, but a proposal was submitted in this process. See proposal 136.

III. WATER

Regional Water Strategy and Priorities

A secure and reliable water supply is essential to the Bay Area economy's competitiveness and development. Existing Bay Area water and wastewater infrastructure has delivered water services on a sub-regional basis for the past several decades, while consumption steadily increased and supply stayed relatively flat. With today's disparity between the scale of water delivery (sub-regional) and its economic impact (regional), it is essential to go beyond localized approaches and link the strategic priorities of water utilities and regional land use and water planning efforts.

Proposals received in this category highlighted several regional priorities:

- (1) Infrastructure replacement/reinvestment and deferred maintenance
- (2) Levee improvement and supply protection
- (3) Water capture, treatment, reuse and recycling
- (4) Interconnections of utilities' infrastructure
- (5) Advanced and improved metering
- (6) Demand reduction infrastructure

The Institute also received projects related to expansion of supply; recreation, community enhancement and restoration; storm water management; and water safety and security. These types of proposals could be revisited in terms of an integrated strategic planning process.

The Bay Area Integrated Regional Water Management Plan is one effort to develop projects that meet the priorities of local water utilities and participating communities. A long-term, publicly vetted strategic planning effort at the regional level is needed to address long term Bay Area water and watershed needs. Through that planning, there needs to be a more accurate economic valuation of water and its provision, and to charge rates that enable utilities to cover both operating and maintenance costs.

Across utilities, there is need to undertake deferred maintenance and support the replacement of aging infrastructure, ideally with green infrastructure. In lieu of this workplan attempting to identify only several of the hundreds of potential projects that would fall into such a category, we recommend that a fund for this purpose be put into place for the region that would supplement dollars already deployed through the Drinking Water Revolving Fund and the State Water Pollution Control Revolving Fund.

Supply maintenance and expansion is critical to the region's economic sustainability. Proposals to support levee improvements, additional supply reliability projects, and water reuse and recycling are important to keep pace with growing demand. Additionally, managing supply through water transfers between utilities will become more important, and water districts will need both the hard and soft infrastructure to realize a higher level of cooperation on supply.

While investment in supply takes place, demand reduction programs should be supported in concert. There is a strong interest in seeing advanced technologies deployed throughout the region—several proposals for SCADA⁶ were received—but significant need remains for investment in the core areas of water and wastewater infrastructure. Advanced metering and an increased use of sub-meters are accessible ways of utilizing technology to manage demand. The Economic Institute would like to see a

⁶ Supervisory Control and Data Acquisition, i.e., automation.

consolidated, regional approach to both funding and demand reduction, focusing first on rebate programs for high-efficiency devices. Such an approach would connect existing water utilities' programs and help achieve scale in savings and investment.

Finally, some projects addressed existing needs but were relatively limited in their geographic scope and impact. Our recommendation is that, where appropriate, these projects be considered as aligned with regional priorities and as potential opportunities for developing beta facilities/projects that could be expanded to increase their relevance to the region (e.g. 215—H₂S⁷ treatment; 288 & 554—Green infrastructure; 289—Block-level streetscape improvement).

Strategic Projects for Water

Regional Priority	Proposal	Submitting Entity	Project Name / Notes
Maintenance and reinvestment	224	Santa Clara Valley Water District (SCVWD)	Water Treatment Plant Capital Improvement Project (East and West Pipelines)
Levee strengthening and supply protection	228	City of American Canyon	American Canyon Potable Water Storage Reservoirs
Levee strengthening and supply protection	261-266	Contra Costa County Water Agency	Hotchkiss Tract, Bethel Island, Jersey Island, Holland Tract, Webb Tract, and Bradford Island Levee Upgrades and Rehabilitation
Water use and recycling	222	Sewer Authority Mid-Coastside (SAM)	Mid-Coastside Region Recycled Water Project
Water use and recycling	267	East Bay Municipal Utility District (EBMUD)	East Bay Water Use Efficiency
Water use and recycling	273	City of San Jose	South Bay Water Recycling Phase 1C Pipeline Extensions and Facility Improvements
Water use and recycling	274	SCVWD	South Bay Advanced Recycled Water Treatment Facility
Water use and recycling	290	City & County of San Francisco	Municipal Rainwater Harvesting (Schools & Recreation Centers)

Other Significant Projects Aligning With Regional Water Priorities

Other proposals, while more narrowly focused, appeared to address or cluster around significant regional priorities and may merit support either individually or in the aggregate.

Regional Priority	Proposal	Submitting Entity	Project Name / Notes
Maintenance and reinvestment	244	SAM	Wet Weather Flow Management Project
Maintenance and reinvestment	279	San Francisco Public Utilities Commission	Seismic Retrofits
Maintenance and reinvestment	289	City & County of San Francisco	Newcomb Avenue Model Block Street
Maintenance and reinvestment	550, 552, 554-558, 560-561	Association of Bay Area Governments	Under ABAG's FOCUS planning process, these proposals were submitted to create a regional network of storm water management pilot projects
Water use and recycling	222, 243, 245, 260, 267, 272, 273, 275	SAM, SCVWD, City of American Canyon, EBMUD, City of Palo Alto, City of San Jose, San Francisco International Airport	Recycled Water Projects

⁷ Hydrogen Sulfide gas.

Utility interconnection	226, 238, 258	SCVWD, City of San Bruno	Interconnection of Multiple Providers
Metering	248, 259, 267	SCVWD, City of San Bruno, EBMUD	Improved Water Metering
Demand reduction	230, 242, 246, 247	Sonoma County Economic Development Board, SCVWD	Demand Reduction Rebates and Technology Deployment
Demand reduction	231	Montara Water & Sanitary District	Desalination Project (potential pilot for region)

Water Policies

BACEI identified three opportunities for strategic advancement of regional water needs:

1. Develop a publicly vetted strategic planning and needs assessment, building upon the Bay Area Integrated Regional Water Management Plan and other regional water and land use planning.
2. Develop an accurate system of economic valuation for water projects, along with corresponding pricing / funding mechanisms for operation and capital expenses.
3. Create a regional fund to support state funding on water maintenance, improvements, and green infrastructure development.

IV. ENERGY AND CLIMATE

Regional Energy / Climate Strategy and Priorities

The San Francisco Bay Area is strategically positioned to play a prominent role in the state, national and global transition to a sustainable, renewable energy-based economy. Its unmatched research base, large-scale investment in alternative energy research, track record of technology commercialization and deployment, forward-looking public policies (as reflected in policies adopted by the regional agencies' Joint Policy Committee), and engaged citizenry make renewable energy development and climate change management a priority.

In addition to addressing the overarching need to manage climate change, regional leaders believe that renewable energy technology presents a major economic opportunity, with the potential to become an important component of the region's technology-based economy. Large-scale deployment of technology, such as LED streetlights or solar photovoltaic (PV) systems, can stimulate regional markets and support business formation and expansion in those sectors. Reduced emissions of a range of non-CO₂ pollutants and improved energy efficiency are closely related goals.

Based on this perspective, Bay Area strategies encompass six priority areas:

- (1) Large-scale energy efficiency retrofit through AB811 financing mechanisms
- (2) Technology deployment programs to support commercial scale development of alternative energy technologies, including solar PV and smart lighting
- (3) Smart grid technology deployment
- (4) Alternative fuel infrastructure deployment
- (5) Regional collaboration on climate change management
- (6) Port energy infrastructure

Strategic Projects for Energy / Climate

Regional Priority	Proposal	Submitting Entity	Proposal Name / Notes
Energy efficiency retrofit, Renewable energy retrofit	310	Alameda County / StopWaste.org	Green Packages: Alameda Countywide Resource-Efficiency Project to Green Existing Buildings & Landscapes - comprehensive program to support energy retrofit of residential and small commercial buildings
Energy efficiency retrofit, Renewable energy retrofit	316	Alameda County and Cities	FIRST Energy Retrofit program - AB 811 program to finance energy efficiency improvements in Alameda County
Energy efficiency retrofit, Renewable energy retrofit	325	City/County Association of Governments of San Mateo County	Comprehensive Energy Efficiency Retrofit and Solar Program - Mello-Roos special district in San Mateo County to incentivize energy efficiency and distributed solar generation.
Energy efficiency retrofit, Renewable energy retrofit	331	Association of Bay Area Governments	ABAG Regional Community Scale Building Energy Retrofit and Renewable Program- region wide program, using financing and public education, to accelerate adoption of energy efficiency and photovoltaics in homes and commercial buildings.
Energy efficiency retrofit, Renewable energy retrofit	348	City of San Jose	Community Energy Efficiency and Renewable Loan Program - AB 811 program in City of San Jose
Technology deployment	332	City of Oakland	Super-Efficient Lighting Retrofits - City of Oakland conversion of downtown streetlights to adaptive LED technology
Technology deployment	352	City of San Jose	Adaptive Clean Tech Streetlights - City of San Jose conversion of streetlights to adaptive LED technology

Port energy	301	Port of Oakland	Installation of New Utility Infrastructure to Provide Alternative Power for Ocean-Going Vessels At-Berth – delivery of grid-based electric power dockside at the Port of Oakland, to reduce use of diesel auxiliary engines while at berth
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Other Significant Projects Aligning With Regional Energy / Climate Priorities

Other proposals, while more narrowly focused, appear to address or cluster around significant regional priorities and may merit support either individually or in the aggregate.

Regional Priority	Proposal	Submitting Entity	Proposal Name / Notes
Energy efficiency retrofit	333	City of Oakland	Engaging Downtown Businesses in Existing Energy Efficient Programs – technical guidance for businesses and rebates for efficiency upgrades in downtown Oakland
Energy efficiency retrofit	335	City of Oakland	Efficiency Upgrades to Downtown Business – Financing program focused on Class B Energy buildings in downtown Oakland
Energy efficiency retrofit	350	City of San Jose	Low-Income Energy Efficiency Retrofit program
Renewable energy retrofit	298, 302, 312	San Mateo Union High School District, Pacific Community Services, County of Santa Clara	Local facility retrofit projects
Renewable energy retrofit	319	City of Emeryville	City of Emeryville Municipal Buildings Solar and Seismic Retrofit Program
Renewable energy retrofit	320	City of Burlingame	Solar Panel/Voltaic Project for City of Burlingame Facilities
Renewable energy retrofit	322	City of Foster City	Foster City Library/Community Center Solar Power Conversion
Energy efficiency retrofit, Renewable energy retrofit	349	City of San Jose	San Jose Convention Center Energy Upgrades for Building Renovation
Renewable energy retrofit	351	City of San Jose	Comprehensive Municipal Solar Installations
Energy efficiency retrofit	353	San Francisco International Airport	Energy Efficiency Upgrades
Energy efficiency retrofit, Renewable energy retrofit	359	San Francisco Public Utilities Commission	SFPUC Headquarters Building Sustainability Improvement
Renewable energy retrofit	548	City of San Jose	Renewable Energy Retrofits for Affordable Housing Developments – 14 projects in San Jose
Technology deployment	326	University Associates – Silicon Valley LLC	Silicon Valley Regional Environmental Sustainability Initiative – sustainability planning and technology development at Moffett Field involving UC, NASA Ames, California PUC, California Energy Commission and others
Smart grid	314	Berkeley Roundtable on the International Economy (BRIE), UC Berkeley	Next Generation Smart Power Grid: Creating a Platform for Innovation and Experimentation – UC based platform for informing and supporting smart grid deployment policy
Regional collaboration	299, 567	Silicon Valley Leadership Group, Bay Area Council Economic Institute	Bay Area Climate Collaborative / Climate Bay Area – regional public-private partnerships to address climate change issues

Energy/Climate Policies or Conceptual Opportunities

BACEI identified five policy opportunities for strategic advancement of regional energy and climate goals:

1. Energy Efficiency Block Grant Program—Given the widespread demand and benefits for building retrofits and solar technology or other building energy deployment, the Institute recommends exploring a block grant financing program.
2. California Energy Commission Retrofit Policy Change—There is a problem with CEC's eligibility rules for retrofits for "economically disadvantaged communities." This phrase is currently

defined as a municipal "legal jurisdiction" with no more than 80% of the state's median household income, which excludes most cities; adjust definition to define "communities" to include neighborhoods.

3. Climate Bay Area—A public-private partnership sponsored by the regional regulatory agencies Joint Policy Committee (JPC) and supported by the Economic Institute, to provide a systematic platform for long-term climate change management in the region, including an integrated information hub and systemic connections diverse initiatives, including #299 (Bay Area Climate Collaborative) above. Climate Bay Area will directly advance implementation of statewide policies such as AB32⁸ and SB375 by integrating public and private sector initiatives, and support the Bay Area priority of regional collaboration on climate change. See # 567 above.
4. AB811⁹ Financing Districts—The creation of special renewable energy and energy efficiency financing mechanisms at the local level holds significant promise for encouraging the further deployment of sustainable energy solutions throughout the region. Several AB811 proposals were received from associations and counties, including Marin (#343). Such programs may require additional administrative capacity on the part of municipal governments, marketing to increase consumer uptake, and other services not currently within the suite of activities undertaken by cities. An assessment of the financial competitiveness and of consumer receptivity to proposed AB811 programs will be useful to ensure that any stimulus funds committed will be effectively and swiftly deployed. The Economic Institute recommends a statewide assessment of the success of these programs, including best practices, to aid cities and counties in structuring their initiatives.
5. "Smart Grid"—Smart grid projects rely on new communications and information technologies to provide greater efficiency, safety and reliability in the transmission and distribution of electricity. Several federal and state agencies, including the CPUC, Energy Commission, National Institute of Standards, US Department of Energy, and Federal Energy Regulatory Commission, are currently developing policies and standards that would apply uniformly to smart grid projects in California and across the nation. In addition, because such projects by definition require investments in electric transmission and distribution facilities, the US Department of Energy has established criteria for federal stimulus funding that generally requires and gives priority for smart grid projects that are co-sponsored by electric utilities. At the request of the CPUC and Energy Commission, PG&E and other California utilities are currently considering proposals for joint, cooperative smart grid demonstration projects that would be funded by the ARRA stimulus funds. Smart grid proposals submitted to the Economic Institute, including proposal 314 above, should be evaluated in that context.
6. Sea level rise adaptation—The anticipated rise in sea level caused by climate change is a particular challenge inside the Golden Gate, where key public and private infrastructure is vulnerable. This also presents an opportunity to develop new methods for management and the protection of waterfront areas beyond establishment and maintenance of levees, which can be developed for local application but marketed globally.

