



PATHWAYS TO SUSTAINABLE COMMUNITIES



WINTER 2020
SUSTAINABLE SAN MATEO COUNTY

Pathways Report

Table of Contents

Project Background and Acknowledgments	2
Executive Summary	3
Climate Change Adaptation and Mitigation in San Mateo County	5
Jobs and Housing - Building a Livable, Affordable and Sustainable Community in San Mateo County	10
Habitat and Resources: Building Sustainability in San Mateo County’s Resources and Wildlife Habitats	13
Health and Wellness in San Mateo County	16
Building a Sustainable Transportation System in San Mateo County	18
Education and Workforce Development in San Mateo County	21
Conclusion - Make an Impact	25
Sources	29

Project Background and Acknowledgments

Sustainable San Mateo County (SSMC) – www.sustainablesanmateo.org – is a well-respected, local nonprofit whose vision is “a sustainable future for everyone in San Mateo County.” We believe in a “systems-based approach” and that in order to be truly sustainable, all three Es of sustainability, namely: Environmental Impact, Social Equity and a Green Economy need to be in balance.

Pathways to Sustainable Communities was initiated in the Spring of 2016 with the goal to draw lessons from 20 years of research via SSMC’s flagship annual Indicators Report program and its other key sustainability initiatives. This report highlights data and analysis of trends and transition points for the County of San Mateo, derived from historical information plus extensive interviews conducted with subject matter experts from the Spring of 2016 until the Summer of 2018.

The report covers the following six key areas:

- **Climate Change**
- **Jobs & Housing**
- **Habitat and Resources**
- **Health and Wellness**
- **Transportation Systems**
- **Education and Workforce development**

Our hope is that this report will show how data collected by SSMC’s sustainability indicators can be a model to inform and inspire other jurisdictions to initiate programs and “best practices” of their own which will affect positive change in their communities.

We would like to thank the following key funders for their support in making this project possible: Cargill, Facebook, Guitard Chocolate Company; Pacific Auction Company; Patagonia, Provident, Salesforce, Seaport Industrial Association, SamTrans and the many individual donors who provided funds for this project.

Last but not least, our thanks go to Flora Kaplan, who managed the project from its inception. Together with dedicated committees and talented volunteers, she was one of the key contributors to this project. We also thank Akansha Yadav, her successor, for finalizing this report.

Executive Summary

To achieve climate stability and minimize its devastating impacts on various sectors, we must take bold action, embrace transparency, and foster communication and collaboration across a wide range of stakeholders. The good news is there are many ways to make an impact and ensure equitable growth while simultaneously strengthening our communities, businesses, and overall quality of life. Collective and individual actions are both essential for the monumental work ahead, to reduce greenhouse gas (GHG) emissions and prepare for the changes in weather, temperature, sea level rise, flooding, and wildfires and their associated impact on our life and ecosystems.

In the past decade, San Mateo County has benefited from various sustainability initiatives driven by technology, innovation, and multi-stakeholder engagement. The **Pathways to Sustainable Communities Report** is an overview of goals, trends, accomplishments, challenges within San Mateo County on its path to achieve sustainability. It explores issues that both encourage and inhibit change in our systems and identifies opportunities to collaborate on an interregional level and embrace our increasingly urban environment.

The Pathways report provides a unique lens on the various themes, goals and initiatives identified through one-on-one interviews with recognized subject matter experts working to drive the sustainability agenda in **six broad key sectors**:

- **Climate Change**
- **Jobs & Housing**
- **Habitat and Resources**
- **Health and Wellness**
- **Transportation Systems**
- **Education and Workforce development**

Extensive interviews with stakeholders and subject-matter experts provided this list of levers to activate sustainable change:

- Practicing compassion and willingness to compromise in order to reach sustainability goals.
- Donating time or funds to local nonprofit advocacy organizations.
- Writing letters and requesting meetings with key decision makers (individuals and organizations).
- Organizing residents groups that advocate for issues can amplify the impact of their message, enabling those with limited time or means to have a greater voice.
- Using the legal system to ensure that regulations and planning documents are honored.
- Gains on the local level may be achieved through participation with city or town councils or by serving on government committee or commissions such as land use decisions, public investment in green infrastructure and transportation, amongst others.
- Changes in state funding mechanisms have enabled school districts to engage with their stakeholders and develop budgets based on community needs.
- Local State representatives have the power to create stricter laws and regulations.

