

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

*The Silicon Valley Leadership Group is a public policy trade association. The Leadership Group was founded in 1978 by David Packard of Hewlett-Packard and represents more than 400 of Silicon Valley's most respected employers on issues, programs and campaigns that affect the economic health and quality of life in Silicon Valley, including education, energy, environment, health, housing, tax policies, tech and innovation and transportation. Leadership Group members collectively provide nearly one of every three private sector jobs in Silicon Valley and contribute more than \$3 trillion to the worldwide economy.*

### EDUCATION

#### **Higher Education and Workforce**

**Staff Lead:** David Palter, Senior Associate, Workforce Policy

**Executive Champion:** Laura Guio, Jenny Dearborn, Ken McNeely

**Priority:** Our institutions of higher learning are producing STEM graduates at a lower rate than rival innovation hubs like Boston and Austin - and our companies are increasingly turning to out-of-state talent to compete. In 2015, only 20 percent of STEM workers in Silicon Valley were born in California and in 2016, only 18 percent.

In 2018, the Higher Education and Workforce Development team seeks to build a strong, diverse pool of local STEM talent for the innovation economy and grow our middle class by developing stronger training and hiring relationships between member employers and higher education institutions through the Community College to Career initiative (CC2C), and the Silicon Valley Engineering Tech Pathways (SVETP) collaborative.

#### **Quantifiable Goals:**

- Achieve passage of three state bills that either increase Career Technical Education enrollment and completion rates at Community Colleges or promote the development of industry-relevant training pathways K-career
- Host "vital workforce conversations" with four Leadership Group policy committees and their HR colleagues
- Publish one Op-ed on model community college-industry partnerships
- Convene one roundtable on regional workforce development opportunities
- Convene one HR-targeted workshop at the 2018 Education Summit
- Work with industry and nonprofit partners to secure 40 internships for community college students

#### **Community College to Career Initiative**

**Staff Lead:** David Palter, Senior Associate, Workforce Policy

**Executive Champion:** TBD

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

**Priority:** The Community College to Career Initiative (C2C) focuses on community college career technical education and work-based relationships between employers and all 17 colleges in eight Silicon Valley community college districts. With an enrollment of 280,000 students, Silicon Valley's community colleges are the largest training provider in the region. Three out of ten Silicon Valley 16-24 year olds are currently attending community college, 71 percent of those are students of color and 53 percent are women.

As the gap between the two Silicon Valleys widens (in 2014, the Valley's wage difference between high and low-income households was \$80,000 greater than the nationwide average), Foundation leadership on CC2C enables Leadership Group (c6) members and partners to step in with a concrete, sustainable solution.

### **Quantifiable Goals**

- 40 student internships and five instructor externships
- 10 guest speaker lectures reaching 25 students each
- Five worksite visits for student groups consisting of 15-20 students each
- Five employers assisting with curriculum development
- Compile a skills gaps and training database for a real-time information feedback loop for employers and colleges
- Conduct "vital workforce conversations" to the bridge gap between CC2C training, health, tech, energy and transportation
- Host a keynote speaker and an HR-targeted workshop at the 2018 Education Summit focused on engaging international firms on partnerships with the local education system

## **ENERGY**

### **Grid Modernization**

**Staff Leads:** Tim McRae, Vice President of Energy, Heidi Sickler, Sr. Associate of Environment and Energy

**Executive Champion:** TBD

**Priority:** Our Energy team advocates for policies and programs that reflect reliable, high-quality, environmentally-responsible, and competitively-priced energy and power in an open and transparent market-based system in California. Grid Modernization and Reliability supports a safer, smarter, more reliable gas and electric grid.

### **Quantifiable Goals:**

- Offer comments in two CPUC proceedings on Distributed Energy Resources
- Organize executive round tables that involve four energy "thought leaders"
- Achieve passage of a state bill that will expand the CAISO in order to increase grid efficiencies, reduce curtailment of renewable, increase the integration of Distributed Energy Resources on the grid and save on energy costs for ratepayers

### **Zero-Emission Vehicles**

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

**Staff Lead:** Heidi Sickler, Sr. Associate of Environment and Energy

**Executive Champions:** Susanna Kass, Executive Vice President, Innovation and Sustainability, Baselayar; Ryan Popple, President and CEO, Proterra

**Priority:** In California, transportation electrification represents the largest near-term opportunity to reduce Greenhouse Gas (GHG) emissions and air pollution to help California meet its climate and clean air goals. Our ongoing goal is to support the deployment of 317, 269 light, medium and heavy-duty Zero-Emission Vehicles (ZEVs) by December and 317, 269 Level 2 public chargers constituting a growth rate of 35 percent.

What is the importance of such work for the innovation-economy? An informal survey of 16 Leadership Group members revealed that ZEV charging infrastructure has a positive impact on employee retention. Identifying barriers to implementation can also help member companies retain employees and identify barriers to implementation in other areas of society.

### **Quantifiable Goals:**

- Support California's ZEV mandate of deploying 1.5 million ZEVs by 2025 and 3 million ZEVs by 2030 to help reduce fossil fuels use in California by up to 50 percent from 2015 levels by 2030, and reduce GHG emissions 40 percent below 1990 levels by 2030

### **Demand Side Solutions**

**Staff leads:** Tim McRae, Vice President of Energy

**Executive Champion:** TBD

**Priority:** The Leadership Group seeks to promote energy efficiency, demand response, and reduce energy waste by advocating for state and federal legislation, policies, and programs that support these efforts. Our goal is to also achieve passage of a state bill that promotes demand side solutions, which can include solutions that match periods of peak clean supply with California demand to address the issues laid out in the CA ISO “duck curve.”