⁸ Assembly Bill 32, the California Global Warming Solutions Act of 2006.

⁹ Assembly Bill 811, signed in 2008 to assist financing of energy efficiency improvements.

V. HOUSING

Regional Housing Strategy and Priorities

Bay Area residents and employers historically have been challenged by the region's high cost of living, related in part to its lack of affordable housing. With cost of construction lower than it has been for years and with presently high unemployment, we have an opportunity to align and execute on a number of objectives that would create jobs in the short and long terms and deliver affordable and transit-oriented housing supply in the region.

The Association of Bay Area Governments (ABAG), MTC, and the Bay Conservation and Development Commission (BCDC) have been working with state, regional, and local government on a regional planning effort called the FOCUS Initiative to locate housing in Priority Development Areas (PDAs) that support regional growth and transit-oriented development. PDAs encompass most of the transit-served infill opportunities in the Bay Area and represent a real opportunity to focus growth and investment. Projects within PDAs help the region address housing needs and jobs-housing imbalances, stem congestion, and address climate change, objectives which are all in line with SB375 mandates. Over 120 FOCUS PDAs have been designated since 2007 to guide regional growth. Based on this strategic framework and the proposals received, this workplan addresses the following four areas:

- (1) Affordable/low-income and appropriate housing
- (2) Transit-oriented development and urban infill
- (3) Mixed-use and transit-oriented development outside the urban core
- (4) Foreclosures and recession-related financing

Affordable/low-income housing and appropriate housing for those with special needs are important to maintaining the diversity that makes the Bay Area thrive.

TOD, infill development, and PDAs are essential to efficiently use the region's limited land resources, reduce vehicle miles traveled on Bay Area roads and bridges, and address global warming.

Mixed-use development outside the urban core is important to reduce vehicle miles traveled and to address the region's jobs-housing imbalance. Mixed-use communities should work not only to decrease residents' dependency on cars for accessing resources within the development area, but should also allow for easy foot or other access to public transit systems that service the broader geographic area.

Home foreclosure has been an issue throughout the recession, with the impacts being felt variably across the nine counties. While housing values have remained relatively stable in some communities in San Francisco and the North Bay, many parts of the Bay Area would benefit from neighborhood stabilization programs (NSPs) to preserve home values and deteriorating neighborhoods through direct support of strategically located properties. NSPs could include acquiring land and property; demolishing or rehabilitating abandoned properties; and/or providing downpayment and closing cost assistance to low- and middle-income homebuyers. Projects can also stabilize neighborhoods by creating "land banks" to assemble, temporarily manage, and dispose of foreclosed homes.

Strategic Projects for Housing

Regional Priority	Proposal	Submitting Entity	Proposal Name / Notes
Affordable housing	520	Emerald Fund Inc.	333 Harrison Street
Affordable housing	528	City of Fremont	Allied Housing Main Street Village Project

Affordable housing, TOD	532	San Francisco Redevelopment Agency	Mission Bay South Residential Neighborhood Infrastructure, Phase 2
TOD	518	City of Emeryville	Emeryville Marketplace Transit Oriented Development
TOD	522	Spanish Speaking Unity Council of Alameda County, Inc.	Fruitvale Transit Village Phase II
TOD	529	Bay Meadows Maintrack Investors, LLC	Bay Meadows Transit Oriented Development

Other Significant Projects Aligning With Regional Housing Priorities

Other proposals, while more narrowly focused, appear to address or cluster around significant regional priorities and may merit support either individually or in the aggregate.

Regional Priority	Proposal	Submitting Entity
Infill Development & Priority Development Area	541, 543, 544	San Francisco Redevelopment Agency, 178 Townsend Properties, Martin McNerney Properties
Mixed Use Development outside the Urban Core	524, 533, 538, 542, 545	Vacaville Redevelopment Agency, City of San Pablo, City of Sunnyvale, City of Livermore, Contra Costa County Redevelopment Agency
Foreclosure Management & Neighborhood Stabilization	525, 530, 534, 535, 539, 547, 570	The EARN Group, Habitat for Humanity Greater San Francisco, City of San Pablo, Housing Endowment and Regional Trust, Contra Costa County Department of Conservation & Development, City of Oakland Community Land Trust
Housing for Communities with Special Needs	521, 536, 537, 540,	Human Investment Project, City of San Pablo, Emerald Glen Homes, Glubetich Enterprises
Priority Development Area	517, 524, 527, 533, 541, 542, 543, 544, 545, 549, 571	First Community Housing, Vacaville Redevelopment Agency, Habitat for Humanity Greater San Francisco, City of San Pablo, City of Livermore, 178 Townsend Properties, Martin McNerney Properties, Contra Costa County Redevelopment Agency, Treasure Island Development Authority, City of Oakland Transit-Oriented Development Projects

Housing Policy

The Economic Institute understands that BT&H and the Department of Housing and Community Development are working to address the issue of stimulus-related requirements tied to Proposition 1C decisions. Proposition 1C awards help ensure the availability of affordable housing in the Bay Area, but the Institute also recognizes and supports the secondary opportunity such funds provide to help drive job growth in construction and related industries during the economic downturn.

VI. HUMAN CAPITAL AND WORKFORCE DEVELOPMENT

Regional Workforce Strategy and Priorities

The Bay Area's economic recovery and subsequent economic advancement require attention to specific issues in the education, training, placement, and recruitment of its workers. Strategies to address these issues include the following:

- (1) Re-entry—Develop additional programs to facilitate employment re-entry by high-skill, high-education professionals;
- (2) Difficult-to-employ—Improve training and placement for difficult-to-employ individuals, including youth, veterans, disadvantaged minority populations, deaf individuals, and ex-offenders;
- (3) STEM—Develop and deploy a coordinated approach to improving K-20 (kindergarten through graduate level) science, technology, engineering and mathematics (STEM) education
- (4) Critical need—Undertake specific training for current or potential critical need categories in the trades and technical and other workforce gaps, including the areas of "green jobs," healthcare and water utilities;
- (5) Post-secondary—Enhance community college and California State University offerings;
- (6) Facilities—Undertake construction or expansion of certain facilities;
- (7) Policy—Identify specific policy or system improvements.

Strategic Projects for Human Capital and Workforce Development

Regional Priority	Proposal	Submitting Entity	Proposal Name / Notes
Difficult-to-employ	376	Jewish Vocational Services	Business Basics - training and placement ladder for low-income adults
Difficult-to-employ/Re-entry	377	San Mateo County Union Community Alliance	Stimulus Worker Project - Coordination, outreach, and placement for dislocated workers - need to demonstrate shared ownership of project among partner institutions
Difficult-to-employ / Critical need	390	Bay Area Workforce Funding Collaborative	Bay Area Workforce Funding Collaborative - prepares low-income adults for high demand jobs
Difficult-to-employ	368	CAMINOS Pathways Learning Center	Digital Inclusion and Self-Sufficiency - training and on-the-job experience for Latina immigrant women
Re-entry / high education	401	Tri-Valley Business Council	Center of Excellence for Energy Science and Engineering Training - re-entry program for scientists and technologists - need to check on physical facility
Re-entry / high education	564	Hewlett-Packard Company	Bay Area Innovation Fellowship Training Program - immediate job placements to retain dislocated top R&D talent
Critical need	216, 414	Workforce Board of Contra Costa County, City College of San Francisco	Greater Bay Area Water Works, Water Distribution Certificate Programs - these proposals meet a critical need but would benefit from regional coordination or approach
Critical need	375	La Positas College	Healthcare Careers Lattice Initiative - training to address severe shortages for credentialed healthcare professionals
Critical need	410	Sustainable Silicon Valley	Energy Efficiency through Green Teams and Workforce Training - green jobs and energy technology workforce
Critical need/STEM	403, 413	Americans for Cures Foundation, City College of San Francisco	Life Sciences High School Education Project, Job Readiness for Biotechnician Students - these two programs are recommended for grouping to provide a high school through college educational and placement track

Other Significant Projects Aligning With Regional Human Capital Priorities

Other proposals, while more narrowly focused, appeared to address or cluster around significant regional priorities and may merit support either individually or in the aggregate.

Regional Priority	Proposal	Submitting Entity	Proposal Name / Notes
Facilities	128	Ed Roberts Campus	Ed Roberts Campus – gap financing for completion of final buildout of facility for support services, training, and job placement for people with disabilities
Facilities	367	San Mateo County Community College District	Renovation Upgrades for Cañada College University Center
Facilities	381	City of Emeryville	Emeryville Center of Community Life
Critical need	373	City College of San Francisco	Green & Sustainable Business Center
Critical need	382	City College of San Francisco	Green Construction Career Pathway Program
Difficult-to-employ	374	City College of San Francisco	Youth Worker Certificate
Difficult-to-employ	385	City College of San Francisco	Childcare Training for ESL Populations
Difficult-to-employ	386	Los Altos Community Foundation	Bridging the Digital Divide for Returning Veterans
Difficult-to-employ	387	United Way of the Bay Area	SparkPoint Centers
Difficult-to-employ / Critical need	394	Sonoma County Workforce Investment Board	Sonoma County Green Center
Difficult-to-employ	396	City College of San Francisco	Hekima Program
Difficult-to-employ	404	Contra Costa County Redevelopment Agency	North Richmond Young Adult Empowerment Center

Human Capital Policies or Conceptual Opportunities

Two significant concerns emerged relating to K-20 education.

1. STEM education has been identified in the Bay Area, across the state, and nationwide as a critical area for improvement. Much effort was expended in the US Department of Labor WIRED initiative to identify and develop effective STEM policies. In addition to proposals 403 and 413, four STEM-related proposals were submitted in the Bay Area process (372, 399, 400, 409). Although STEM is a regional priority, and these proposals had merits, we believe that STEM would best be addressed on a statewide or regional level, driving large and systemic change, rather than singular activities by a school, county or WIB. The Economic Institute recommends formulation of a statewide or regional initiative based on WIRED's STEM Collaborative Action Plan to address shortcomings in STEM education.
2. It is important to create a focused, long-term pipeline for motivating and transforming young people into high-skilled, high-wage workers in key industries. We received one proposal to do so (407, Contra Costa Economic Partnership) and would encourage the development of additional programs at the regional or state level to address this growing concern. In addition, the East Bay Green Corridor project (400)—to develop, create and expand career pathways in green employment, including construction, installers, technicians, engineers and teachers—is listed as a priority project under business development, below.

VII. BUSINESS DEVELOPMENT

Regional Business Development Strategy and Priorities

The Bay Area's business support environment has many assets, but it is hindered by variability in strategic planning, fragmentation of resources and policies, ongoing issues with redevelopment of military bases, and gaps in essential capabilities. The region sees the recovery process as an opportunity to improve joint planning and bring key resources to an effective level to drive region-wide economic vitality in the following ways:

- (1) Business redevelopment—Enhance municipal infrastructure and development projects for business vitality, particularly military base redevelopment and business / industrial infrastructure;
- (2) Finance—Improve financing and lending facilities for business activities;
- (3) Business support—Improve the region's hard and soft infrastructure and coordination to support key sectors such as biotechnology and international trade, and to attract business and inbound travel, including enhancement to convention and visitor facilities.

Strategic Projects for Business Development

Regional Priority	Proposal	Submitting Entity	Proposal Name / Notes
Finance	434	Keiretsu Forum	Bay Area Innovation Capital Development Project
Finance	461	Opportunity Fund Northern California	MicroCredit Bay Area
Business support	400	East Bay Green Corridor Partnership	East Bay Green Corridor Education, Workforce and Business Development Initiative (note that this partnership may tie to other specific proposals)
Business support	433	Corporate for Manufacturing Excellence (MANEX)	Clean/Green/Sustainable Manufacturing Capability and General Manufacturing Competitiveness
Business support	455	Sonoma Mountain Business Cluster	North Bay Business Incubator
Business support	471	Alameda County Small Business Development Center	Seminar for Success - Prepare Today, Succeed Tomorrow!
Business support	473	City of Oakland	Bay Area World Trade Center Expansion - recommend only development of phase 1 strategic plan and feasibility study for regional expansion rather than full proposal
Business support	480	City of San Jose	Expansion of SB338 to Include Renewable Energy
Redevelopment	563	City of Oakland	Oakland Army Base Redevelopment
Redevelopment	565	City of Oakland	Industrial Business Districts

Other Significant Projects Aligning With Regional Business Development Priorities

Other proposals, while more narrowly focused, appeared to address or cluster around significant regional priorities and may merit support either individually or in the aggregate.

Regional Priority	Proposal	Submitting Entity	Proposal Name / Notes
Business support	464	REDF	Making the Stimulus "Work" - supports development of social enterprises that create immediate employment opportunities - potentially consider as workforce project
Business support (Convention & Tourism)	472, 481, 482	City of Oakland, Port of San Francisco, City and County of San Francisco	Scotlan Convention Center Renovation, Pier 27 Cruise Terminal, Moscone East: Convention Center Expansion

Business Development Policies or Conceptual Opportunities

This category raised a number of opportunities and concerns.

1. Military base conversion and redevelopment continues to be an important priority for the region. We received proposals in various categories related to several bases, and this plan recommends some as priority proposals, including at the Oakland Army Base and Moffett Field. Further work is needed to establish full preparedness for shovel-ready investment at Treasure Island, Mare Island, Hunters Point, and Alameda Naval Air Station though these bases offer high priority opportunities for re-use.
2. There is concern that technology companies are being attracted to other regions or states by financing or other incentives. In addition, the dislocation of highly educated workers can, if effectively addressed, prove stimulative to innovative entrepreneurial activity. Various ideas were proposed for special funds, including a Bay Area Stimulus Fund proposed by Alameda County SBDC (468) and an I-80 Corridor Innovation Fund proposed by the Solano Economic Development Corporate and SBDC (451). The Economic Institute recommends examining a region-wide revolving loan fund for green technology companies and other priority industries. The Bay Area Family of Funds could possibly serve as such a facility. In addition, the Keiretsu Forum and Opportunity Fund Northern California financing proposals (434 and 461) were advanced as priority proposals above.
3. Innovation zones are of interest to BT&H and the region, and various proposals were received specific to development of innovation zones. Some were in the Science and Innovation category, and some were submitted in Business Development (see the Science and Innovation section for further comments). The innovation zone proposals included a package of four life sciences innovation zones (proposals 462, 463, 465, 467, submitted by the BayBio Institute), Sunnyvale Peery Park Innovation area (488), Bay Bio Corridor (489), Mission Bay Science and Innovation Corridor (491), Forest City Innovation Campus (498), and Oakland Mandela Innovation Zone (572). There was also a comprehensive East Bay Green Corridor initiative that went beyond the concept of an innovation zone, but included zone components. These proposals and the concept of innovation zones provided a variety of approaches to i-zones and may be useful in assessing the utility and effectiveness of different approaches. However, a proliferation of approaches to i-zones may ultimately diminish the usefulness of a zone concept. The Economic Institute recommends exploring an innovation zone strategy that establishes core elements and structures across zones, and addresses known issues tied to innovation-related businesses, including permits, assembling land across available parcels, infrastructure, redevelopment and relationship to innovation drivers such as universities or federal laboratories.
4. There were several proposals submitted by Small Business Development Centers (SBDCs). Given the statewide nature and funding of the SBDC program, there may be an opportunity to encourage collaboration between programs and build scale through region-wide or statewide funding or coordination.
5. The nonprofit sector plays an important role in addressing community needs, particularly during times of economic difficulty. Proposal 445, submitted by the Center for Community Benefit Organizations, showed innovative thinking in this regard, as does proposal 569 submitted by the Taproot Foundation.