In each of the six topic areas mentioned above, the report identifies key issues and trends, and explores the interconnections between environmental, cultural, economic and equity concerns. It identifies programs and issues that need advocacy as well as examples of best practices locally and in other communities. We invite you to learn more about key sustainability issues in the Pathways to Sustainable Communities Report. Join us as we advocate for policies and programs that are aligned with our sustainability vision: ***“a sustainable future for everyone in San Mateo County.”***

Climate Change Adaptation and Mitigation in San Mateo County

Overview

Greenhouse gas emissions have been causing the temperature to rise globally leading to dangerous changes in the climate. Governments agreed in Paris in 2015 as part of the fifth Assessment Report from the IPCC¹ to respond to climate change by limiting global warming to well below 2°C above pre-industrial levels while pursuing efforts to hold it to 1.5°C. Climate change impacts such as extreme heat waves and cold waves, wildfires, severe storms, coastal erosion, saltwater intrusion, and sea-level rise are being experienced in San Mateo County. Here, the impacts range from dwindling water sources, vicious wildfires, rise in sea levels to rise in asthma cases which threaten our very lives. Some population groups are more vulnerable than others in dealing with impacts of climate change, hence planning and implementation of equitable adaptation and mitigation measures is critical to building and maintaining a healthy and sustainable community. Simultaneously, it is essential to coordinate the implementation of restorative and sustaining efforts, enact green building measures and facilitate knowledge sharing within the county. This section reviews San Mateo County's preparedness and management in responding to climate change threats and limit climate disruption through current and potential policies and programs.

In October 2017, Sustainable San Mateo County interviewed thirteen² professionals working in the areas of climate adaptation, energy, and green construction. From the interviews, the following themes emerged:

Themes

1. Make significant changes in farming and fishing habits to better mirror natural systems impacted by climate disruptions.
2. Develop smarter water management systems that would restore natural waterways and aquatic ecosystems while still generating power.
3. Perform more research to fully understand the extent of climate disruption, specifically in the areas of carbon sequestration, forest, land, and water management.
4. Provide widely available clean, carbon-free, renewable energy such as the electricity sources provided by Peninsula Clean Energy, as a critical step in adapting to climate disruptions.
5. Advocate for the adoption and implementation of green architecture and design to minimize the harmful effect of construction projects on human health and the environment through notably choosing eco-friendly building materials and construction as well as deconstruction practices.
6. Adopt and implement environmental measures to restore ecosystems. This includes measures such as holistic/managed grazing, greening projects, regenerative land management as an effort to

¹ Intergovernmental Panel on Climate Change

² Key Stakeholders Interviewed: ; Kirsten Andrews-Schwind, Peninsula Clean Energy; Jared Asch, National Strategies; Diane Bailey, Menlo Spark; Michael Carpol, NEXTracker, Inc.; Gita Dev, Dev Architects; Jim Eggemeyer, Danielle Lee and Hilary Papendick, San Mateo County Office of Sustainability; Susan Eschweiler, DES Architects and Engineers; Napallo Gomez-Somer, Pacific Gas and Electric; Nicole Heller, Peninsula Open Space Trust; Rachael Londer, San Mateo County Office of Sustainability; Wendy Millet, TomKat Ranch Educational Foundation

increase biodiversity, restoring estuaries with vegetation, reconnecting natural rivers, maintaining the unique natural habitat of the County, and overall helping to reduce damage already done.

7. Develop a smart, centralized energy grid as well as microgrids and continue to drive the removal of roadblocks to adopting alternative energy sources such as wind and solar energy to make a gradual shift to climate friendly, accessible electricity.
8. Reduce the risk for fires through sustainable forestry practices, and a better understanding of the risk of wildfires by using a data-driven approach.
9. Invest in electric-powered modes of transportation and retrofitting buildings to be more energy efficient.