### **Quantifiable Goals:**

- Organize two presentations at Energy Committee on energy efficiency and/or demand response
- Achieve passage of a state bill that promotes demand side solutions, which can include solutions that match periods of peak clean supply with California demand to address the issues laid out in the CA ISO “duck curve”

### **Clean Energy Supply**

**Staff lead:** Tim McRae, Vice President of Energy

**Executive Champion:** Barry Cinnamon, Cinnamon Solar

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

**Priority:** We seek to promote financing and deployment of clean energy and emerging technologies to help the state meet its greenhouse gas reduction goals and assist our member companies in meeting their sustainability and bottom line goals. The Leadership Group defines “Clean Energy” to include promotion of renewable energy, storage, demand response, energy efficiency, and no- and low-carbon technology such as fuel cells.

**Quantifiable Goals:**

- Achieve passage of three state bills that advance clean energy goals as broadly defined above
- Feature at least three clean energy case studies at the Energy and Sustainability Summit
- Advance the idea of a Clean Energy Ombudsman housed at Go-Biz either via legislation or administrative adoption

## ENVIRONMENT

### Climate Change Mitigation

**Executive Champion:** Ian Monroe, President and CSO, Etho Capital

**Staff Lead:** Mike Mielke, Senior Vice President, Environmental Programs & Policy

**Key Support:** Heidi Sickler, Sr. Associate of Environment and Energy and Kendra Schultz, Associate of Environment & Energy

**Partners / Affiliated Orgs:** [BCL](#); [CCBI](#); [Hewlett Foundation](#); [Energy Foundation](#); [PRG](#); [Ceres](#); [CDP](#); [GreenBiz](#)

**Priority:** In the absence of political action at the federal level, it is important to support thoughtful policies in California that can serve as a model for action elsewhere, and to consider what business can do to advance the conversation. California is widely and deservedly looked to as a leader for action on climate change and high-tech is, in many ways, demonstrably leading the way in terms of advancing energy efficiency for their facilities, acquiring renewable energy to power their operations, to advancing renewable power policies at the local and state level. In 2018, we will continue to support policy that reduces greenhouse gas emissions while enhancing business growth and leadership.

**Quantifiable Goals:**

- Support and seek passage of two state climate change mitigation bills
- Form a partnership with a key ally in the Environmental Justice movement
- Summit:
  - Showcase at least three case studies that focus on the how, why and return on investment for climate action
  - Engage legislators in a discussion with business on concrete action and policy
- Creation of a high-tech federal climate action working group and development of principles for action

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

### Water

**Executive Champion:** TBD

**Staff Lead:** Mike Mielke, Senior Vice President of Environmental Programs & Policy

**Key Support:** Kendra Schultz, Associate of Energy and Environment

**Partners / Affiliated Orgs:** [Valley Water District](#); [CA Natural Resources Agency](#); [Imagine H2O](#); [Water Foundation](#); [Bechtel Foundation](#)

**Priority:** California is just recovering from a multi-year drought, followed by the wettest winter on record, and more recently catastrophic wildfires. Given the changing climate and the importance of the issue, it's not surprising that water is close to the top of the list of global risk factors, and that businesses are responding to the demands of shareholders, customers, and investors for greater accountability on this material issue.

Understanding and mitigating future water risk is of central importance.

Water is vital to the California economy that is subject to numerous and competing demands. It is especially important that we encourage continued innovation in and financing for the water sector, so that our economy can continue to grow as our population increases, all while we wrestle with the new normal of increasingly severe climate-induced droughts. In 2018, we will work to ensure Silicon Valley has the water it needs to thrive.

#### **Quantifiable Goals:**

- Focus on implementation of WaterFix and help drive the project forward to the next stage
- Engage on, and support new water financing (i.e., Nov 2018 water bond, SB 623 &/or water fee)
- Support water sector innovation by helping guide the implementation of the Open and Transparent Water Data Act

### Wetlands

**Executive Champion:** Kyra Whitten, VP, LAM Research

**Staff Lead:** Mike Mielke, Senior Vice President of Environmental Programs & Policy

**Key Support:** Kendra Schultz, Associate of Energy and Environment

**Partners / Affiliated Orgs:** [Save the Bay](#); [SFBRA](#); [CA Coastal Commission](#); [Bay Area Council](#)

**Priority:** San Francisco Bay is more than just the geographic heart of the area; it is the crowning jewel that defines our region and provides for a high quality of life. The health and sustainability of the Bay is intertwined with the very health and sustainability of the region. In short, a healthy and resilient San Francisco Bay able to withstand the threat of sea level rise, where thousands of animal and plant species and human co-habitants can thrive now and in the future, is of vital importance to the region's populace and infrastructure. In 2018, we will work to support wetlands restoration and flood mitigation efforts in the San Francisco Bay to the benefit of our members and the region as the next

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

several years are of central importance, in terms of cementing and building on the success of Measure AA.