VIII. SCIENCE AND INNOVATION

Regional Science and Innovation Strategy and Priorities

More than any other region of California, the nation, or the world, the Bay Area is identified with innovation. Its federal, university, and corporate laboratories support research in a variety of disciplines that, with the support of venture and other capital, has produced the world's largest concentration of information technology, nanotechnology, biotechnology, clean energy, and other technology companies. Its ability to create and nurture innovative new technologies and companies supports high-paying jobs, generates exports, provides a competitive edge in global business, and differentiates the region and California from other regions and countries that compete on lower costs but are economically less productive. It is in the strategic interest of the region to support research facilities, entrepreneurial activity, and educational and other programs that enable the emergence of new technologies, companies and industries and contribute to economic competitiveness.

Strategic Projects for Science and Innovation

Regional Priority	Proposal	Submitting Entity	Proposal Name / Notes
Innovation corridor	491	San Francisco Redevelopment Agency	Mission Bay Science and Innovation Corridor – completion of infrastructure to support development of Mission Bay area of San Francisco as a major center for university research, biotechnology, and medical activity, with associated construction, research, and other employment
Facilities	495	UCSF Medical Center	University of California at San Francisco Medical Center at Mission Bay – development of UCSF hospital adjacent to academic/research campus at Mission Bay, to accelerate translational medicine, promote lab-bench discoveries, support health care innovations, concentrate research and clinical care activity at one location, and attract biotechnology industry activity and employment
Technology accelerator/commercialization	506	California Clean Energy Fund (CalCEF)	The CalCEF Clean Energy Accelerator: Advancing Technology Commercialization and Stimulating Enterprise Development in the Greater Bay Area – development of a highly differentiated accelerator model to nurture promising technologies and business models, compressing the time from idea generation to venture formation and commercialization
Facilities	507	Buck Institute for Age Research	California Institute for Regenerative Medicine (CIRM) Center of Excellence in Stem Cells and Aging – supplement an existing CIRM grant with federal funds to construct a center for the conduct of stem cell research on aging and age-related diseases, at the Buck Center for Research on Aging (Marin County)
Facilities	568	Sandia National Laboratories	Hub for Innovation in the Transportation Energy Community (HITEC) at Sandia National Laboratories (Livermore, CA) – development of an innovation center for low-carbon transportation energy solutions with long-term plan to build out commercialization capacity and opportunity for public-private partnerships

Other Significant Projects Aligning With Regional Science and Innovation Priorities

Several other proposals, while more narrowly focused, appear to advance similar innovation or research-related objectives, focused on two broad sectoral priorities, biotechnology and cleantech:

Regional Priority	Proposal	Submitting Entity	Proposal Name / Notes
R&D	493	QB3/Tethys Alliance	Prediction of preventable, devastating, and costly diseases with simple blood tests – research project to enable the Bay Area to become the global center for Preventative Personalized Medicine and train future industry leaders, through public-private partnership to develop Very High Throughput Immunoassay (VHTI) technology
Facilities	496	Regents of the University of California	Bringing the educational resources of UC Berkeley to the public through the arts – support innovation and creativity by developing public education spaces as part of construction of new UC Berkeley Art Museum and Pacific Film Archive facility
Facilities	514	San Jose Redevelopment Agency	San Jose BioCenter Expansion – expansion of San Jose BioCenter from 33,500 to 67,000 sf facility, to extend laboratory and incubator capacity for biotechnology, clean technology, and other science-based technology companies
Facilities	515	City of San Jose	Las Plumas Clean Tech Demonstration Center – development of clean technology demonstration and prototype manufacturing center in San Jose

Additional proposals were received to expand the infrastructure for and use of electronic medical records (EMRs). EMRs have been highlighted as a priority of the new federal administration, and the Economic Institute believes that the Bay Area could significantly benefit from expanding EMR deployment in the region. As a potential demonstration project, support for the Alameda County Medical Center (499) could accelerate adoption of an EMR system at three hospital campuses and three freestanding health centers and outpatient clinics. The proposal could also reduce costs through economies of scale if other public systems were to join in a consortium or group buying project.

Science and Innovation Policies or Conceptual Opportunities

1. The proposals received in this category did not represent the full scope of potential initiatives for science and innovation projects in the region. The Institute would encourage regional innovation stakeholders to keep the institute and BASIC informed of relevant plans.
2. Innovation zone proposals were split between this category and business development. In general there was support for targeting policy on strategic facilities and geographies with the potential for innovation-based growth, but there was sensitivity to the innovation zone concept and its design, given the potential for companies to simply shift within the region. The creation of such zones should be designed to deliver measureable economic value to participants through infrastructure, workforce, tax and finance, or other means. See the business development section for further discussion.
3. Financing for innovation and companies was generally addressed under business development.
4. Broadband technology is an important driver of economic growth and an enabler of innovation networks in the region. Proposals were received for expanding broadband access in parts of the Bay Area (proposal 460 – IP Networks, 487 – City of Benicia, 509 – City of Oakland, 513 – City of Palo Alto). While these proposal have merit, the Economic Institute supports a broader initiative to extend broadband regionally, with particular attention to the region’s disadvantaged communities, and in line with the opportunities provided through ARRA.

IX. SITE CERTIFICATION PROGRAM

The "Shovel-Ready Site Certification Program" plan under development by BT&H would enhance the region's readiness to attract investment and facilitate job-generating economic activity. However, the benefit to both local government and potential users could be enhanced by two refinements.

First, in order to ensure accurate data that will be of greatest benefit to users, the list should be reduced to a more manageable "featured sites" list. This smaller list could then be refreshed periodically to ensure accurate information and changing opportunities.

Secondly the list should not be defined by size, but by special features. Large parcels that are "shovel ready" would be one of those special features, but smaller "signature" properties with important features such as telecommunications infrastructure, GMP-certified biotech manufacturing facilities, or a location in an enterprise zone with proximity to a deep water port should also be included on the list. A quality list, rather than a comprehensive list, would be an impressive, distilled statement of California opportunities even to those not currently looking for sites.

The Economic Institute supports BT&H in their efforts to expand the marketing of properties within the state, and we appreciate the opportunity to help launch a program that will benefit both the clients and the Bay Area cities and counties committed to expediting development.

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APPENDIX I

Outreach, Review and Project Teams

As noted in the workplan, the Bay Area’s leading economic development corporations (EDCs), business organizations, and sector-based experts were engaged to facilitate broad participation in the development of the workplan and to advise the Economic Institute in the establishment of assessment criteria and evaluate the proposals received. The Economic Institute is grateful for the participation and support from the following organizations and individuals.

Regional Outreach Partners

Name	Title	Organization
Michael Ammann	President	Solano Economic Development Corporation
Linda Best	President & CEO	Contra Costa Council
Dennis Conaghan	Executive Director	San Francisco Center for Economic Development
Daniel Cruey	President & CEO	San Mateo County Economic Development Association
Henry Gardner	Executive Director	Association of Bay Area Governments
Carl Guardino	President	Silicon Valley Leadership Group
Bruce Kern	Executive Director	East Bay Economic Development Alliance
Paul Krutko	Chief Development Officer	City of San Jose, Office of Economic Development
Kara Ann LaPierre	Executive Director	Silicon Valley Economic Development Alliance
Dan Lindheim	City Administrator	City of Oakland
Cynthia Murray	President & CEO	North Bay Leadership Council
Todd Rufo	Director, Business Development	City & County of San Francisco, Office of Economic and Workforce Development
Ben Stone	Coordinator	Sonoma County Economic Development Board
Jim Wunderman	President & CEO	Bay Area Council

Subject Matter Advisors & Proposal Reviewers

Regional Priority	Name	Title	Organization
Business Development	Karen Engel	Director of Economic Development	Oakland Metropolitan Chamber of Commerce
Energy	Ryan Bell	Sustainability Project Manager	County of Alameda
Energy	Dan Kammen	Professor	UC Berkeley Energy & Resources Group
Energy	Stan Kataoka	Manager, Economic Development & Facilities Acquisition	PG&E
Energy	David Rubin	Director of Service Analysis/Pricing and Payment Products	PG&E
Energy, Innovation, Transportation	Karen Scott	Manager, Energy Innovation Initiatives	Sandia National Laboratories
Energy, Water	Tej Shah	Vice President	Table Rock Capital
Energy, Innovation, Transportation	Ronald Stoltz	Government Relations Manager	Sandia National Laboratories
Housing	Carol Galante	Former President & CEO	BRIDGE Housing Corporation (<i>now Deputy Assistant Secretary for Multifamily Housing Programs, US Department of Housing and Urban Development</i>)
Housing	Kenneth Kirkey	Planning Director	Association of Bay Area Governments
Housing	Lydia Tan	Interim President & CEO	BRIDGE Housing Corporation
Housing	Scott Zengel	Vice President, Bay Area Family of Funds	Bay Area Council

Human Capital	Michael Curran	Director	NOVA (North Valley Job Training Consortium)
Human Capital	Virginia Hamilton	Executive Director	California Workforce Association
Human Capital	Lorne Needle	Vice President, Community Investment	United Way of the Bay Area
Human Capital	Terry Shoaff	Executive Vice President	Contra Costa Council
Innovation	John Kao	President	Kao & Company, LLC
Innovation	Paul Saffo	Roy Amara Fellow	Saffo.com
Innovation	Kim Walesh	Assistant Director	City of San Jose, Office of Economic Development
Transportation	Michael Cunningham	Vice President, Transportation	Bay Area Council
Transportation	Christine Farrugia	Associate	Table Rock Capital
Transportation	Therese McMillan	Deputy Director, Policy	Metropolitan Transportation Commission
Transportation	Randy Rentschler	Director of Legislation/Public Affairs	Metropolitan Transportation Commission
Water	Andrew Hewlett	Associate	Table Rock Capital
Water	Bob Whitley	Co-founder	Whitley Burchett & Associates
Water	Kathleen Van Velsor	Senior Environmental Planner / Program Manager, Water/Land Use & Coastal Planning Studies	Association of Bay Area Governments

Project Team

Project management Sean Randolph, President & CEO, BACEI
Coordination and integration Paul Oliva, Consultant to BACEI
Project support Kristen Durham, Senior Analyst, BACEI
Project adviser Bruce Kern, Executive Director, East Bay EDA
Adviser Philippe Sion, McKinsey & Company

APPENDIX II
Summary of Proposals⁺⁺⁺

Prop#	Primary Category	Project Name	Entity Submitting
100	Transportation	RV-EV and Electric Surge Box Distributor	James Jabaut
101	Transportation	Interstate 580 Trail Undercrossing	East Bay Regional Park District
102	Water	Optimal Water Fluoridation for San Jose and Santa Clara County	The Health Trust
103	Transportation	Regional Flexwork Traffic Reduction Program	The Telecommuting Advantage Group
104	Transportation	Union City TOD and Station District Infrastructure	City of Union City Redevelopment Agency
105	Transportation	Interstate 80- Pedestrian/Bicycle Bridge	City of Emeryville
106	Transportation	Biodiesel delivery to San Mateo County	Autopia Biofuels
107	Transportation	Widening of the Highway 17 Off Ramp at Hamilton Avenue	City of Campbell
108	Transportation	Interstate 680/Norris Canyon Bus/Carpool On-and Off-Ramps	Sunset Development Company
109	Transportation	Streetscape/pedestrian improvements and gateway elements along El Camino Real implementing the Precise Plan.	City of Sunnyvale
110	Transportation	Vasco Road Safety Improvement Project, Phase 2	Contra Costa County
111	Transportation	Union City Intermodal Station	City of Union City Redevelopment Agency
112	Transportation	RFP 089	ABC Construction
113	Transportation	I-680/I-880 Cross Connectors	City of Fremont
114	Transportation	Interstate 680 - Norris Canyon Bus/Carpool on/off ramps	City of San Ramon
115	Transportation	West Dublin BART Transit Center - Infrastructure Improvements	City of Dublin
116	Transportation	Port of Oakland/Oakland International Airport Levee Strengthening	Port of Oakland
117	Transportation	DUPLICATE Completion of the -50 Foot Dredging Project	Port of Oakland
118	Transportation	Shellmound Green Village	City of Emeryville
119	Transportation	Fremont Midtown District Streetscape Upgrades	City of Fremont
120	Transportation	DUPLICATE 7th Street Grade Crossing and Roadway Improvement Project	Port of Oakland
121	Transportation	Eco Transport	Eco Transport
122	Transportation	Richmond BART/Transit Village - East Side Station Approach	Richmond Community Redevelopment Agency
123	Transportation	Richmond Transit Village - Nevin Avenue Pedestrian Improvements	Richmond Community Redevelopment Agency
124	Transportation	Richmond Transit Village - Barrett Avenue Bike Lanes	Richmond Community Redevelopment Agency
125	Transportation	Richmond Ferry Terminal Landside Improvements - Waterfront Pedestrian Improvements	Richmond Community Redevelopment Agency
126	Transportation	Richmond Ferry Terminal Landside Improvements - Esplanade Drive Extension	Richmond Community Redevelopment Agency
127	Transportation	Richmond Ferry Terminal Landside Improvements - Parking Structure	Richmond Community Redevelopment Agency
128	Transportation	Ed Roberts Campus	Ed Roberts Campus
129	Transportation	Central I-80 Rail Corridor Improvements	Alameda County Congestion Management Agency
130	Transportation	City of Novato: North Redwood Boulevard Transit Infrastructure Enhancement and Downtown Revitalization	City of Novato
131	Transportation	Vacaville Transportation Center (VTC) - Phase 2	City of Vacaville
132	Transportation	Transbay Transit Center - Expansion of Phase 1	Transbay Joint Powers Authority
133	Transportation	Completion of 50-foot Dredging project	Port of Oakland
134	Transportation	City of Cotati Old Redwood Highway - North Improvement Project	City of Cotati

⁺⁺⁺ Rows that are blacked out represent proposals that were duplicates or withdrawn by proposer.