Architecture and Buildings

Key Trends

1. **Increased adoption of Green Building Standards.** Key adoptees in San Mateo County include Facebook, Gilead Sciences, Stanford University and Google. Some of the measures they have implemented include drought-resistant landscaping, planting trees in place of demolished exposed parking lots, and building green roofs where wildlife is monitored in collaboration with the Audubon Society. These and other similar measures not only positively impact groundwater supply, but also reduces the heat island effect and has increased the pollinators count.
2. **Establishment of new building codes.** In response to the most recent cycle of that part of California Code Regulations known as Title 24 - Building Efficiency Standards - cities have started to adopt, or are looking to adopt, stronger local codes that "reach" beyond the basic requirements of Title 24, Part 6. These Reach Codes eliminate the installation of natural gas equipment and appliances such as stoves and furnaces in many buildings, calling instead for electrically powered equipment and appliances.
3. **The Rise of Alternative Energy Sources.** The solar industry has grown to now being an affordable and well-incentivized alternative power option for homeowners and businesses. Upfront cost barriers have been removed through lease programs, and the California Solar Initiative rebate program made solar more approachable for the average consumer.

Challenges and Recommendations

- Improve general green building policy, and design spaces (reconciliation ecology) to be welcoming toward wildlife, so they can live *alongside* people in an urban forest, like San Francisco's Bee Boulevard and Palo Alto's walksheds to parks.
- The Regional Water Quality District currently requires treatment of stormwater before it goes into the bay - biofiltration should be incorporated to ensure the water is brought in efficiently.
- Strengthen net-metering policies and increase funding to continue to remove the barrier for consumers to implement solar use. Utilities are changing the way they value/charge for solar, which has a negative impact on business.

Environmental Measures

Key Trends

1. **Increased Awareness Around Regenerative Land Management.** Managing land responsibly and incorporating regenerative farming is increasingly seen as assisting in carbon sequestration, increasing biodiversity, soil health, and food security, thereby advancing equity and sustainability by building a holistic environmental system focused on safety, effectiveness, and reliability.
2. **Fostering Composting Practices.** Composting is now widely recognized as a powerful strategy to reduce landfill waste as well as methane emissions. Compost can help aid in land restoration, leading to increased biodiversity, wetlands restoration, and habitat revitalization efforts by improving contaminated, compacted, and marginal soils.
3. **Building Resilient Landscapes.** Urban areas are ideal for incorporating greening projects where it is possible to maximize the benefits of improving surrounding lands while protecting against climate change and sea level rise at the same time.
4. **Rethinking Agricultural Practices.** The incorporation of conservation grazing (moving cattle in a regular and planned way) like what is being done at Point Blue leads to increased meat quality, improved carbon sequestration in grasslands, and helps to maintain native plants.

Challenges and Recommendations

- Nutrient density in foods has suffered, likely due to soil quality. The focus has shifted to produce's appearance, shelf life, and transportation, so making the general public and food enthusiasts more aware about the benefits of growing food using regenerative land management techniques is key.
- While we continue to develop, there is a need to push for more green space in urban areas.
- Secure biodiversity by ensuring open spaces aren't overwhelmed by invasive species, such as oak trees and Douglas firs in grasslands, and practice active restoration in unique habitats.
- Consider reconnecting agriculture to natural rivers, moving away from river channels, to maintain the distinctive habitats and to reduce downstream flooding.

Carbon-Free Renewable Energy

Key Trends

1. **Alternative Energy Sources.** The solar industry has become an affordable and well-incentivized power alternative with lease programs helping to make solar a more cost-effective solution for consumers. The work of the Solar Energy Industry Association (SEIA) has proved instrumental in helping to establish progressive policies.

2. **Community Choice Energy (CCE) Programs.** Peninsula Clean Energy and other similar aggregation programs allow local governments to pool the electricity demands of their communities, purchasing power with higher renewable content, and reinvesting in local infrastructure.

Challenges and Recommendations

- Create net zero energy use on a daily basis. While carbon free renewable energy is available on a yearly basis, significant efforts must be undertaken to make this 24/7.
- Storage must be brought to the level where surplus energy can be housed – notably to smooth out electricity prices, mitigate the risk of curtailment, provide backup power and more. When the sun shines or the wind blows, there has been a surplus of renewable energy, which was given to neighboring states, however there is often a nighttime deficit.
- Demonstrate quantifiable economic benefits to the county/region and place a priority on local hiring and workforce development practices and environmental justice.
- Implement strategies to further reduce greenhouse gas emissions by investing in programs such as local clean power production, electric vehicles, energy efficiency, and demand response, and by partnering effectively with local business, schools, and nonprofit organizations.