### **Quantifiable Goals:**

- Focus on the importance of healthy wetlands and restoration via media and events throughout the year
- Creation of Bay Area Baylands Caucus in the state legislature
- Guide funding to key wetlands restoration projects, per Measure AA, through participation on the SF Bay Restoration Authority Advisory Board
- Development of and acceptance of common vision of success
- Identification of additional resources for restoration work
- Development of a widely accepted plan of action for wetlands permit coordination

## **GOVERNMENT RELATIONS**

### **Annual Federal and State Advocacy Trips**

**Staff lead:** Michael Lomio, Director of Government Relations

**Executive Champion:** TBD

**Priority:** At the Leadership Group we advocate for public policy at the state and federal level that is favorable towards member companies, amplifies their political voice and extends their influence. In addition to reaching a larger sphere of policy influence, these annual trips to Sacramento and Washington D.C. strengthen the Leadership Group's credibility and network in order to better serve our member companies in a variety of policy fields.

### **Quantifiable Goals:**

- Engage at least 45 board members, CEOs and local public officials on each trip for the Washington, D.C. Advocacy Trip and/or the Sacramento Advocacy Trip
- 2018 Washington D.C. and Sacramento Advocacy Trips should recruit 45 participants each compared to 32 in Sacramento 2017 and 45 in Washington, D.C. in 2017
- Execute at least one Washington, D.C. Advocacy Trip
- Execute at least one Sacramento Advocacy Trip with increased Sacramento engagement throughout the year

### **Local Government Outreach**

**Staff Lead:** Annika McClure, Associate of Public Policy, Nardin Sarkis, Associate of Gov't Relations & Juan Quinones, Executive Assistant

**Executive Champion:** Sherri Sager, Lucille Packard Children's Hospital Stanford

**Priority:** At the Leadership Group we strive to connect local government officials to our member companies in seven different localized roundtables producing a worthwhile return on investment for our member companies. By moderating specific roundtable conversations we

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

give a voice to our member companies and lend an ear to the city and county officials who work with us as partners in our mutual goals (i.e. Housing construction, traffic mitigation, facility expansion, autonomous vehicle expansion, etc.)

### **Quantifiable Goals:**

- Achieve the goal of at least seven localized roundtables
- Engage local government officials from all five respective counties
- Produce a quantifiable list of “win-wins” that were mutually agreed upon following roundtable meetings

### **Silicon Valley Outreach and Engagement**

**Staff Lead:** Michael Lomio, Director of Government Relations

**Executive Champion(s):** Lou Ramondetta, Surplus Services (*seeking supplemental champions*)

**Priority:** Through the creation of 50 strategic roundtables, the Leadership Group Government Relations team will better connect Silicon Valley executives with stakeholders at the local, state, and federal levels of government. These roundtables provide an opportunity for members to create dialogue, to share ideas, and to build stronger relationships with other member companies and various stakeholders.

### **Quantifiable Goals:**

- Organize a total of 50 strategic roundtables between member company CEOs, C-suite officers, top government affairs professionals, women executives, and elected officials
- Account for each “win-win” policy agenda item in a quantifiable log which can be used to track roundtable progress

### **State Advocacy: Silicon Valley Caucus**

**Staff Lead:** Michael Lomio, Director of Government Relations, Nardin Sarkis, Associate of Government Relations

**Executive Champion:** TBD

**Priority:** The Leadership Group's Silicon Valley Caucus meetings represent a meaningful opportunity for our members because we bring together elected officials that represent their very own companies. By bringing together the elected officials representing the greater Silicon Valley region with the member companies within that region, ideas are shared, issues are raised, and a coalition representing Silicon Valley's interests is solidified.

### **Quantifiable Goals:**

- Ensure Silicon Valley Caucus roundtables are executed three times each year
- Target goal of 100 executive participants
- Target goal of 13 legislators in attendance

## HEALTH

### Health Care Law Reform

**Staff Lead:** Alexandria Felton, Senior Director of Health Policy

**Executive Champion:** 2018: TBD | 2017: Chris Dawes, Lucile Packard Children's Hospital Stanford

**Priority:** The top priority of the Health Policy Committee is to promote systemic reform that will increase efficiency, decrease the overall cost of health care, and promote innovation in treatment and care. In 2018, the committee will promote increased access, quality, affordability and cost-effectiveness while minimizing undue burdens on employers and while also providing a set of guiding principles for future health care reform.

#### **Quantifiable Goals:**

- Refine Health Care Law principles that clearly articulate the priorities of employers in our region and ensure that key legislators are informed of the principles
- Host a Health Care Law Roundtable in Q1 2018 for Leadership Group members and policy makers to discuss issues related to health care reform and advancing shared policy goals
- Advocate for 2-3 Health Care Law Reform and Implementation issues each year, including tracking and monitoring bills, letters of support, testifying, calls to legislators, meetings with key members and staff, and highlighted priorities for Sacramento/DC advocacy trips
  - Possible Issues:
    - Stemming Rate Increases
    - Medi-Cal Funding, Access & Reimbursement Rates
    - Repeal of the 40 percent Excise Tax on High Cost Health Insurance Plan (Cadillac Tax)
    - Patient-Centered Outcomes Research Institute (PCORI) Fees

### Public Health Promotion

**Staff Lead:** Don Tran, Senior Associate of Health and Community Development

**Executive Champion:** 2018: TBD | 2017: Chris Boyd, Kaiser Permanente

**Priority:** The Health Committee is deeply interested in advocating on behalf of public health issues with major regional, state, or national impact where the voice of the business community will have meaningful influence. In 2018, we will promote public health issues that are critical for achieving greater health equity and for increasing the quality of life for our entire community.