135	Transportation	Mission Bay South Shovel Ready Infrastructure	San Francisco Redevelopment Agency in partnership with FOCIL-MB (Farallon Capital Management)
136	Transportation	7th Street Grade Separation and Roadway Improvements	Port of Oakland
137	Transportation	Port of Redwood City Wharves 1&2 Modernization Project	Port of Redwood City
138	Transportation	Hercules Intermodal Transit Center Infrastructure Improvement Project	City of Hercules
139	Transportation	Bay Area Air Quality Management District application for American Recovery and Reinvestment Act Funding (ARRA) for the National Clean Diesel Funding Assistance Program	Bay Area Air Quality Management District
140	Transportation	U.S. Highway 101/Broadway Interchange Reconstruction Project	City of Burlingame
141	Transportation	State Route 4 East Corridor Project - State Route 4 Bypass Improvements	State Route 4 Bypass Authority
142	Transportation	Construction of the Mission Boulevard/Warren Avenue/Truck Transfer Facility Project Phase 1B/2	Alameda County Transportation Authority
143	Transportation	Oakland International Airport (OIA) Levee Strengthening DUPLICATE	Port of Oakland
144	Transportation	Berths 60-63	Port of Oakland
145	Transportation	Corporation Yard Expansion and Relocation	City of San Pablo
146	Transportation	Secure \$69 million in funding for the construction of Phase 2, Line Track, Station, and System (LTSS) Improvements.	Alameda County Transportation Improvement Authority (ACTIA)
147	Transportation	Electric Vehicle Infrastructure for County Facilities	The County of Santa Clara
148	Transportation	Plaza del Sol Phase II	City of Sunnyvale
149	Transportation	Wildcat Creek Trail	City of San Pablo
150	Transportation	NUMMI Onsite Intermodal Ramp	New United Motor Manufacturing, Inc.
151	Transportation	Old Town Utility Undergrounding	City of San Pablo
152	Transportation	Sixth Street Undercrossing	City of Santa Rosa
153	Transportation	Contra Costa Centre Transportation Enhancement Program	Contra Costa County Redevelopment Agency
154	Transportation	Century Boulevard Pavement Rehabilitation and Class II/III Bicycle Facility	City of Pittsburg
155	Transportation	West Leland Road Corridor Signal Interconnect	City of Pittsburg
156	Transportation	Laurel Road to Main Street Widening (Oakley CIP #8)	City of Oakley
157	Transportation	Buchanan Road Signal Interconnect	City of Pittsburg
158	Transportation	Pittsburg Opticom and Transit Priority Control	City of Pittsburg
159	Transportation	SCC CNG/Hydrogen Dispensing Station	The County of Santa Clara
160	Transportation	Loveridge Road Traffic Signal Interconnect	City of Pittsburg
161	Transportation	Oakley Downtown Focus Area (ABAG Priority Development Area) Main Street/Highway 4 Widening	City of Oakley
162	Transportation	Oakley Employment Focus Area - Oakley Infrastructure Industrial Area (ABAG Priority Development Area)	City of Oakley
163	Transportation	Extension of Historic Streetcar Service from Fisherman's Wharf to the San Francisco Maritime National Historical Park and Golden Gate National Recreation Area's Fort Mason Center.	National Park Service - Golden Gate National Recreation Area
164	Transportation	Streetlight Rehabilitation and Energy Efficiency Project	City of San Bruno
165	Transportation	Bay Area Electric Vehicle/Alternative Fuel and Infrastructure Project	Bay Area Air Quality Management District (BAAQMD)
166	Transportation	Hercules New Town Center and Sycamore Downtown	Hercules Redevelopment Agency
167	Transportation	Downtown Bikeway Network	City of Oakland
168	Transportation	Downtown I-880 Pedestrian Integration	City of Oakland
169	Transportation	Downtown Oakland Intelligent Transportation Corridor Project	City of Oakland
170	Transportation	Downtown Shuttle	City of Oakland
171	Transportation	Gateway Development Area Roadway Construction and Intersection Improvements	City of Oakland
172	Transportation	Aviation Priority Projects	Port of Oakland
173	Transportation	Oakland Harbor Projects DUPLICATE	Port of Oakland
174	Transportation	East Oakland Industrial Business Districts	City of Oakland

175	Transportation	Pinole Shoal Maintenance Dredging	Contra Costa County Water Agency
176	Transportation	Suisun Bay Channel/New York Slough Maintenance Dredging	Contra Costa County Water Agency
177	Transportation	Bethel Island Road Bridge Replacement Project	Contra Costa County Public Works Department
178	Transportation	Iron Horse Trail Pedestrian Overcrossing Project	Contra Costa County Public Works Department
179	Transportation	State Route 4 Rubberized Asphalt Overlay	Contra Costa County Public Works Department
180	Transportation	Vasco Road Overlay	Contra Costa County Public Works Department
181	Transportation	Surface Treatment/Thin Overlay of County Roads	Contra Costa County Public Works Department
182	Transportation	Guard Rail Retrofit	Contra Costa County Public Works Department
183	Transportation	DUPLICATE West Dublin BART Transit Center - Infrastructure Improvements	City of Dublin
184	Transportation	DUPLICATE Vallejo Station Parking Structure	Vallejo Chamber of Commerce
185	Transportation	Mare Island Ferry Maint Facility	Vallejo Chamber of Commerce
186	Transportation	Mare Island--Promenade/Ways Cranes	Vallejo Chamber of Commerce
187	Transportation	Mare Island--Club Drive Park	Vallejo Chamber of Commerce
188	Transportation	Mare Island--Walnut Avenue	Vallejo Chamber of Commerce
189	Transportation	Mare Island--G Street	Vallejo Chamber of Commerce
190	Transportation	Mare Island--Morton Field Relocation	Vallejo Chamber of Commerce
191	Transportation	Mare Island -- Community Park	Vallejo Chamber of Commerce
192	Transportation	Caltrain Electrification	Peninsula Corridor Joint Powers Board (Caltrain)
193	Transportation	Caltrain Positive Train Control	Peninsula Corridor Joint Powers Board (Caltrain)
194	Transportation	San Bruno Grade Separation	Peninsula Corridor Joint Powers Board (Caltrain)
195	Transportation	North Terminal Station Improvements	Peninsula Corridor Joint Powers Board (Caltrain)
196	Transportation	Infrastructure Improvements along the El Camino Real Corridor in Support of the Grand Boulevard Initiative	San Mateo County Transit District
197	Transportation	BART Extension to San Jose/Silicon Valley	City of San Jose
198	Transportation	California High Speed Rail Project	City of San Jose
199	Transportation	Diridon Station Expansion - "Grand Central Silicon Valley"	City of San Jose
200	Transportation	Route 280/880/Stevens Creek Interchange Upgrade	City of San Jose
201	Transportation	Petroleum Reduction Technology Projects for the Transportation sector	City of San Jose
202	Transportation	South Access to the Golden Gate Bridge, Doyle Drive Reconstruction Project	San Francisco County Transportation Authority
203	Transportation	Hunters Point Shipyard/Candlestick Point Roadway Improvements	City of San Francisco Office of Economic & Workforce Development
204	Transportation	Hunters Point Shipyard/Candlestick Point Transit Corridors Development	City of San Francisco Office of Economic & Workforce Development
205	Transportation	Early Construction of Train Box	Transbay Joint Powers Authority
206	Transportation	DTX Final Design	Transbay Joint Powers Authority

207	Transportation	Transbay Transit Center Design	Transbay Joint Powers Authority
208	Transportation	CM Services	Transbay Joint Powers Authority
209	Transportation	Utility Relocation	Transbay Joint Powers Authority
210	Transportation	Yerba Buena Island Ramps Improvement Project	Treasure Island Development Authority
211	Transportation	Treasure Island Ferry Vessels	Treasure Island Development Authority
212	Transportation	Treasure Island SFMTA Buses	Treasure Island Development Authority
213	Transportation	Treasure Island AC Transit Buses	Treasure Island Development Authority
214	Transportation	Treasure Island Alternative Fuel On-Island Shuttles	Treasure Island Development Authority
215	Water	Sewage Collection Asset Preservation, H2S Eradication and Effluent Quality Improvement in the City of San Francisco	Green Bull Products, Inc.
216	Human Capital	Greater Bay Area Water Works	Workforce Board of Contra Costa County
217	Water	Thompson Creek Stream Stabilization (Quimby to Aborn)	Santa Clara Valley Water District
218	Water	Alamitos Diversion Dam Improvements	Santa Clara Valley Water District
219	Water	Pond A8 Applied Study	Santa Clara Valley Water District
220	Water	Gold Street Educational Center	Santa Clara Valley Water District
221	Water	Water Efficient Demonstration Gardens	Santa Clara Valley Water District
222	Water	Mid-Coastside Region Recycled Water Project	Sewer Authority Mid-Coastside (SAM)
223	Water	Alviso Slough Restoration	Santa Clara Valley Water District
224	Water	Water Treatment Plant Capital Improvement Project (East and West Pipelines)	Santa Clara Valley Water District
225	Energy/Climate	Modification of Utility Infrastructure to provide Cold Ironing at the Port of Oakland.	Port of Oakland
226	Water	Penitencia Water Treatment Plant Backwash Pump Replacement Project	Santa Clara Valley Water District
227	Water	Rinconada Water Treatment Plant Chemical System and Standby Power Upgrade Project	Santa Clara Valley Water District
228	Water	American Canyon Potable Water Storage Reservoirs	City of American Canyon
229	Energy/Climate	Penitencia Water Treatment Plant Standby Power Upgrade	Santa Clara Valley Water District
230	Water	Commercial Turf Rebate and Water Conservation Program	Sonoma County Economic Development Board
231	Water	Coastside Regional Seawater Desalination Project	Montara Water & Sanitary District
232	Water	Rinconada Water Treatment Plant and Vasona Pumping Station Voice-Data Modifications	Santa Clara Valley Water District
233	Water	Rinconada Water Treatment Plant Valve Replacement	Santa Clara Valley Water District
234	Water	Rinconada Water Treatment Plant Clarification System Refurbishment Project	Santa Clara Valley Water District
235	Water	Water Treatment Plant Input/Output Cards and Trunk Cables	Santa Clara Valley Water District
236	Water	City of American Canyon Watermain Replacement Project	City of American Canyon
237	Water	Rinconada Water Treatment Plant Computer Room Retrofit	Santa Clara Valley Water District

238	Water	Santa Teresa Water Treatment Plant Incompatible Materials	Santa Clara Valley Water District
239	Water	Holly Road Street Rehabilitation Project	City of Belmont
240	Water	Pacheco Pumping Plant Pump Rebuild/Replacement Project	Santa Clara Valley Water District
241	Water	Jacques Gulch Restoration	Santa Clara Valley Water District
242	Water	High Efficiency Toilet Installation Program for Multi-Family Dwellings and Commercial and Industrial Installations	Santa Clara Valley Water District
243	Water	South Bay Advanced Recycled Water Treatment Facility	Santa Clara Valley Water District
244	Water	Wet Weather Flow Management Project	Sewer Authority Mid-Coastside
245	Water	South Santa Clara County Recycled Water Master Plan	Santa Clara Valley Water District
246	Water	Residential High Efficiency Toilet Rebate Program	Santa Clara Valley Water District
247	Water	Commercial and Industrial High Efficiency Clothes Washer Rebate Program	Santa Clara Valley Water District
248	Water	Water Submeter Rebate Program	Santa Clara Valley Water District
249	Water	American Canyon Wastewater Treatment Plant Compliance Upgrade Project	City of American Canyon
250	Water	SCADA for Wastewater Facilities	City of San Bruno
251	Water	Mastick Avenue Wastewater Main Replacement Project	City of San Bruno
252	Water	Equipment Purchase for Preventative Maintenance	City of San Bruno
253	Water	San Antonio Avenue Drainage Improvement Project	City of San Bruno
254	Water	San Bruno Avenue Sewer Replacement between Traeger and Cherry Avenues	City of San Bruno
255	Water	Seismic Retrofit and Rehabilitation of Water Tanks 1 and 3	City of San Bruno
256	Water	Rehabilitation of Water Pump Station No. 4	City of San Bruno
257	Water	Sweeny Ridge Water Pipeline Rehabilitation	City of San Bruno
258	Water	Construction of Regulators on Four SFPUC Service Connections	City of San Bruno
259	Water	Advanced Water Meter System	City of San Bruno
260	Water	American Canyon Recycled Water System Project	City of American Canyon
261	Water	Hotchkiss Tract Levee Project	Contra Costa County Water Agency
262	Water	Bethel Island Municipal Improvement District Levee Upgrade Project	Contra Costa County Water Agency
263	Water	Jersey Island Levee Rehabilitation	Contra Costa County Water Agency
264	Water	Holland Tract Levee Rehab and Bank Protection Project	Contra Costa County Water Agency
265	Water	Webb Tract Levee Rehabilitation and Bank Protection Project	Contra Costa County Water Agency
266	Water	Bradford Island Levee Rehabilitation Project	Contra Costa County Water Agency
267	Water	East Bay Water Use Efficiency	East Bay Municipal Utility District
268	Water	Glen Cove Waterfront Park Improvement Project	Vallejo Chamber of Commerce
269	Water	Mare Island--Grid Zone 48" Pipeline	Vallejo Chamber of Commerce
270	Water	Mare Island--Sewer/Storm Drain	Vallejo Chamber of Commerce
271	Water	Reservoir Water Quality Enhancement	City of Palo Alto Utilities Department
272	Water	Palo Alto Recycled Water Project	City of Palo Alto Utilities Department
273	Water	South Bay Water Recycling Phase 1C Pipeline Extensions and Facility Improvements	City of San Jose
274	Water	South Bay Advanced Recycled Water Treatment Facility	Santa Clara Valley Water District