Climate Change Milestones in San Mateo County:

Many non-profits in San Mateo County, as well as the county government itself, have been hard at work to reduce the impacts of climate change. Here are a few ways this has happened, including

1. The adoption of [Peninsula Clean Energy](#) as San Mateo County’s default energy provider has saved 144,660 metric tons of greenhouse gas emissions annually, while keeping \$18 million in customers’ pockets every year (status as of Fall 2020).
2. In January 2019, San Mateo County launched [Climate Ready SMC](#), an open, collaborative platform to develop community-driven climate solutions. This organization focuses on the key themes identified by the experts we interviewed, including wildfires, flooding, and clean energy.
3. Since 2013, [San Mateo County Energy Watch](#) has served 385 customers, helping save 9,363,000 KWH of energy and reducing demand by 944 KW (status as of Fall 2020). Their program helps schools, non-profits, and small businesses connect with solutions to reduce their energy consumption including trade professionals, financing options, and energy efficiency programs.
4. Organizations like the [TomKat Ranch](#) and the [San Mateo Resource Conservation District](#) are helping restore terrestrial and aquatic ecosystems to their natural states while still maintaining use of the resources we rely on.

Climate Change: Highlighting key Best Practices in SMC

- Holistic grazing and other sustainable agricultural practices have been shown to improve the environment, countering the effects of climate change, while maintaining productivity.
- Restoring and maintaining coastal vegetation alleviates the impacts of flooding and preserves threatened shoreline.

- Outfitting businesses, schools, and homes with energy efficient equipment can dramatically reduce emissions.
- Communities must have a direct say in how to best address the climate crisis, and then be supported in executing their plans.
- Smart forestry practices should be implemented in order to continue to enjoy the resources forests provide while negating the risk of wildfires.

Moving Forward

Based on interviews with experts, there are a few important areas to continue to push as San Mateo County works to meet its climate goals and secure a healthy future for all.

- SMC must continue to invest in clean energy production so current and future generations can have reliable access to green, carbon-free electricity. This investment in clean energy will enable SMC to develop green public transportation that does not rely on fossil fuels.
- SMC must research and implement practices that can restore farmland, coastlines, aquatic ecosystems, and forests to their natural states. These practices should respect the environment while maintaining production of necessary resources.
- SMC must continue to solicit the input of the communities that will be responsible for the full implementation of climate plans.
- As part of a systemic move away from fossil fuels, SMC must incentivize taking public transportation and biking.

Jobs and Housing - Building a Livable, Affordable and Sustainable Community in San Mateo County

Overview

San Mateo County has reached a defining moment to address its housing affordability issue. There are more jobs available than houses, and people are living amid a severe housing shortage. Rents have dramatically increased, and affordable houses are harder to find. Our neighbors are moving away and pay even more to commute between work and home, which further creates challenging financial situations. Communities lose labor force in the service sectors because they cannot afford living in the county, even though we see huge demand for workers in a variety of service sectors. Housing shortage is impacting everyone and calls for bold leadership and collective partnership at all levels to address this issue.

Besides the imbalance between housing supply and job growth, a number of factors may have also contributed to the housing crisis: the preference of investors to high cost development, the passage of proposition 13 to shift governments' revenue stream from property tax, the elimination of re-development agencies, the nimbyism for new developments and the controversy over development impact fee programs.

To build a livable, affordable, and sustainable community, entities from different sectors should work together to enable more affordable houses and empower the community to practice the three pillars of the sustainability framework: environment, equity and economics. To thoroughly understand what has been done and what will need to be done, Sustainable San Mateo County interviewed fifteen housing, economic development and public health professionals³ to identify the following collective themes of building a more livable and affordable community.

Themes

1. Exploitative development and unsustainable zoning codes leave residents without accessible housing, far from jobs and important parts of town.
2. People of any income bracket must be able to access housing near important areas, including downtowns and transportation corridors.
3. San Mateo County's sustainability projects, including housing construction, must be used as opportunities to create quality, well-paying jobs.
4. Public land should be used for public good, which entails requiring developers to include low-income housing in important parts of town.