#### **Quantifiable Goals:**

- Advocate for 2-3 public health/wellness issues each year, including tracking and monitoring bills, letters of support, testifying, calls to legislators, meetings with key members and staff, and highlighted priorities for Sacramento/DC advocacy trips.
  - Possible Issues:
    - Tobacco Control



## Silicon Valley Leadership Group 2018 – 2020 Work Plan

- Food and Beverage Legislation
- Mental Health and Substance Abuse
- Public Safety
- Host two “Expert Forums” during health committee meetings to help identify business and community health engagement opportunities
  - Bring in select speakers to address member interests within community health

### **Workplace Wellness**

**Staff Lead:** Don Tran, Senior Associate of Health and Community Development

**Executive Champion:** 2018: TBD | 2017: Chris Boyd, Kaiser Permanente & Cecile Currier, El Camino Hospital & Tom Fallon, Infinera

**Priority:** Leadership Group members recognize workplace wellness programs as a viable health promotion strategy and as a method to increase productivity and retention rates while reducing costs. Our aim in 2018 is to help employers start or improve wellness programs and offerings as a long-term cost containment strategy.

#### **Quantifiable Goals:**

- Host one Employer Wellness Symposium in April 2018
  - Convene 100+ HR, benefits and wellness executives for sessions on how to implement innovative wellness strategies such as measuring return on investment or providing healthier food and beverage options
- Create a Workplace Wellness Taskforce of HR, Benefits, and Wellness executives from member companies to leverage existing Leadership Group programs and partnerships to promote worksite health initiative
  - Convene taskforce twice a year to help plan and develop content for symposium and identify critical policy issues for advocacy

## HOUSING

### **State Housing Legislative/Policy Efforts**

**Staff Lead:** Nathan Ho, Senior Director of Housing and Community Development

**Executive Champion:** TBD

**Priority:** The Housing and Community Development team's state policy efforts will carry on the momentum of the 2017 historic housing legislation package signed into law. Staff will identify and partner with state elected officials to advocate for further housing policy that will spur the production of housing at all income levels, especially for affordable workforce housing. This might include reforms around the Regional Housing Needs Assessment (RHNA) and the California Environmental Quality Act (CEQA).

To launch our 2018 legislative efforts, the Leadership Group will convene a high-level Housing Summit early in the 2018 legislative session focused for CEOs and state elected officials. The goal

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

will be to identify specific goals that the business community can own and carry out in support of the legislators and their proposed bills.

### **Quantifiable Goals:**

- Host Housing Summit early in 2018 legislative session
- Lead and support the statewide housing bond campaign for the November 2018 ballot

## **Local Land Use Planning, Development and Zoning Policy**

**Staff Lead:** Nathan Ho, Senior Director of Housing and Community Development

**Executive Champion:** TBD

**Priority:** The Leadership Group Housing and Community Development team will work to impact on-the-ground efforts through the planning process, specifically being engaged on the development of specific plans in the county and cities by advocating for and shaping local legislative efforts around funding, housing element laws, inclusionary zoning, fees, and transit-oriented developments. The team will also, in an effort to better convey business interests in an increased production of new housing, convene city elected officials and staff to meet with large employers, developers, and community organizations to ensure that the best housing is being built. These efforts will create a platform for Leadership Group member companies to be supportive of local efforts for new housing being built and to advance the business voice in housing development decisions.

### **Quantifiable Goals:**

- Provide input and endorse precise/specific plans throughout Santa Clara County
- Identify and advocate for three housing policies at the regional and local levels

## **Project Advocacy**

**Staff Lead:** Don Tran, Senior Associate of Health and Community Development

**Executive Champion:** Matt Mahan, Brigade

**Priority:** A hallmark of the Leadership Group Housing and Community Development team's impact locally is being present at City Council and Planning Commission meetings to advocate for specific housing developments being approved and built. The team seeks and evaluates new housing projects in the Silicon Valley and greater Bay Area based on strict criteria that prioritize appropriately high-density projects, transit-oriented development, and affordable housing.

### **Quantifiable Goals:**

- Meet with five developers to understand their housing and community development approaches and to steward working relationships with them
- Endorse 10 housing proposals in Housing Committee

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

- Of the endorsed housing proposals that will come to a decision in 2018, including those endorsed prior to 2018, at least 75 percent of the housing proposals are approved for development by the city or county in which they are proposed

### **Community Engagement and Outreach**

**Staff Leads:** Matthew Quevedo, Senior Associate of Housing, Transportation and Community Engagement, Don Tran, Senior Associate of Health and Community Development

**Executive Champion:** Joe Anzalone, Technology Credit Union

**Priority:** The Leadership Group's Housing and Community Development team's community engagement and outreach connects the Leadership Group with key influencers throughout the year and allows us to build strong relationships and make new connections. Our position is made stronger by bringing everyone to the table to discuss issues openly and productively.

This year, we will host the Q2 Neighborhood Leaders Council in conjunction with our Affordable Housing Week Mobile Tour in Santa Clara County. The joint convening will leverage overlapping target audiences and feature transit-oriented development. Through the Students Leaders Council, we are connecting with the future leaders of Silicon Valley and increasing our name recognition throughout the Valley.

#### **Quantifiable Goals:**

- Host Mobile Tour during Affordable Housing Week in Santa Clara County in May 2018
- Complete final Neighborhood Leaders Council meeting in Q4

## TAX POLICY

### **Defending Against Onerous Tax Legislation and Ballot Measures**

**Staff Lead:** Charles Melton, Director of Tax Policy and Government Relations

**Executive Champion:** TBD

**Priority:** At the Leadership Group, the Tax Committee seeks to work with local city governments in 2018 as they consider revenue generating efforts, including tax measures. We want to ensure that levied business taxes do not disproportionately increase the California business tax burden, jeopardize competitiveness and allow employers to compete in the local, state and national economy without being hindered with onerous taxes.