275	Water	Wastewater Recycling Project	San Francisco International Airport
276	Water	Treasure Island Water Storage Tanks, Distribution System and Secondary Water Supply	Treasure Island Development Authority
277	Water	Treasure Island Auxiliary Water Supply System (AWSS)	Treasure Island Development Authority
278	Water	Tesla Treatment Facility	San Francisco Public Utilities Commission
279	Water	Pulgas Balancing Reservoir	San Francisco Public Utilities Commission
280	Water	Lawrence Livermore Water Quality Improvement	San Francisco Public Utilities Commission
281	Water	Sunol Valley Water Treatment Plant	San Francisco Public Utilities Commission
282	Water	SFPUC Headquarters Building SCADA System	San Francisco Public Utilities Commission
283	Water	Sunnydale Sewer Improvement	San Francisco Public Utilities Commission
284	Water	North Shore Force Main Replacement	San Francisco Public Utilities Commission
285	Water	Colon, Greenwood, Plymouth, wildwood, Southwood, Miramar Sewer System	San Francisco Public Utilities Commission
286	Water	Headworks Facilities Odor Control Improvement	San Francisco Public Utilities Commission
287	Water	Multiple Sewer Main Replacements	San Francisco Public Utilities Commission
288	Water	Civic Center Rainwater Harvesting and Green Stormwater Infrastructure	City & County of San Francisco
289	Water	Newcomb Avenue Model Block Streetscape Improvement Project	City & County of San Francisco
290	Water	Municipal Rainwater Harvesting (Schools & Recreation Centers)	City & County of San Francisco
291	Water	Bayview Opera House Plaza Improvements	City & County of San Francisco
292	Energy/Climate	Electrical System Power Quality Monitoring System	Applied Power Technologies, Inc.
293	Energy/Climate	Clean Gasoline and Carbon Mitigation from Wastewater Treatment Plants' Emissions of Greenhouse Gases	SynCH Energy Corporation
294	Energy/Climate	Engineering Support for Energy Efficiency and Carbon Dioxide Reduction in Fossil Fuel Power	McWane and Associates
295	Energy/Climate	Bayside Tech Park Energy and Water Use Reduction Plan	City of Fremont
296	Energy/Climate	Electric Transportation Commercial Demonstration Project	CyberTran International, Inc.
297	Energy/Climate	Wind Farm ID: 2218-88434-27556-26	Gold Pact Power, Inc. (GPP)
298	Energy/Climate	Solar Photovoltaic System	San Mateo Union High School District
299	Energy/Climate	Bay Area Climate Collaborative	Silicon Valley Leadership Group
300	Energy/Climate	Benicia Community Center	City of Benicia
301	Energy/Climate	Installation of New Utility Infrastructure to Provide Alternative Power for Ocean-Going Vessels At-Berth (¿Cold-Ironing¿)	Port of Oakland
302	Energy/Climate	Assisted Housing Renewable Energy Retrofit and Employment Project	Pacific Community Services, Inc.
303	Energy/Climate	Charge Tower - Electric Vehicle Charging Stations and Home Battery Systems	Charge Tower, LLC
304	Energy/Climate	Stion High Efficiency Photovoltaic Array & Electric Vehicle Charging Station, 'Stion PV & EV Project'	Stion Corporation
305	Energy/Climate	Energy Conservation and Facility Retro- commissioning	County of Santa Clara
306	Energy/Climate	Walpert Center for the Developmentally Disabled, a 501c3 nonprofit	Walpert Center for the Developmentally Disabled

307	Energy/Climate	Nursery: Center for Sustainable Gardening	San Francisco Botanical Garden Society
308	Energy/Climate	The Climate Navigator: Towards a prosperous, sustainable future for California.	University of California Berkeley; Center for Information Technology Research in the Interest of Society (CITRIS)
309	Housing	Zero Energy, Affordable, Multifamily Housing	ZETA Communities
310	Energy/Climate	Green Packages: Alameda Countywide Resource-Efficiency Project to Green Existing Buildings/Landscapes	StopWaste.Org on behalf of the Alameda County City Managers Association
311	Energy/Climate	Grid Scale Energy Storage Technology Development and Commercialization	Velkess Inc.
312	Energy/Climate	Elmwood Jail Self Sufficiency - Solar Power Installation	County of Santa Clara
313	Energy/Climate	UCSF Mission Bay Central Cogeneration Plant	UCSF & University of California San Francisco
314	Energy/Climate	The Next Generation Smart Power Grid: Creating a Platform for Innovation and Experimentation	Berkeley Roundtable on the International Economy (BRIE), University of California Berkeley
315	Energy/Climate	Sustainable San Pablo	City of San Pablo
316	Energy/Climate	Alameda County and Cities FIRST Energy Retrofit Program (FIRST Energy)	County of Alameda
317	Energy/Climate	Wastewater Treatment Plant Aeration System Energy Efficiency Improvements	City of San Mateo
318	Energy/Climate	City Hall Courtyard\ Landscape Renovation	City of San Pablo
319	Energy/Climate	City of Emeryville Municipal Buildings Solar and Seismic retrofit program.	City of Emeryville
320	Energy/Climate	Solar Panel/Voltaic Project for City of Burlingame Facilities	City of Burlingame
321	Energy/Climate	Municipal Hybrid fleet program.	City of Emeryville
322	Energy/Climate	Foster City Library/Community Center Solar Power Conversion	City of Foster City, California
323	Energy/Climate	Poplar Avenue Pump Station Rehabilitation	City of San Mateo
324	Energy/Climate	Energy Conservation Demonstration Program: EV Vehicles Purchasing and LED/Induction Streetlight Replacement	City of Burlingame
325	Energy/Climate	Comprehensive Energy Efficiency Retrofit and Solar Program	City/ County Association Of Governments of San Mateo County
326	Energy/Climate	Silicon Valley Regional Environmental Sustainability Initiative (ESI)	University Associates - Silicon Valley LLC. (UA-SV)
327	Energy/Climate	650 Townsend Street Energy and Water Use Reduction Plan	TMG Partners
328	Energy/Climate	875 Howard Street Energy and Water Use Reduction Plan	TMG Partners
329	Energy/Climate	Immediate Job Creation and Local Business Utilization via Sustainable Energy Efficiency and Energy Cost Reduction	Energy Conservation Options (ECO)
330	Energy/Climate	California Alternative Fuel Infrastructure Project - 2009/2010	Propel Fuels, Inc.
331	Energy/Climate	ABAG Regional Community Scale Building Energy Retrofit and Renewables Program	BKI on behalf of Association of Bay Area Governments
332	Energy/Climate	Super Efficient Lighting Retrofits	City of Oakland
333	Energy/Climate	Engaging Downtown Businesses in Existing Energy Efficient Programs	City of Oakland
334	Energy/Climate	Smart Grid Technology	City of Oakland
335	Energy/Climate	Energy Efficiency Upgrades to Downtown Businesses	City of Oakland
336	Energy/Climate	EBMUD Opportunity	City of Oakland
337	Energy/Climate	East Bay Green Energy	East Bay Municipal Utility District
338	Energy/Climate	Marin Solar Support Program	County of Marin
339	Energy/Climate	Marin Green Building Codes and Standards	County of Marin
340	Energy/Climate	Marin Energy Authority Smart Grid Optimization Demonstration Project	Marin Energy Authority
341	Energy/Climate	Marin Renewable Energy Procurement Project	Marin Energy Authority
342	Energy/Climate	Development of Solar Installations in Targeted High-Value Locations	Marin Energy Authority
343	Energy/Climate	Real Property-Based Financing and Support for Renewable Energy and Energy Efficiency Improvements	Marin Energy Authority
344	Energy/Climate	Biogas Project Using Methane Captured From Redwood Landfill	Marin Energy Authority
345	Energy/Climate	Northgate Neighborhood Park	Vallejo Chamber of Commerce

346	Energy/Climate	Citywide Energy Initiatives	Vallejo Chamber of Commerce
347	Energy/Climate	Fire Station Replacement	Palo Alto Fire Department
348	Energy/Climate	Community Energy Efficiency and Renewable Loan Program	City of San Jose
349	Energy/Climate	San Jose Convention Center energy upgrades and building renovation	San Jose Redevelopment Agency
350	Energy/Climate	Low-Income Energy Efficiency Retrofit Program	City of San Jose
351	Energy/Climate	Comprehensive Municipal Solar Installations	City of San Jose
352	Energy/Climate	Adaptive Clean Tech Streetlights	City of San Jose
353	Energy/Climate	Energy Efficiency Upgrades	San Francisco International Airport
354	Energy/Climate	Hydrogen Fuel Cell Program	San Francisco International Airport
355	Energy/Climate	Treasure Island Electric Reliability and Smart Grid Improvements	Treasure Island Development Authority
356	Water	Treasure Island Wastewater Treatment Facility Sludge Stabilization Safety Improvement Project	Treasure Island Development Authority
357	Water	Treasure Island Wastewater Treatment Plant Replacement Project	Treasure Island Development Authority
358	Energy/Climate	Energy efficiency projects and GHG Reduction Project	San Francisco Public Utilities Commission
359	Energy/Climate	SFPUC Headquarters Building Sustainability Improvement	San Francisco Public Utilities Commission
360	Human Capital	Mass Screening of diabetes retinopathy	HCT INC
361	Human Capital	Jardin de Maestros (Garden of the Teachers) Living and Learning Center	City of Pittsburg Redevelopment Agency
362	Human Capital	To prevent vision loss by mass telescreening diabetes for retinopathy disease, providing jobs to thousand of people.	Homeland Communication Technology Inc.
363	Human Capital	Construction of Helms Community Center	Helms Community Center
364	Human Capital	Davis Park Renovation Project	Davis Park - Community Building Renovation
365	Human Capital	Joint MSPAS/MPH Pipeline Program Building Renovation	Touro University
366	Human Capital	Vallejo Unified School District Charter School	Touro University
367	Human Capital	Renovation/upgrades for Canada College University Center	San Mateo County Community College District
368	Human Capital	Digital Inclusion and Self-Sufficiency	CAMINOS-Pathways Learning Center
369	Human Capital	Credit Improvement Workshops Looking Forward To A New Future	East Bay Credit Bureau - Credit Improvement division
370	Human Capital	City of San Pablo Incubator for Environmental Education, Training and Jobs	City of San Pablo
371	Human Capital	C.L. Dellums Center for Community Sustainability	The Restoration Association for the Development Improving the Landmark 16th Street Train Station (RAILS)
372	Human Capital	Solano STEM Project (STEM stands for Science, Technology, Engineering, Math)	Solano Economic Development Corporation and the Educational Partnership Foundation of Solano
373	Human Capital	Green & Sustainable Business Center (GSBC)	City College of San Francisco
374	Human Capital	Youth Worker Certificate	City College of San Francisco
375	Human Capital	Healthcare Careers Lattice Initiative	Las Positas College
376	Human Capital	Business Basics	Jewish Vocational Service (JVS)
377	Human Capital	Stimulus Worker Project	San Mateo County Union Community Alliance
378	Human Capital	Skills Training for Business Office Support, Clerical Accounting and Medical Offices	City College of San Francisco

379	Human Capital	GreenStream: Reducing Bay Area's Carbon Footprint by Creating Green-Collar Jobs	HMR USA Inc.
380	Human Capital	Green Jobs Training	ASAP Professional Services, Inc.
381	Human Capital	Emeryville Center of Community Life	City of Emeryville
382	Human Capital	Green Construction Career Pathway Program	City College of San Francisco
383	Human Capital	GIS & the Stimulus Plan	City College of San Francisco
384	Human Capital	CDCR Healthcare Facility at Solano County	California Prison Receiver or California Dept of Corrections and Rehabilitation
385	Human Capital	Childcare Training for ESL Populations	City College of San Francisco
386	Human Capital	Bridging the Digital Divide for Returning Veterans	Los Altos Community Foundation, a 501(c)3 nonprofit, via its Workforce Incubator 509(a) supporting organization
387	Human Capital	SparkPoint Centers	United Way of the Bay Area
388	Human Capital	Claybank Jail Facility	Solano County
389	Human Capital	Genomics Technology and Biotechnology Lab Assistant Certificate Programs	City College of San Francisco
390	Human Capital	Bay Area Workforce Funding Collaborative	Bay Area Workforce Funding Collaborative
391	Human Capital	Construction Enhancements to Support Science Education and Research at CSU East Bay	California State University, East Bay
392	Human Capital	CPA Firm Stimulus Job Creation: Education, Training and Consulting Services	RINA accountancy corporation
393	Human Capital	Business Computer Technology Student and Faculty Training Upgrades	City College of San Francisco
394	Human Capital	Sonoma County Green Center ¿ A Hub for Connecting the Low-Income Community with the Green Economy	Sonoma County Workforce Investment Board
395	Human Capital	Southeast Campus Pre-Bridge to Green and Technology Jobs	City College of San Francisco
396	Human Capital	Hekima Program	City College of San Francisco
397	Human Capital	Green Workforce Expansion	Conservation Corps North Bay (CCNB)
398	Human Capital	Bay Area Alliance for Sustainable Food Systems Education, Workforce and Economic Development Project	College of Marin
399	Human Capital	East Bay STEM Career Pathways Collaborative	California State University, East Bay
400	Human Capital	East Bay Green Corridor Education, Workforce and Business Development Initiative	East Bay Green Corridor Partnership / California State University, East Bay
401	Human Capital	Center of Excellence for Energy Science and Engineering Training	Tri-Valley Business Council (TVBC)
402	Human Capital	Connecting Young Adults with Water Conservation, Flood Protection, Water Supply, and Climate Change Career Development Opportunities	Santa Clara Valley Water District
403	Human Capital	Life Sciences High School Education Project	Americans For Cures Foundation (tentative ¿ see supplementary documentation)
404	Human Capital	North Richmond Young Adult Empowerment Center Current programs at the Center include: a) Customer Service Academy b) Stride Center c) Entrepreneurship Training d) Computer Tools Training e) Sea Tec (Cabling) Training	Contra Costa County Redevelopment Agency
405	Human Capital	Deaf Employment Training Center (program)/ Deaf Employment Training Alliance of the Bay Area (advisory council)	Deaf Counseling, Advocacy & Referral Agency (DCARA)