³ Key Stakeholders interviewed: Josh Abrams, 21 Elements; Laura Bent, Samaritan House; Cindy Chan, Dept. of Housing, County of San Mateo; Heather Cleary, Peninsula Family Services; Bradley Cleveland, San Mateo County Union Community Alliance; Cindy Cornell, Renters Rights Now!; Rosanne Foust, SAMCEDA; Brian Greenberg, Lifemoves; Sarah Karlinsky, SPUR; John A. Matthews Jr & Armando Sanchez, HEART; Jessica Stanfill Mullin, Livable Communities, San Mateo County Office of Sustainability; Daniel Saver, Community Legal Services in East Palo Alto; Belen Seara, San Mateo County Health; Evelyn Stivers, Housing Leadership Council

5. Create housing at all levels of affordability.
6. Encourage housing developments and pass just zoning codes that allow denser construction and lead to affordable housing and quality jobs to meet community needs.
7. Integrate a multimodal transportation system with affordable housing and build sustainable low-income housing near transit hubs and urban centers.
8. Create policies that hold developers accountable for constructing responsible housing, support neighborhoods in building housing in a way that works for them and protect renters from evictions and from rising rent.
9. Support a minimum living wage and the creation of sustainable jobs that contribute towards lifting people out of poverty.

Jobs and Housing Milestones in San Mateo County (between 2015-2018)

The interviewed housing and economic development experts highlighted the following achievements towards addressing the county's housing/jobs issues.

- **Measure K: Measure K is a countywide half-cent sales tax extension passed by local voters in November 2016 to support essential county services and to maintain or replace critical facilities.** One of the priorities for Measure K funds is to provide affordable homes for seniors, veterans, individuals with disabilities and families.
- **Redwood City Downtown Precise Plan (DTPP):** The DTPP was created to revive the heart of Redwood City. The plan authorizes up to 2,500 additional market rate and 375 affordable housing units for households earning no more than 80 percent of the area median income. The city has adopted policies and programs such as impact fees and incentives to encourage new developments and preservation of affordable housing.
- **Housing, Endowment and Regional Trust (HEART):** With its mission to raise money from public and private sources and invest the funds to create affordable housing for low- and moderate-income families, so far HEART has invested \$19.1 million to help create 1,297 affordable homes since 2011.
- **Samaritan House's Housing and Shelter service:** Samaritan House has been providing a variety of programs to help avoid or reduce homelessness. These include providing financial assistance and finding new homes. Their Safe Harbor Shelter program offers emergency and short-term housing options in a 90-bed and 10-cot shelter and offers comprehensive and personalized services to help the homeless become self-sufficient and boost their sense of self-esteem. More than 400 homeless individuals are served at Safe Harbor each year and 31,952 nights of safe and warm sleep have been provided to Safe Harbor residents. Also, Samaritan House was selected to administer the "Coordinated Entry System" program, designed to streamline and prioritize access to limited resources for the most vulnerable residents.

- **San Mateo County’s Living Wage Ordinance (LWO):** The Living Wage Ordinance sets a minimum wage that contractors are required to pay employees providing services under county contract. The LWO is a pilot program that runs from January 1, 2017 to June 30, 2022.

Moving Forward

Potential Housing Policy and Program Solutions: The housing and economic development experts recommend the following additional actions and solutions to address the county’s housing crisis:

- Revise zoning code to allow more houses to be built in the appropriate locations, for example: increase the allowable building heights and densities within existing communities.
- Increase public funding for new affordable homes by setting appropriate development fees.
- Better leverage state and federal resources to secure more funds.
- Prevent and empower homelessness/jobless by providing service and assistance in a variety of forms.
- Enable more housing to be affordable by design and encourage the building of more Accessory Dwelling Units (ADUs).
- Encourage Transit-Oriented Developments (TODs).
- Reconsider parking requirements.
- Encourage cities to adopt a minimum-wage ordinance.