#### **Quantifiable Goals:**

- Establish official policy positions on at least five tax proposals
- Compose at least three letters of support, or opposition, on tax proposals
- Connect with at least three member companies and directly communicate with the liaison representative to educate them on the potential tax measure
- Successfully have policy positions of at least four tax measures directly align with the final outcome of the tax proposal (oppose/fail, support/passage)

### **Intangible Software Tax Fairness and Regulations**

**Staff lead:** Charles Melton, Director of Tax Policy and Government Relations

**Executive Champion:** Charles Melton, Director of Tax Policy and Government Relations

**Priority:** The Nortel/Lucent court case brought to light the incorrect assessment of taxes on intangible software. The transferring of intangible software occurs between member companies during purchases and/or acquisitions. In 2017, the Board of Equalization was expected to make new rules regarding the application of Regulations 1502 and 1507, however, this did not occur. Therefore, the lack of clarity in regulations 1507 and 1502 has resulted in companies paying a higher amount in taxes than the law indicates. Correcting this and adding clarity to regulations 1507 and 1502 will allow member companies to receive any appropriate refunds.

#### **Quantifiable Goals:**

- Create tracking document on the process for changed rulemaking on Regulations 1502 and 1507
- Build consensus with member companies on changes to key components of Regulations 1502 and 1507
- Draft, finalize and submit comments on the rulemaking by the California Department of Taxes and Fees Administration

### **Property Tax Valuation Fairness -Oppose Split Roll/Split Rate Property Taxation**

**Staff lead:** Charles Melton, Director of Tax Policy and Government Relations

**Executive Champion:** TBD

**Priority:** Changes to Proposition 13 will inhibit commercial property owners and lessees from making improvements and investments into their owned property. With an increase in the assessment schedule or the price rate of the assessment through a split roll or split rate, businesses will be unfairly burdened and their ability to compete in the innovation economy will be jeopardized.

The Leadership Group seeks to oppose any efforts to dismantle Proposition 13 (property valuations) that changes the law to a split roll or where commercial properties are valued at a different rate or frequency than residential, personal property, or land.

#### **Quantifiable Goals:**

- Oppose any state legislation that proposes changes to Proposition 13
- Advocate to state elected officials, on at least five occasions, how a split roll or split rate negatively impacts businesses and property owners

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

- Co-sponsor any state legislation that proposes changes to Proposition 13 that do not negatively impact businesses and commercial property owners
- Engage with the California Department of Taxes and Fees Administration, on at least one occasion, on the necessity to preserve Proposition 13

### **Research and Development Tax Credits**

**Staff lead:** Charles Melton, Director of Tax Policy and Government Relations

**Executive Champion:** TBD

**Priority:** We seek to work with state and federal government officials to enhance and expand the research and development credit. The research and development tax credits are a critical resource for employers, including start-ups, to create new innovations that spur economic growth.

#### **Quantifiable Goals:**

- Support and sponsor federal legislation that increases the Alternative Simplified Credit to match the regular credit
- Support state legislation that increases the state credit to match the current federal credit
- Advocate to state elected officials, on at least five occasions, the importance of the research and development tax credit to the innovation economy
- Advocate to federal elected officials, on at least five occasions, the importance of the research and development tax credit and the necessity to improve the ASC

## **TECH AND INNOVATION**

### **Cybersecurity**

**Staff lead:** Peter Leroe-Muñoz

**Executive Champion:** Ainsley Braun, Tinfoil Security; Ash Padwal, Allied Telesis

**Priority:** The Leadership Group will work to promote public-private solutions to security challenges, including advocacy for a Cyber National Guard, working to increase government funding for cyber workforce training, and promoting flexible, industry-led security standards.

#### **Quantifiable Goals:**

- Advocate for a Cyber National Guard with elected officials
  - Meet with five elected officials/staff to propose and discuss issue
  - Draft Cyber-specific collateral for meetings with elected officials
  - Present elected officials with letter from member companies echoing their support for Cyber National Guard
  - Identify a congressional representative to carry a bill calling for the creation of a Cyber National Guard
  - Assist congressional representative with substance of a bill for Cyber National Guard

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

- Seek increased funding for cybersecurity workforce training
  - Include as an element of existing advocacy for scientific research funding
  - Meet with twelve elected officials/staff to propose and discuss issue
- Support legislation increasing security resources for public and private sectors
- Work with Education Committee to promote K-12 curriculum which includes cybersecurity education for all students in CA public schools
  - Present curriculum ideas to Computer Science Standards Advisory Board
  - Serve as a resource for questions regarding proposed standards

### **Scientific Research Funding**

**Staff lead:** Peter Leroe-Muñoz, Vice President of Technology and Innovation Policy

**Executive Champion:** Forrest Monroy, Seagate

**Priority:** The Tech and Innovation Committee will advocate for increased federal funding for early-stage research, and educate legislators about the risks of falling behind global competitors in an “innovation deficit.” Early-stage research enables scientific discovery, and the commercialization of technological advancement. It fuels job growth and is the engine for our Innovation Economy.