406	Human Capital	Job Match	Bay Area Industry Education Council
407	Human Capital	Creating a Long-term Workforce Pipeline in High-Wage, High-Skill, High-Demand Strategic Industry Sectors	Contra Costa Economic Partnership
408	Human Capital	Veterans STP Program Internet Tools and Skills to Find Job Opportunities, (Skills, Tools, and Process - STP)	ABRE
409	Human Capital	University of California Science, Technology, Engineering, and Math Workforce Consortium (UC STEM Consortium)	University of California, Student Academic Preparation and Education Partnerships (SAPEP)
410	Human Capital	Energy Efficiency through Green Teams and Workforce Training	Sustainable Silicon Valley
411	Human Capital	Economy is an invention of mankind.	Jon Hockaday
412	Human Capital	Marina Culinary and Hospitality Institute	City of Pittsburg Redevelopment Agency
413	Human Capital	Job Readiness for Biotechnician Students	City College of San Francisco
414	Human Capital	Water Distribution Operator (D1) Certification and Water Treatment Operator Certification (T1) Training Programs	City College of San Francisco
415	Human Capital	DUPLICATE Accelerating the Transition to a Green Workforce through Energy Efficiency, Green Teams and Sustainability Manager Training	Sustainable Silicon Valley
416	Human Capital	Green Tech Bilingual Custodial Training Program	City College of San Francisco, SF Community College District
417	Human Capital	Training for Development Community and City Staff	City of Oakland
418	Human Capital	Construction-ready seismic renovation of the historic Vallejo Music Theatre Building	Vallejo Chamber of Commerce
419	Human Capital	Vallejo Community Beach	Vallejo Chamber of Commerce
420	Human Capital	Fighting Back Community Revitalization	Vallejo Chamber of Commerce
421	Human Capital	Florence Douglas Senior Center	Vallejo Chamber of Commerce
422	Human Capital	Community Oriented Policing Services (COPS) Universal Hiring Program	City of Palo Alto Police Department
423	Human Capital	Educational Entertainment Engine and Online Community	EduNet- Educational Community Infrastructure & Production Services Network
424	Biz Dev	Picture it SOLD! Home Staging Franchise Plan to Stimulate the Bay Area and California Housing Market, the Furniture Industry and to Nurture and Empower Independent Women Entrepreneurship	Picture it SOLD! Home Staging, Inc.
425	Biz Dev	Northeast Quadrant Infrastructure	City of Dixon, CA
426	Biz Dev	Business job growth initiatives that leverage green technologies to increase both job creation while also improving the skill sets of our current employee base.	Half Moon Bay Brewing Company, Inc.
427	Biz Dev	Business Sustainability and Support Center	City of Santa Rosa
428	Biz Dev	Bay Area Investment and Tourist Program	Ganson Ventures LLC dba Travel Pac
429	Biz Dev	Vaska's EPA Design for the Environment approved "Zero Impact" Green Detergent System for industrial prison laundry and other public laundering and housekeeping uses	Vaska, Inc.
430	Biz Dev	Strategies for Small Businesses in an Economic Downturn	Contra Costa Small Business Development Center
431	Biz Dev	Jade360 Expense Recovery	Jade360
432	Biz Dev	BP & A Startup Funding	BP & Associates
433	Biz Dev	Clean/Green/Sustainable Manufacturing Capability and General Manufacturing Competitiveness	The Corporation for Manufacturing Excellence (Manex)
434	Biz Dev	Bay Area "Innovation Capital" Development Project	Keiretsu Forum

435	Biz Dev	Completion of national/international consumer products branding campaign for 12 year old East Bay company via the funding of a multifaceted marketing focused on 'the Power of TV.'	Buffalo Milke Automotive Polishing Products, Inc.
436	Biz Dev	Business intelligence gathering at the point of contact with the use of classificatory system	Strawberry Point Software Inc
437	Biz Dev	Solano County Branding Development and Tourism Expansion Project	County of Solano
438	Biz Dev	IT Infrastructure Upgrades with .NETigration	Packaged Business Solutions, Inc. (PBSI)
439	Biz Dev	Infrastructure development of a Mixed-Use Residential/Service Commercial/Retail development known as the Hoffman Property, located just north of the City's Downtown Waterfront District	City of Suisun City
440	Biz Dev	Business recruitment incentive program to provide small business loans for new and existing small business owners in the City	City of Suisun City
441	Biz Dev	Rehabilitation and historic preservation of the Bank Building, located at 701 Main Street in the City's Downtown Waterfront District	City of Suisun City
442	Biz Dev	Public Infrastructure for a Mixed-Use development known as the Gentry Property, located just west of Suisun City and within the City's sphere of influence	City of Suisun City
443	Biz Dev	Alameda Landing Mixed-Use Project - Phase I Backbone Infrastructure Improvements	City of Alameda
444	Biz Dev	Hospital Diagnostic and Surgical Modernization Project	St. Joseph Health System - Sonoma County
445	Biz Dev	Building Nonprofit Capacity to Support Regional Economic Recovery	Center for Community Benefit Organizations (The CBO Center)
446	Biz Dev	Pacifica Municipal Pier Rehabilitation Project	City of Pacifica
447	Biz Dev	Business AdvVance	Pacific Community Ventures
448	Biz Dev	Rodeo Downtown/Waterfront Utility and Infrastructure Upgrade, and Brownfield Remediation Project	Rodeo Downtown Infrastructure Upgrades
449	Biz Dev	Project to Grow Sustainable Emerging Domestic Market Businesses and Create Bay Area Jobs	Business Value Alliance
450	Biz Dev	Electronic Motor Vehicle Title Management System	QuieTrack Insurance Services Corporation
451	Biz Dev	I-80 Corridor Innovation Fund	Solano Economic Development Corporation and Solano Community College Small Business Development Center
452	Biz Dev	Pre-qualification for hiring tax credits	San Francisco Chamber of Commerce Foundation (SF Works)
453	Biz Dev	Rehabilitation of Main Street and Marina Parking Lot (located on corner of Main and Solano Streets) in the City's Downtown Waterfront District	Main Street/Parking Lot Rehab Project
454	Biz Dev	Northern Silicon Valley Partnership Business Development	City of Fremont
455	Biz Dev	North Bay Business Incubator	Sonoma Mountain Business Cluster
456	Biz Dev	BRINGING LOCAL PRODUCTS AND SERVICES TO A GLOBAL MARKET	Solypsys
457	Biz Dev	Queen of the Valley North Building	Queen of the Valley Medical Center
458	Biz Dev	Fairfield Technology Revolving Loan Fund.	City of Fairfield
459	Biz Dev	Napa Development	Napa/River House Partnership
460	Biz Dev	Bandwidth for Growth	IP Networks, Inc.
461	Biz Dev	MicroCredit Bay Area	Opportunity Fund Northern California
462	Biz Dev	Silicon Valley Life Sciences Innovation Zone	BayBio Institute
463	Biz Dev	South San Francisco Life Sciences Innovation Zone	BayBio Institute
464	Human Capital	Making the Stimulus Work: Creating Jobs for Low-Income Bay Area Youth and Adults with Multiple Barriers to Employment	REDF
465	Biz Dev	Emeryville Life Sciences Innovation Zone	BayBio Institute

466	Biz Dev	Silicon Valley Revolving Loan Fund	Silicon Valley Economic Development Alliance (SVEDA)
467	Biz Dev	UC Davis Life Sciences Innovation Zone	BayBio Institute
468	Biz Dev	Bay Area Stimulus Fund ("BASF")	Alameda County Small Business Development Center
469	Biz Dev	Eco.logic Brands Inc. - Development of the first fully sustainable, innovative 'green' packaging solution aimed at replacing plastic bottles and other non-recyclable consumer containers currently used in the dairy and beverage industries.	Eco.logic Brands Inc.
470	Biz Dev	DUPLICATE Bay Area Stimulus Fund (¿BASF¿)	Alameda County Small Business Development Center
471	Biz Dev	SBDC's Seminar for Success - Prepare Today, Succeed Tomorrow!	Alameda County Small Business Development Center
472	Biz Dev	Scotlan Convention Center Renovation	City of Oakland
473	Biz Dev	Bay Area World Trade Center Expansion	City of Oakland
474	Biz Dev	DUPLICATE Clean/Green/Sustainable Manufacturing Capability and General Manufacturing Competitiveness	The Corporation for Manufacturing Excellence (Manex)
475	Biz Dev	City Park	Vallejo Chamber of Commerce
476	Biz Dev	Vallejo Downtown Streetscape	Vallejo Chamber of Commerce
477	Biz Dev	SR37 Mare Island Interchange	Vallejo Chamber of Commerce
478	Biz Dev	Mare Island--Rehabilitate Historic Buildings	Vallejo Chamber of Commerce
479	Biz Dev	Dredge Mare Island Strait	Vallejo Chamber of Commerce
480	Biz Dev	Expansion of SB 338 to include Renewable Energy	City of San Jose
481	Biz Dev	Port of San Francisco Pier 27 Cruise Terminal	Port of San Francisco
482	Biz Dev	Moscone East: Convention Center Expansion	City and County of San Francisco: Office of Economic and Workforce Development / TMG Partners
483	Sci/Inno	Receiver chip for mobile Digital Television (DTV) in North America	Iberium Communications, Inc
484	Sci/Inno	Aeroderm¿ for the treatment of severe eczema	Aerovance Inc.
485	Sci/Inno	¿Focused Industry-Specific Industrial Parks via Public-Private Partnerships¿	This proposal is submitted by an individual private citizen of CA, not an entity.
486	Sci/Inno	Touro University Research Facility	Touro University
487	Sci/Inno	Benicia Industrial Area Technology Needs Assessment (a comprehensive survey of the limited supply and the great existing and future demand for broadband access in southern Solano County¿s employment center)	City of Benicia
488	Sci/Inno	Peery Park Innovation Area and Specific Plan	City of Sunnyvale
489	Biz Dev	Bay Bio Corridor	San Francisco Center for Economic development (SFCED)
490	Sci/Inno	Strategic Plan for NACBD and CBD Strategy Forum	National Association of Community Benefit Districts
491	Sci/Inno	Mission Bay Science and Innovation Corridor	San Francisco Redevelopment Agency in partnership with FOCIL-MB (Farallon Capital Management)
492	Sci/Inno	Support for University of California Cooperative Extension Research and Outreach	TheCounty of Contra Costa

493	Sci/Inno	Prediction of preventable, devastating, and costly diseases with simple blood tests	QB3/Tethys Alliance: Partnering for Innovation in Early-Stage Diagnostics and Workforce Development
494	Sci/Inno	Prosperity MavLabs: Inventing unconventional campaigns for Sustainable Prosperity	C2 Group LLC
495	Sci/Inno	UCSF Medical Center at Mission Bay	UCSF Medical Center
496	Sci/Inno	Bringing the Educational Resources of UC Berkeley to the Public Through the Arts	Regents of the University of California
497	Sci/Inno	DUPLICATE Support for UCCE Applied Research and Education	The County of Contra Costa
498	Sci/Inno	The Innovation Campus	Forest City Development
499	Sci/Inno	Electronic Health Record System for Alameda County Medical Center	Alameda County Medical Center
500	Sci/Inno	California Naturopathic Medical School	California Naturopathic Doctors Association
501	Sci/Inno	NoCal Regional Data Center Strategic Initiative	St. Joseph Health Systems
502	Sci/Inno	Health Information Exchange-Redwood Community Health Coalition	St. Joseph Health Systems
503	Sci/Inno	MEDITECH 5.6 Upgrade-Santa Rosa Medical Center	St. Joseph Health Systems
504	Human Capital	CLS Industry Initiative	BayBio Institute
505	Sci/Inno	MEDITECH 5.6 Upgrade-Santa Rosa Medical Center	St. Joseph Health Systems
506	Sci/Inno	The CalCEF Clean Energy Accelerator: Advancing Technology Commercialization and Stimulating Enterprise Development in the Greater Bay Area	The California Clean Energy Fund
507	Sci/Inno	CIRM Global Research Center of Excellence in Stem Cells and Aging	Buck Institute for Age Research
508	Sci/Inno	A Program to Fuel Growth in California's Science Workforce	Notre Dame de Namur University (NDNU)
509	Sci/Inno	Broadband Community Network	City of Oakland
510	Sci/Inno	Electric Vehicle Charging Capacity	City of Oakland
511	Sci/Inno	Vallejo Fire Department	Vallejo Chamber of Commerce
512	Sci/Inno	Vallejo Police Headquarters	Vallejo Chamber of Commerce
513	Sci/Inno	Palo Alto Citywide Ultra-High-Speed Broadband Project	City of Palo Alto Administrative Services Department
514	Sci/Inno	San Jose BioCenter Expansion	San Jose Redevelopment Agency
515	Sci/Inno	Las Plumas Clean Tech Demonstration Center	City of San Jose
516	Sci/Inno	Electronic Transportation Development Center (ETDC)	City of San Jose
517	Housing	Fourth Street Family Apartments	First Community Housing
518	Housing	Emeryville Marketplace Transit Oriented Development	City of Emeryville
519	Housing	PHD Group	The Hampton Real Estate Group, Inc.
520	Housing	333 Harrison Street	Emerald Fund Inc.
521	Housing	Home Sharing Expansion Program	Human Investment Project (HIP Housing)
522	Housing	Fruitvale Transit Village Phase II - \$10 million for land acquisition	Spanish Speaking Unity Council of Alameda County, Inc. (the Unity Council, a nonprofit community development corporation)
523	Housing	Las Palmas	Sonoma County Community Development Commission
524	Housing	Downtown Vacaville	Vacaville Redevelopment Agency
525	Housing	Foreclosure Prevention Program	The EARN Group
526	Housing	Upper Guadalupe River Flood Protection Project, Reach 6 (Interstate 280 to Southern Pacific Railroad)	Santa Clara Valley Water District

527	Housing	7555 Mission Street Daly City, California	Habitat for Humanity Greater San Francisco, Inc., a California non profit public benefit corporation
528	Housing	ALLIED HOUSING MAIN STREET VILLAGE PROJECT	City of Fremont
529	Housing	Bay Meadows Transit Oriented Development	Bay Meadows Maintrack Investors, LLC
530	Housing	Neighborhood Revitalization Program (NRP)	Habitat for Humanity Greater San Francisco, Inc.
531	Housing	Homes and Hopes: Delivering emergency and transitional housing for single parents and their children.	Homes and Hope, Inc.
532	Housing	Mission Bay South Residential Neighborhood Infrastructure, Phase 2	San Francisco Redevelopment Agency in partnership with FOCIL-MB (Farallon Capital Management)
533	Housing	Powell Place	City of San Pablo
534	Housing	Foreclosure Assistance Program in the City of San Pablo	City of San Pablo
535	Housing	HEART of San Mateo County Housing Recovery and Affordability Plan	Housing Endowment And Regional Trust, the HEART of San Mateo County
536	Housing	City of San Pablo International Student Housing Project	City of San Pablo
537	Housing	Emerald Glen Homes, serving mature adults and seniors with developmental disabilities	Emerald Glen Homes, a 501(c)3
538	Housing	Lawrence Station Transit Village Study	City of Sunnyvale
539	Housing	Neighborhood Stabilization	Contra Costa County Department of Conservation & Development
540	Housing	Roofing for Seniors	Glubetich Enterprises
541	Housing	Visitacion Valley Infrastructure Plan	San Francisco Redevelopment Agency
542	Housing	Livermore Green Infrastructure Improvement Program	City of Livermore
543	Housing	Gap Funding of \$11M for a Mixed-Use, Urban Infill, TOD, LEED Gold project; Arc Light Co. located at 178 Townsend Street in San Francisco	178 Townsend Properties, LLC and City and County of San Francisco
544	Housing	Gap Funding request of \$22M for a Mixed-use, Urban Infil, TOD, LEED Gold residential development located at 2235 Third Street in San Francisco	Martin McNerney Properties, LLC and City and County of San Francisco
545	Housing	Bay Point Transit Village (Orbasonia Heights)	Contra Costa County Redevelopment Agency
546	Housing	Affordable Housing Projects	City of San Jose
547	Housing	Neighborhood Stabilization Program	City of San Jose
548	Energy/Climate	Renewable Energy Retrofits for Affordable Housing Developments	City of San Jose
549	Housing	Treasure Island Redevelopment Project	Treasure Island Development Authority
550	Water	North San Carlos Green Street Project	ABAG
551	Transportation	Downtown Benicia Bay Trail Completion	ABAG
552	Water	Santa Rosa City Hall Demonstration Garden	ABAG
553	Transportation	Railroad Square Mixed-Use, transit-Oriented, Infill Development	ABAG
554	Water	San Francisquito Creek Watershed Green Infrastructure Demonstration Project	ABAG
555	Water	(incomplete, City of Belmont)	ABAG
556	Water	Stargell Avenue Landscape: Urban Greening Project	ABAG
557	Water	Prewett Park Community Facilities Project	ABAG
558	Water	Cotati Intermodal Facility	ABAG
559	Transportation	Sunnyvale East Channel Trail	ABAG
560	Water	Monument Boulevard Greenwall Project	ABAG
561	Water	City of Brentwood Civic Center	ABAG
562	Biz Dev	Center for the Advancement of Sustainable Technologies	Developing Strategies, Inc. (DSI)
563	Biz Dev	Oakland Army Base Redevelopment	City of Oakland

564	Human Capital	Bay Area Innovation Fellowship Training Program	Hewlett-Packard Company
565	Biz Dev	Oakland Industrial Business Districts	City of Oakland
566	Sci/Inno	REMOVED	
567	Energy/Climate	Climate Bay Area	Bay Area Council Economic Institute
568	Sci/Inno	Hub for Innovation in the Transportation Energy Community (HITEC)	Sandia National Laboratories
569	Human Capital	Revitalizing the Bay Area Economy through 100 Pro Bono Engagements with the Nonprofit Sector	Taproot Foundation
570	Housing	The Community Land Trust	City of Oakland
571	Housing	Oakland Transit-Oriented Development Projects	City of Oakland
572	Sci/Inno	Mandela Innovation Zone	City of Oakland

APPENDIX III
ABAG / FOCUS Priority Development Area Projects⁺⁺⁺

#	Submitting Entity	Proposal	FOCUS Name	FOCUS Status
Transport				
101	East Bay Regional Park District	Interstate 580 Trail Undercrossing	Dublin Transit Center / Pleasanton Hacienda	Planned PDA/ Potential PDA
104	City of Union City Redevelopment Agency	Union City TOD and Station District Infrastructure	Union City Intermodal District	Planned PDA
105	City of Emeryville	Interstate 80- Pedestrian/Bicycle Bridge	Emeryville Mixed Use Core	Planned
109	City of Sunnyvale	Streetscape/pedestrian improvements and gateway elements along El Camino Real implementing the Precise Plan.	VTA El Camino Real Corridor	Potential PDA
111	City of Union City Redevelopment Agency	Union City Intermodal Station	Union City Intermodal District	Planned PDA
115	City of Dublin	West Dublin BART Transit Center - Infrastructure Improvements	West Dublin BART Station Area	Planned PDA
118	City of Emeryville	Shellmound Green Village	Emeryville Mixed Use Core PDA	Planned PDA
119	City of Fremont	Fremont Midtown District Streetscape Upgrades	Fremont Central Business District	Planned PDA
120	Port of Oakland	7th Street Grade Crossing and Roadway Improvement Project	Oakland Corridors and Station Areas	Potential PDA
122	Richmond Community Redevelopment Agency	Richmond BART/Transit Village - East Side Station Approach	Central Richmond	Potential PDA
123	Richmond Community Redevelopment Agency	Richmond Transit Village - Nevin Avenue Pedestrian Improvements	Central Richmond	Potential PDA
124	Richmond Community Redevelopment Agency	Richmond Transit Village - Barrett Avenue Bike Lanes	Central Richmond	Potential PDA
125	Richmond Community Redevelopment Agency	Richmond Ferry Terminal Landside Improvements - Waterfront Pedestrian Improvements	South Richmond	Potential PDA
126	Richmond Community Redevelopment Agency	Richmond Ferry Terminal Landside Improvements - Esplanade Drive Extension	South Richmond	Potential PDA
127	Richmond Community Redevelopment Agency	Richmond Ferry Terminal Landside Improvements - Parking Structure	South Richmond	Potential PDA
128	Ed Roberts Campus	Ed Roberts Campus	Berkeley Adeline Street	Potential PDA
129	Alameda County Congestion Management Agency	Central I-80 Rail Corridor Improvements	Oakland Corridors and Station Areas / Downtown Emeryville / Downtown Martinez / Central, South, and North Richmond	Potential PDA
131	City of Vacaville	Vacaville Transportation Center (VTC) - Phase 2	Vacaville Allison Policy Plan Area	Planned PDA
132	Transbay Joint Powers Authority	Transbay Transit Center - Expansion of Phase 1	San Francisco Transbay Terminal Area	Planned PDA
134	City of Cotati	City of Cotati Old Redwood Highway - North Improvement Project	Downtown Cotati	Potential PDA
135	San Francisco Redevelopment Agency in partnership with FOCIL-MB (Farallon Capital Management)	Mission Bay South Shovel Ready Infrastructure	San Francisco Mission Bay	Planned PDA
136	Port of Oakland	7th Street Grade Separation and Roadway Improvements	Oakland Corridors and Station Areas	Potential PDA
138	City of Hercules	Hercules Intermodal Transit Center Infrastructure Improvement Project	Central Hercules/Hercules Waterfront	Planned PDA

⁺⁺⁺ Highlighted rows indicate projects suspected to be within a PDA (but unconfirmed), or projects that are not within PDA boundaries but have significant connection with a PDA.

#	Submitting Entity	Proposal	FOCUS Name	FOCUS Status
139	Bay Area Air Quality Management District	Bay Area Air Quality Management District application for American Recovery and Reinvestment Act Funding (ARRA) for the National Clean Diesel Funding Assistance Program	Oakland Corridors and Station Areas	Potential PDA
148	City of Sunnyvale	Plaza del Sol Phase II	Downtown Sunnyvale	Planned PDA
152	City of Santa Rosa	Sixth Street Undercrossing	Santa Rosa Downtown Station Area	Planned PDA
153	Contra Costa County Redevelopment Agency	Contra Costa Centre Transportation Enhancement Program	Contra Costa Centre	Planned PDA
155	City of Pittsburg	West Leland Road Corridor Signal Interconnect	Pittsburg-Bay Point BART Station Area	Planned PDA
161	City of Oakley	Oakley Downtown Focus Area (ABAG Priority Development Area) Main Street/Highway 4 Widening	Downtown Oakley	Potential PDA
162	City of Oakley	Oakley Employment Focus Area - Oakley Infrastructure Industrial Area (ABAG Priority Development Area)	Oakley Employment Area	Potential PDA
166	Hercules Redevelopment Agency	Hercules New Town Center and Sycamore Downtown	Central Hercules/Hercules Waterfront	Planned PDA
167	City of Oakland	Downtown Bikeway Network	Oakland Corridors and Station Areas	Potential PDA
168	City of Oakland	Downtown I-880 Pedestrian Integration	Oakland Corridors and Station Areas	Potential PDA
169	City of Oakland	Downtown Oakland Intelligent Transportation Corridor Project	Oakland Corridors and Station Areas	Potential PDA
170	City of Oakland	Downtown Shuttle	Oakland Corridors and Station Areas	Potential PDA
171	City of Oakland	Gateway Development Area Roadway Construction and Intersection Improvements	Oakland Corridors and Station Areas	Potential PDA
174	City of Oakland	East Oakland Industrial Business Districts	Oakland Corridors and Station Areas	Potential PDA
178	Contra Costa County Public Works Department	Iron Horse Trail Pedestrian Overcrossing Project	Contra Costa Centre	Planned PDA
183	City of Dublin	West Dublin BART Transit Center - Infrastructure Improvements	West Dublin BART Station Area & Dublin Downtown	Planned PDA
184	Vallejo Chamber of Commerce	Vallejo Station Parking Structure	Vallejo Waterfront and Downtown	Planned PDA
192	Peninsula Corridor Joint Powers Board (Caltrain)	Caltrain Electrification	El Camino Real Corridor	Planned and Potential
193	Peninsula Corridor Joint Powers Board (Caltrain)	Caltrain Positive Train Control	El Camino Real Corridor	Planned and Potential
194	Peninsula Corridor Joint Powers Board (Caltrain)	San Bruno Grade Separation	San Bruno Transit Corridors	Potential PDA
195	Peninsula Corridor Joint Powers Board (Caltrain)	North Terminal Station Improvements	San Francisco Mission Bay	Planned PDA
196	San Mateo County Transit District	Infrastructure Improvements along the El Camino Real Corridor in Support of the Grand Boulevard Initiative	San Mateo County El Camino Corridor	Planned/Potential PDA
197	City of San Jose	BART Extension to San Jose/Silicon Valley	Santa Clara VTA Cores, Corridors, and Station Areas (Milpitas and San Jose)	Planned PDA
198	City of San Jose	California High Speed Rail Project	San Jose Diridon	Planned PDA
199	City of San Jose	Diridon Station Expansion - "Grand Central Silicon Valley"	San Jose Central and North Consolidated Areas	Planned PDA
200	City of San Jose	Route 280/880/Stevens Creek Interchange Upgrade	San Jose Central and North Consolidated Areas	Planned PDA

#	Submitting Entity	Proposal	FOCUS Name	FOCUS Status
203	City of San Francisco Office of Economic & Workforce Development	Hunters Point Shipyard/Candlestick Point Roadway Improvements	San Francisco Bayview/Hunters Point/Candlestick Area and Bi-County	Planned PDA
204	City of San Francisco Office of Economic & Workforce Development	Hunters Point Shipyard/Candlestick Point Transit Corridors Development	San Francisco Bayview/Hunters Point/Candlestick Area and Bi-County	Planned PDA
205	Transbay Joint Powers Authority	Early Construction of Train Box	San Francisco Transbay Terminal Area	Planned PDA
206	Transbay Joint Powers Authority	DTX Final Design	San Francisco Transbay Terminal Area	Planned PDA
207	Transbay Joint Powers Authority	Transbay Transit Center Design	San Francisco Transbay Terminal Area	Planned PDA
208	Transbay Joint Powers Authority	CM Services	San Francisco Transbay Terminal Area	Planned PDA
209	Transbay Joint Powers Authority	Utility Relocation	San Francisco Transbay Terminal Area	Planned PDA
210	Treasure Island Development Authority	Yerba Buena Island Ramps Improvement Project	San Francisco Treasure Island	Planned PDA
211	Treasure Island Development Authority	Treasure Island Ferry Vessels	San Francisco Treasure Island	Planned PDA
212	Treasure Island Development Authority	Treasure Island SFMTA Buses	San Francisco Treasure Island	Planned PDA
213	Treasure Island Development Authority	Treasure Island AC Transit Buses	San Francisco Treasure Island	Planned PDA
214	Treasure Island Development Authority	Treasure Island Alternative Fuel On-Island Shuttles	San Francisco Treasure Island	Planned PDA
551	ABAG	Downtown Benicia Bay Trail Completion	Downtown Benicia	Planned PDA
553	ABAG	Railroad Square Mixed-Use, Transit-Oriented, Infill Development	Downtown Station Area, City of Santa Rosa	Planned PDA
559	ABAG	Sunnyvale East Channel Trail		
Water				
219	Santa Clara Valley Water District	Pond A8 Applied Study	Central and North San Jose Consolidated Area?	Planned PDA
220	Santa Clara Valley Water District	Gold Street Educational Center	Central and North San Jose Consolidated Area?	Planned PDA
223	Santa Clara Valley Water District	Alviso Slough Restoration	Central and North San Jose Consolidated Area?	Planned PDA
225	Port of Oakland	Modification of Utility Infrastructure to provide Cold Ironing at the Port of Oakland.	Oakland Corridors and Station Areas	Potential PDA
239	City of Belmont	Holly Road Street Rehabilitation Project	El Camino Real	Potential PDA
251	City of San Bruno	Mastick Avenue Wastewater Main Replacement Project	San Bruno Transit Corridors Area	Planned PDA
253	City of San Bruno	San Antonio Avenue Drainage Improvement Project	San Bruno Transit Corridors Area	Planned PDA
254	City of San Bruno	San Bruno Avenue Sewer Replacement between Traeger and Cherry Avenues	San Bruno Transit Corridors Area	Potential PDA
259	City of San Bruno	Advanced Water Meter System	San Bruno Transit Corridors Area	Planned PDA
276	Treasure Island Development Authority	Treasure Island Water Storage Tanks, Distribution System and Secondary Water Supply	San Francisco Treasure Island	Planned PDA
277	Treasure Island Development Authority	Treasure Island Auxiliary Water Supply System (AWSS)	San Francisco Treasure Island	Planned PDA
288	City & County of San Francisco	Civic Center Rainwater Harvesting and Green Stormwater Infrastructure	San Francisco Downtown Neighborhoods and Transit Infill Areas	Planned PDA
289	City & County of San Francisco	Newcomb Avenue Model Block Streetscape Improvement Project	San Francisco Downtown Neighborhoods and Transit Infill Areas	Planned PDA