#### **Quantifiable Goals:**

- Advocate for increased federal research funding
  - Meet with twelve congressional representatives and/or staff for advocacy
- Educate legislators and the public about the economic impact of research funding to their respective districts
  - Provide each representative with the economic impact of research funding to their district
- Educate legislators and the public about the risks of an “innovation deficit”
  - Draft an op-ed about the declining rates of US funding, relative to global competitors

### **Autonomous Vehicles**

**Staff lead:** Peter Leroe-Muñoz, Vice President of Technology and Innovation Policy, Paul Escobar, Director of Policy and Education Programs

**Executive Champions:** Ned Finkle, NVIDIA; Tim Burr, Lyft, Davis White, Uber

**Priority:** The Tech and Innovation Committee will advocate for a regulatory environment that promotes expeditious testing and deployment of autonomous vehicles. Central to this effort is educating legislators and the general public about the potential economic and social benefits of autonomous vehicles, while addressing concerns people may have about these innovations.

#### **Quantifiable Goals:**

- Educate legislators and general public about social and economic benefits of autonomous vehicles

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

- o Host roundtable with legislators and member companies around autonomous technology
- Address concerns people may have about autonomous vehicles: safety, job displacement, cybersecurity, etc.
  - o Draft two Op-eds, each around a particular concern of autonomous vehicles
- Support legislation enabling expeditious testing and deployment of autonomous vehicles
  - o Actively engage in DMV regulation process for commercial vehicles
  - o Monitor and review both state and federal legislation
    - E.g., AV START ACT (Senate)
    - E.g., SELF-DRIVE ACT (House)
  - o Support legislation calling for national standards of AV technology and safety
  - o Oppose regulations that create a patchwork of regulations among different states and within California
- Build relationships with relevant regulatory agencies
  - o Host a roundtable with DMV or representatives of relevant California agencies

### **Artificial Intelligence (AI)**

**Staff lead:** Peter Leroe-Muñoz, Vice President of Technology and Innovation Policy, Paul Escobar, Director of Policy and Education Programs

**Executive Champions:** Ned Finkle, NVIDIA

**Priority:** AI is a field of technology that has the potential to be utilized in many different industries. As such, there is great economic potential for growth for our member companies who work in this space. At the Leadership Group we want to encourage the government to support the development of AI technology, and an AI-capable workforce.

#### **Quantifiable Goals:**

- Encourage the government to increase funding for the research and development of AI technology
  - o Add AI R&D to the collateral for existing Scientific Research Funding
  - o Meet with twelve representatives and/or staff to discuss AI funding
- Advocate that the government integrate AI technology into their operations
  - o Identify government agencies best-positioned to utilize AI in their operations for improvements in transparency and efficiency
  - o Present possible use of AI to those government agencies
- Promote AI education as a component of workforce development
  - o Communicate with CA Advisory Board regarding K-12 standards and AI

### **Immigration**

**Staff lead:** Peter Leroe-Muñoz, Vice President of Technology and Innovation Policy, Paul Escobar, Director of Policy and Education Programs

**Executive Champion:** James Gutierrez, Insikt

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

**Priority:** Our member companies often face a lack of skilled tech workers within the domestic labor pool. As such, many members rely on immigration as a means of filling tech jobs. Immigration reform – and the solutions we propose – will help meet the immediate need for skilled workers, while also helping to grow a domestic tech workforce. That is why we are advocating for open and inclusive immigration policies which encourage attracting and retaining global tech talent. This includes comprehensive immigration reform, increasing the cap on H-1B Visas, supporting domestic STEM programs with visa fees, and preserving DACA, among other policies.

### **Quantifiable Goals:**

- Meet with twelve congressional representatives and/or their offices to advocate for reform
- Create immigration-specific collateral which highlights the economic benefits of immigration within each district
- Support legislation that is similar to iSquared legislation introduced in past Congressional session
- Offer five media interviews on why immigration reform is vital to Silicon Valley

## TRANSPORTATION

### **Regional Transportation Initiative(s)**

**Staff Leads:** Carl Guardino, President & CEO, Chris O'Connor, Senior Director of Transportation Policy, Matt Quevedo, Senior Associate of Transportation and Community Engagement

**Priority:** As voted on by the Leadership Group Board in 2016, a Regional Transportation Funding Measure is our top policy priority. Traffic is not confined to specific city or county boundaries and Silicon Valley commutes continue to increase in both time and distance. Addressing the region's crippling traffic crisis allows for improved goods movement, a more efficient workforce, and better quality of life for member company employees and our communities.

In 2018, we are co-leading the effort to both place and successfully pass RM3, a Bay Area traffic relief measure funded by new bridge toll revenue to help relieve traffic congestion, while also working to pursue a three county Caltrain Measure in 2020.

### **Quantifiable Goals:**

- 2018 MTC Regional Measure 3: Co-lead a Bay Area bridge toll measure to fund projects that relieve traffic congestion on the region's most congested commute corridors
- Co-lead the campaign committee, manage the prime consultant (TBWB - Barry Barnes) and lead the field campaign in Santa Clara and San Mateo counties
- Fundraise and conduct polling throughout Q4 2017 and Q1 & Q2 2018 in order to ensure success of the measure
- Target of June 2018 ballot (possibly November)
- Along with RM3, engage in effort to build consensus for other measures in the 2020 timeframe, including a three-county measure and establish a permanent funding source for Caltrain on the June or November 2020 ballot



### **State & Federal Advocacy for BART to SV, Phase II:**

**Staff Lead:** Chris O'Connor, Senior Director of Transportation Policy, Matt Quevedo, Senior Associate of Transportation and Community Engagement

**Priority:** Extending BART to Silicon Valley and linking it with Caltrain has been a two-decade priority for Leadership Group members. It will complete a vision over a half-century in the making to provide rapid commuter rail that rings the bay. The 16-mile BART extension is estimated to generate approximately 90,000 daily trips, taking cars off the road and providing a commute alternative for member company employees who live across the entire bay area and commute into Silicon Valley. In 2018, we will continue to advocate for state and federal funding for BART to Silicon Valley, Phase II.