#	Submitting Entity	Proposal	FOCUS Name	FOCUS Status
291	City & County of San Francisco	Bayview Opera House Plaza Improvements	San Francisco Bayview/Hunters Point/Candlestick Area	Planned PDA
550	ABAG	North San Carlos Green Street Project	San Carlos Rail Corridor	Planned PDA
552	ABAG	Santa Rosa City Hall Demonstration Garden	Downtown Station Area, City of Santa Rosa	Planned PDA
554	ABAG	San Francisquito Creek Watershed Green Infrastructure Demonstration Project	Multiple San Mateo County PDAs	Planned/Potential PDA
555	ABAG	(incomplete, City of Belmont)		
556	ABAG	Stargell Avenue Landscape: Urban Greening Project	City of Alameda Naval Air Station	Planned/Potential PDA
557	ABAG	Prewett Park Community Facilities Project		Potential PDA
558	ABAG	Cotati Intermodal Facility	Downtown & Cotati Depot	Planned/Potential PDA
560	ABAG	Monument Boulevard Greenwall Project	Buskirk Avenue Corridor (City of Pleasant Hill)	Potential PDA
561	ABAG	City of Brentwood Civic Center		
Energy and Climate Change				
301	Port of Oakland	Installation of New Utility Infrastructure to Provide Alternative Power for Ocean-Going Vessels At-Berth (Cold-Ironing)	Oakland Corridors and Station Areas	Potential PDA
309	ZETA Communities	Zero Energy, Affordable, Multifamily Housing	San Francisco Downtown and Transit Rich Corridors	Planned PDA
311	Velkess Inc.	Grid Scale Energy Storage Technology Development and Commercialization	Oakland Corridors and Station Areas (West Oakland)	Potential PDA
313	University of California San Francisco	UCSF Mission Bay Central Cogeneration Plant	San Francisco Mission Bay	Planned PDA
316	County of Alameda	Alameda County and Cities FIRST Energy Retrofit Program (FIRST Energy)	Multiple Alameda County PDAs	Planned/Potential PDA
318	City of San Pablo	City Hall Courtyard Landscape Renovation	WCCTAC San Pablo Avenue Corridor	Potential PDA
319	City of Emeryville	City of Emeryville Municipal Buildings Solar and Seismic retrofit program.	Emeryville Mixed-Use Core	Planned PDA
321	City of Emeryville	Municipal Hybrid fleet program.	Emeryville Mixed-Use Core	Planned PDA
332	City of Oakland	Super Efficient Lighting Retrofits	Oakland Corridors and Station Areas	Potential PDA
333	City of Oakland	Engaging Downtown Businesses in Existing Energy Efficient Programs	Oakland Corridors and Station Areas	Potential PDA
334	City of Oakland	Smart Grid Technology	Oakland Corridors and Station Areas	Potential PDA
335	City of Oakland	Energy Efficiency Upgrades to Downtown Businesses	Oakland Corridors and Station Areas	Potential PDA
336	City of Oakland	EBMUD Opportunity	Oakland Corridors and Station Areas	Potential PDA
349	San Jose Redevelopment Agency	San Jose Convention Center energy upgrades and building renovation	San Jose Consolidated Areas	Planned PDA
355	Treasure Island Development Authority	Treasure Island Electric Reliability and Smart Grid Improvements	Treasure Island	Planned PDA
356	Treasure Island Development Authority	Treasure Island Wastewater Treatment Facility Sludge Stabilization Safety Improvement Project	Treasure Island	Planned PDA
357	Treasure Island Development Authority	Treasure Island Wastewater Treatment Plant Replacement Project	Treasure Island	Planned PDA
548	City of San Jose	Renewable Energy Retrofits for Affordable Housing Developments	Consolidated Central and North San Jose Priority Development Area	Planned PDA
567	Bay Area Council Economic Institute	Climate Bay Area	Multiple Bay Area PDAs	Planned/Potential PDA

#	Submitting Entity	Proposal	FOCUS Name	FOCUS Status
Housing				
517	First Community Housing	Fourth Street Family Apartments	Consolidated Central and North San Jose Priority Development Area	Planned PDA
518	City of Emeryville	Emeryville Marketplace Transit Oriented Development	Emeryville Mixed-Use Core	Planned PDA
519	The Hampton Real Estate Group, Inc.	PHD Group	Oakland Corridors & Station Areas	Potential PDA
520	Emerald Fund Inc.	333 Harrison Street	San Francisco Downtown and Transit Rich Corridors	Planned PDA
522	Spanish Speaking Unity Council of Alameda County, Inc. (the Unity Council, a nonprofit community development corporation)	Fruitvale Transit Village Phase II - \$10 million for land acquisition	Oakland Corridors & Station Areas	Potential PDA
524	Vacaville Redevelopment Agency	Downtown Vacaville	Downtown Vacaville	Planned PDA
549	Treasure Island Development Authority	Treasure Island Redevelopment Project	Treasure Island	Planned PDA
527	Habitat for Humanity Greater San Francisco, Inc., a California non profit public benefit corporation	7555 Mission Street Daly City, California	Mission Street Corridor	Potential PDA
528	City of Fremont	ALLIED HOUSING MAIN STREET VILLAGE PROJECT	Fremont Irvington District	Planned PDA
529	Bay Meadows Maintrack Investors, LLC	Bay Meadows Transit Oriented Development	San Mateo Rail Corridor	Planned PDA
532	San Francisco Redevelopment Agency in partnership with FOCIL-MB (Farallon Capital Management)	Mission Bay South Residential Neighborhood Infrastructure, Phase 2	San Francisco Mission Bay	Planned PDA
533	City of San Pablo	Powell Place	Western Contra Costa San Pablo Avenue Corridor	Potential PDA
536	City of San Pablo	City of San Pablo International Student Housing Project	Western Contra Costa San Pablo Avenue Corridor	Potential PDA
537	Emerald Glen Homes, a 501(c)3	Emerald Glen Homes, serving mature adults and seniors with developmental disabilities	Downtown Hayward	Planned PDA
538	City of Sunnyvale	Lawrence Station Transit Village Study	Sunnyvale VTA Corridor	Potential PDA
539	Contra Costa County Department of Conservation & Development	Neighborhood Stabilization	Multiple Contra Costa PDAs (North Richmond, San Pablo Avenue Corridor, Antioch, Pittsburg-Bay Point)	Potential PDA
541	San Francisco Redevelopment Agency	Visitacion Valley Infrastructure Plan	San Francisco/San Mateo Bi-County Area	Planned PDA
542	City of Livermore	Livermore Green Infrastructure Improvement Program	Downtown Livermore	Planned PDA
543	178 Townsend Properties, LLC and City and County of San Francisco	Gap Funding of \$11M for a Mixed-Use, Urban Infill, TOD, LEED Gold project; Arc Light Co. located at 178 Townsend Street in San Francisco	San Francisco Eastern Neighborhoods	Planned PDA
544	Martin McNerney Properties, LLC and City and County of San Francisco	Gap Funding request of \$22M for a Mixed-use, Urban Infill, TOD, LEED Gold residential development located at 2235 Third Street in San Francisco	San Francisco Eastern Neighborhoods	Planned PDA
545	Contra Costa County Redevelopment Agency	Bay Point Transit Village (Orbasonia Heights)	Pittsburg-Bay Point BART Station Area	Planned PDA
546	City of San Jose	Affordable Housing Projects	Multiple San Jose PDAs	Planned/Potential PDA

#	Submitting Entity	Proposal	FOCUS Name	FOCUS Status
549	Treasure Island Development Authority	Treasure Island Redevelopment Project	Treasure Island PDA	Planned PDA
571	City of Oakland	Oakland Transit-Oriented Development Projects	Oakland Corridors and Station Areas (Downtown)	Potential PDA
Human Capital				
361	City of Pittsburg Redevelopment Agency	Jardin de Maestros (Garden of the Teachers) Living and Learning Center	Pittsburg Railroad Avenue eBART Station Area	Potential PDA
363	Helms Community Center	Construction of Helms Community Center	WCCTAC San Pablo Avenue Corridor	Potential PDA
368	CAMINOS-Pathways Learning Center	Digital Inclusion and Self-Sufficiency	San Francisco Eastern Neighborhoods	Planned PDA
371	The Restoration Association for the Development Improving the Landmark 16th Street Train Station (RAILS)	C.L. Dellums Center for Community Sustainability	Oakland Corridors and Station Areas (West Oakland)	Potential PDA
373	City College of San Francisco	Green & Sustainable Business Center (GSBC)	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
374	City College of San Francisco	Youth Worker Certificate	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
378	City College of San Francisco	Skills Training for Business Office Support, Clerical Accounting and Medical Offices	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
381	City of Emeryville	Emeryville Center of Community Life	Emeryville Mixed Use Core	Planned PDA
382	City College of San Francisco	Green Construction Career Pathway Program	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
383	City College of San Francisco	GIS & the Stimulus Plan	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
385	City College of San Francisco	Childcare Training for ESL Populations	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
386	Los Altos Community Foundation, a 501(c)3 nonprofit, via its Workforce Incubator 509(a) supporting organization	Bridging the Digital Divide for Returning Veterans	Multiple East Bay PDAs	Potential PDA
389	City College of San Francisco	Genomics Technology and Biotechnology Lab Assistant Certificate Programs	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
393	City College of San Francisco	Business Computer Technology Student and Faculty Training Upgrades	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
395	City College of San Francisco	Southeast Campus Pre-Bridge to Green and Technology Jobs	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
396	City College of San Francisco	Hekima Program	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
400	East Bay Green Corridor Partnership / California State University, East Bay	East Bay Green Corridor Education, Workforce and Business Development Initiative	Multiple Alameda and Contra Costa County PDAs	Planned/Potential PDA

#	Submitting Entity	Proposal	FOCUS Name	FOCUS Status
404	Contra Costa County Redevelopment Agency	North Richmond Young Adult Empowerment Center Current programs at the Center include: a) Customer Service Academy b) Stride Center c) Entrepreneurship Training d) Computer Tools Training e) Sea Tec (Cabling) Training	North Richmond PDA	Potential PDA
412	City of Pittsburg Redevelopment Agency	Marina Culinary and Hospitality Institute	Downtown Pittsburg	Planned PDA
413	City College of San Francisco	Job Readiness for Biotechnician Students	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
414	City College of San Francisco	Water Distribution Operator (D1) Certification and Water Treatment Operator Certification (T1) Training Programs	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
416	City College of San Francisco, SF Community College District	Green Tech Bilingual Custodial Training Program	San Francisco Better Neighborhoods Area Plan (and others)	Planned PDA
417	City of Oakland	Training for Development Community and City Staff	Oakland Corridors and Station Areas (Downtown)	Potential PDA
564	Hewlett-Packard Company	Bay Area Innovation Fellowship Training Program	Multiple Bay Area PDAs	Planned/Potential PDA
569	Taproot Foundation	Revitalizing the Bay Area Economy through 100 Pro Bono Engagements with the Nonprofit Sector	Multiple Bay Area PDAs	Planned/Potential PDA
418	Vallejo Chamber of Commerce	Construction-ready seismic renovation of the historic Vallejo Music Theatre Building	Vallejo Waterfront and Downtown	Planned PDA
419	Vallejo Chamber of Commerce	Vallejo Community Beach	Vallejo Waterfront and Downtown	Planned PDA
Business Development				
427	City of Santa Rosa	Business Sustainability and Support Center	Multiple Sonoma County PDAs	Planned/Potential PDA
439	City of Suisun City	Infrastructure development of a Mixed-Use Residential/ Service Commercial/Retail development known as the Hoffman Property, located just north of the City's Downtown Waterfront District	Suisun City Downtown Waterfront District	Planned PDA
441	City of Suisun City	Rehabilitation and historic preservation of the Bank Building, located at 701 Main Street in the City's Downtown Waterfront District	Suisun City Downtown Waterfront District	Planned PDA
443	City of Alameda	Alameda Landing Mixed-Use Project - Phase I Backbone Infrastructure Improvements	Alameda Naval Air Station	Planned PDA
448	Rodeo Downtown Infrastructure Upgrades	Rodeo Downtown/Waterfront Utility and Infrastructure Upgrade, and Brownfield Remediation Project	WCCTAC San Pablo Avenue Corridor	Potential PDA
453	Main Street/Parking Lot Rehab Project	Rehabilitation of Main Street and Marina Parking Lot (located on corner of Main and Solano Streets) in the City's Downtown Waterfront District	Suisun City Downtown Waterfront District	Planned PDA
455	Sonoma Mountain Business Cluster	North Bay Business Incubator	Rohnert Park Sonoma Mountain Village	Potential PDA
472	City of Oakland	Scotlan Convention Center Renovation	Oakland Corridors and Station Areas	Potential PDA
475	Vallejo Chamber of Commerce	City Park	Vallejo Waterfront and Downtown	Planned PDA
481	Port of San Francisco	Port of San Francisco Pier 27 Cruise Terminal	Port of San Francisco	Planned PDA

#	Submitting Entity	Proposal	FOCUS Name	FOCUS Status
482	City and County of San Francisco: Office of Econ and Workforce Dev. / TMG Partners	Moscone East: Convention Center Expansion	San Francisco Downtown Neighborhoods and Transit Infill Areas	Planned PDA
563	City of Oakland	Oakland Army Base Redevelopment	Oakland Corridors and Station Areas	Potential PDA
565	City of Oakland	Oakland Industrial Business Districts	Oakland Corridors and Station Areas	Potential PDA
Science & Innovation				
491	San Francisco Redevelopment Agency in partnership with FOCIL-MB (Farallon Capital Management)	Mission Bay Science and Innovation Corridor	San Francisco Mission Bay	Planned PDA
495	UCSF Medical Center	UCSF Medical Center at Mission Bay	San Francisco Mission Bay	Planned PDA
496	Regents of the University of California	Bringing the Educational Resources of UC Berkeley to the Public Through the Arts	Downtown Berkeley	Planned PDA
498	Forest City Development	The Innovation Campus	San Francisco Eastern Neighborhoods	Planned PDA
499	Alameda County Medical Center	Electronic Health Record System for Alameda County Medical Center	Oakland Corridors and Station Areas / Hayward BART?	Potential PDA
508	Notre Dame de Namur University (NDNU)	A Program to Fuel Growth in California's Science Workforce	El Camino Real-Belmont	Potential PDA
509	City of Oakland	Broadband Community Network	Oakland Corridors and Station Areas	Potential PDA
510	City of Oakland	Electric Vehicle Charging Capacity	Oakland Corridors and Station Areas	Potential PDA
572	City of Oakland	Mandela Innovation Zone	Oakland Corridors and Station Areas	Potential PDA