#### **Quantifiable Goal:**

- Advocate in Sacramento for a multi-year funding agreement with CalSTA for BART Phase II. (July 1, 2018 CalSTA deadline)
- Advocate in D.C. for funding programs that would support a BART Phase II New Starts FFGA and if timing is appropriate, a favorable Record of Decision (RoD)

### **Peninsula Mobility Solutions**

**Staff lead:** Matthew Quevedo, Senior Associate of Transportation and Community Engagement, Chris O'Connor, Senior Director of Transportation Policy

**Priority:** The crippling congestion on the Highway 101/Caltrain Corridor remains a major concern for our members who operate or commute along the peninsula. As identified by MTC, the Highway 101 corridor is one of the most congested corridors in the Bay Area and State. The Caltrain/HWY 101 Corridor alone is home to 1.6 million jobs, 54 percent of all patents filed from California, 20 percent of California's GDP and 13 percent of California's Sales Tax revenue. Caltrain electrification will grow ridership capacity by 80 percent to more than 110,000 daily passenger trips, however, greater ridership can be accomplished through service model changes and other reforms to be addressed in the Caltrain business plan.

In 2018, we will continue to advocate for projects and service changes that promote transit ridership and reduce traffic congestion on Hwy. 101, a more effective Caltrain and provide much needed funding for San Mateo County.

#### **Quantifiable Goal:**

- Engage in Caltrain Business Plan process in order to advocate for changes outlined in the Caltrain Corridor Vision Plan that promote greater ridership
- Monitor the implementation of the Caltrain electrification process and weigh-in on key decision points
- Advocate for a continuous managed lane along Highway 101 from downtown San Francisco to San Jose that promotes carpooling and transit usage
- Support conversion of a managed lane and transit improvements along the Dumbarton Corridor

### **San Jose Airport**

**Staff Owner:** Matthew Quevedo, Senior Associate of Transportation and Community Engagement

**Priority:** For the past several years, the Leadership Group has supported the San Jose Airport with a number of successes. Most notably, the addition of new international and domestic flights have been supported by the work completed by the CEO Airport Task Force and the Leadership Group. Annually, our members complete the CEO Airport Survey to select which flights are the most important for the region's economy.

Although we have been successful in securing flights for our members, airlines are still requesting support to retain these new flights and our members have requested more frequency to cities like New York City, Chicago and Washington D.C. In 2018, we promote SJC as a destination airport in order to secure and retain long-haul flights, which better balances the supply and demand of the Bay Area's three international airports.

#### **Quantifiable Goal:**

- Support SJC in regulatory and policy changes that support promotion/retention of flights
- Support an Airport Task Force to promote SJC and tackle issues related to flight promotion/retention

### **VTA Commuter Shuttle Policy:**

**Staff lead:** Matthew Quevedo, Senior Associate of Transportation and Community Engagement, Chris O'Connor, Senior Director of Transportation Policy

**Priority:** VTA has authorized a policy directing the development of a permit program to regulate private commuter shuttles that seek to access VTA owned or controlled property. In early 2018, VTA will undergo a stakeholder process to build the permit program, before final approval by the VTA Board. In 2017 Leadership Group members and staff provided extensive feedback to VTA staff regarding questions and potential concerns of the program to regulate shuttle activity at their property.

The program that VTA develops must be crafted as to not hinder current or future shuttle operations and does not seek to exploit our membership for unwarranted revenue, data or other special interests. Leadership Group members finance a network of private shuttles which collectively is one of the largest transit systems in California, reducing traffic congestion in our region without any taxpayer subsidy. In 2018, our goal is to actively participate in the development of a VTA Commuter Shuttle Permit Program and advocate for member priorities.

#### **Quantifiable Goals:**

- The VTA Board created a "Commuter Shuttle Policy" in December 2017 that directs staff to develop a "Commuter Shuttle Permit Program" in 2018 for board approval
- This "program" will contain the operational details of how a permit system will work -permit costs, access to physical sites, shuttle company and VTA coordination, etc...
- Staff will attend stakeholder meetings with member companies and advocate on collective priorities of Leadership Group members

### COMMUNITY: FOUNDATION (C-3)

#### **Applied Materials Silicon Valley Turkey Trot**

**Staff Lead:** Carl Guardino, Executive Director of the Silicon Valley Leadership Group Foundation

**Executive Champion:** Joe Pon, VP, Applied Materials; John Boland, President, KQED

**Priority:** The Applied Materials "Silicon Valley Turkey Trot," created, owned and directed by our Silicon Valley Leadership Group Foundation, was launched in 2005 with a three-part mission - Help the Needy, Build Community and start our Holidays in a fun and healthy way. As employers and employees of our member companies, residents in the Bay Area said it was vitally important that we assist families, seniors, students and others who are living on the margins - often without access to food, health care, quality housing and other essential needs.

13 years later, our Turkey Trot is the largest, timed Thanksgiving Day run in the world. In addition, to date, the Turkey Trot has donated nearly \$8 million to five local non-profits that serve local families in need.

#### **Quantifiable Goal:**

- Contribute \$1 million to our five non-profits, by securing 26,000 paid participants, raising \$700,000 in Branded Sponsorships

### **CODING 5K CHALLENGE**

**Staff Lead:** Alysa Cisneros & Paul Escobar

**Executive Champion:** TBD

**Priority:** Coding 5k Challenge is the latest iteration of our partnership with Mayor Liccardo's office, having worked on several STEM education initiatives and programs previously. Building off an existing San Jose City Library program providing free volunteer-led coding camps, Coding 5k Challenge is designed to bring this very successful program to scale.

Nearly five thousand students have gone through the library coding program since its inception five years ago. This program currently serves 2nd -12th grade students, introducing them to high-demand, concrete skills in programming languages such as HTML, Python, and Scratch. Coding 5k Challenge will expand the program to five additional library branches, with the goal to serve five thousand unduplicated students each year by 2020.

#### **Quantifiable Goals:**

- Help identify member companies who have priorities aligned with the mission and goals of Coding 5k Challenge, and communicate with these companies about opportunities for involvement

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

- Arrange for the Mayor and Jill Bourne (Director of the San Jose Library) to present at Working Council and/or Education Committee
- Have three dedicated discussions with Library staff resulting in the development of a plan to engage member companies in an advisory capacity
- Publish op-eds in two publications about the Coding 5k Challenge program
- Connect at least five member companies to the program
- Organize a roundtable discussion (or similar) connecting industry and the Library to provide feedback to the Library on curriculum and workforce needs
- Engage with the Library and the Mayor's office on year-end metrics

### **Emerging Tech**

**Staff Lead:** Brian Brennan, Senior Vice President

**Executive Champion:** Scott Broomfield, Tenth Man Group

**Priority:** The Emerging Technology Policy Initiative (ETPI) will complement the Leadership Group's advocacy efforts and provide benefits to a broad swath of Leadership Group member companies by improving the quality of California public policy. A legislature that is more informed about emerging technology will be better able to avoid unintended consequences and thoughtfully identify opportunities for the state to leverage new technology to advance good policy.

#### **Quantifiable Goals:**

- Hold at least six sessions with California state legislative staff in 2018, with at least 18 participants in each session
- Produce at least four policy briefs in 2018
- Receive at least four requests from the Legislature for information, references or guidance on issues related to emerging technology

### **Hack Foster Care**

**Staff Lead:** Paul Escobar, Director of Public Policy and Education Programs, Carl Guardino, Executive Director of Silicon Valley Leadership Group Foundation

**Executive Champion:** John Hogan, Vice President of Career Services, Teenforce

**Priority:** The mission of the Leadership Group Foundation is to help promote quality of life and access to needed resources among our region's most disadvantaged communities. The foster youth in our region—and across the nation—are one of the most under-resourced: half will not graduate by age 18; 1 in 3 experience homelessness; 71 percent of young women are pregnant by age 21; and, 4 in 5 of young men are arrested by their mid-20s. Such disparity of outcomes needs to be addressed, and access to needed technological, employment and educational resources is paramount in that effort. That's why the Leadership Group Foundation has partnered with TeenForce/Silicon Valley

## Silicon Valley Leadership Group 2018 – 2020 Work Plan

Children's Fund in an effort to achieve parity in access to resources and outcomes for foster youth in Silicon Valley relative to the general youth population.

### **Quantifiable Goals:**

- Help secure 20 new internships for foster youth among the Leadership Group and its member companies
- Provide 150 laptop computers for Silicon Valley foster youth
- Regularly attend FYAAN meetings throughout the year

### **Lam Research "Heart & Soles" 6-k & 10-k**

**Staff lead:** Carl Guardino, Executive Director of Silicon Valley Leadership Group Foundation

**Executive Champion:** Kyra Whitten of Lam Research, Tom Hayes of ETM Electromatic

**Priority:** Initially launched four years ago, at the request of State Superintendent of Public Instruction Tom Torlakson in response to his goal to secure "20" Silicon Valley schools to provide quality Salad Bars in their school cafeterias. In response, the Leadership Group offered a 3-year partnership with a stretch goal to provide salad bars to 100 Silicon Valley schools. In just three years, we actually funded salad bars for 195 Silicon Valley schools, providing nutritious meals for 145,000 local students. In 2017, after saturating the market of local schools, our Foundation Board pivoted to assist local organizations in which under-served students turn to after school and during their summers for both nutritious meals and exercise - The YMCA, Boys & Girls Clubs, etc.

### **Quantifiable Goals:**

- Contribute \$128,000 to our seven local non-profits who provide nutrition and/or physical activity to under-served children throughout Silicon Valley

### **Santa Run Silicon Valley, Sponsored by Google**

**Staff lead:** Carl Guardino, Executive Director of Silicon Valley Leadership Group Foundation

**Executive Champion:** Bobby Bell, KLA-Tencor

**Priority:** 2018 will be the seventh year of our Santa Run Silicon Valley, sponsored by Google, to benefit three great non-profits - Christmas in the Park (enjoyed by 650,000 people each year), Downtown Ice and Reading Partners. The Santa Run is a 5-k run or walk which also includes a "Kids Reindeer Run," in which most participants dress as Santa Claus or a different holiday figure from a full range of traditions.

### **Quantifiable Goals:**

- Donate \$100,000 to our two financial non-profit partners and 1,500 children's books to Reading Partners