Below are some recommendations as to what should come next:

- Continue to advocate for just housing and employment policies through community-centered projects.
- Invest in new constructions that provide housing for all income brackets located along major transportation corridors.
- Strengthen partnerships with key local community members and employers in San Mateo County which include Facebook, Box Inc., Gilead Sciences, Inc., Franklin Templeton Investments, Oracle Corp., the County of San Mateo, Kaiser Permanente, Electronic Arts, Inc., Visa, Inc., and the San Francisco International Airport, to fund and implement plans to create sustainable housing and jobs in the county.
- Educate community members on ways they can advocate for just policies or how they can help the housing problem by taking concrete steps like creating secondary units or taking public transportation.

Habitat and Resources: Building Sustainability in San Mateo County's Resources and Wildlife Habitats

Overview

San Mateo County (SMC) faces some typical issues as it relates to habitat protection and natural resources such as soil and water; however, the county is a shining example in some facets of progressive policy and environmental outcomes. Climate change, continued development, and a lack of available funding for much-needed policies and subsequent services are some of the greatest areas of challenge. Despite these hurdles, SMC has had many significant victories over the past two decades, ranging from public education to practical solutions. Additionally, there are opportunities to better represent and utilize a holistic view of sustainability, particularly as it relates to achieving equitable outcomes. For continued success in sustaining healthy habitats and proper resource management, smart and intentional economic development fueled by public education and community buy-in stimulated by forward-thinking policy will be necessary.

This section showcases how SMC resources and habitat experts are managing the difficult issues of growth and climate change in the present times, highlights some past successes, and offers potential solutions for the future. In October 2017, Sustainable San Mateo County interviewed ten resource and habitat professionals⁴ from the public sector (City/County Association of Governments of San Mateo County) and several community-based organizations (such as TomKat Ranch, MidPen, and Committee for Green Foothills) to identify some of the overarching themes for San Mateo County's resource and habitat management:

Themes

1. Achieve and maintain reliability in natural resources such as water and air quality in the midst of climate change.
2. Secure adequate funding to allow for necessary services for public and effective implementation of future projects.
3. Educate and create public awareness about the positive effects on public health of sustainable management of resource and habitats.
4. Create equitable outcomes and access to SMC's natural resources.

⁴ Key Stakeholders Interviewed: David Burch, BAAQMD; Fred Crowder, Dep. Of Ag; Matt Fabry, San Mateo County; Susan Hiestand, Silicon Valley Clean Water; Wendy Millet, TomKat Ranch; Pietro Parravano, Harbor Commissioner; Jim Porter, San Mateo County; Lennie Roberts, Committee for Green Foothills; Nicole Sandkula, BAWSCA; Kevin Woodhouse, MidPen

Habitat and Resources Improvements Milestones in San Mateo County

1. **2017 Clean Air Plan: Spare the Air, Cool the Climate**⁵ aims to move SMC towards a post-carbon economy by striving to obtain all state and federal air-quality standards and creating more equitability amongst Bay Area communities as it relates to air pollution exposure and health risks.
2. **Point Blue's Rangeland Monitoring Network**⁶ was initiated in Pescadero, CA in 2012 and has continued to grow into a program that now helps preserve the ecological value of rangeland and recommend conservation actions to local and state organizations with both wildlife and people in mind.
3. **San Mateo Water Pollution Prevention Program**⁷ is a partnership of incorporated city and county governments that all share a common National Pollutant Discharge Elimination System (NPDES) permit which is updated every 5 years. On a local level, the permit sets high standards and will require zero trash coming out of storm drains in 2022.

Habitat and Resources: Highlighting key Best Practices in SMC

- Since the early 2000s, off-the-boat fish sales have been possible at the harbor, connecting consumers to the men and women who harvest their food and giving them a better understanding of where it comes from.
- The plastic bag and polystyrene ban, though hard to quantify, reduces the impact on waterways and infrastructure.
- Air Pollution Monitoring (Redwood City and San Carlos Airport) here in SMC continues to show promise in making progress reducing 6 criteria pollutants.
- The Tom Lantos tunnels completed in 2013 are a great example of smart growth, avoiding a bypass that would have created more development and roads through what is now an open space.

Moving forward

Habitat and Resource experts interviewed by Sustainable San Mateo County have suggested the following improvements and policies to continue to create a more sustainable SMC:

- Create a connection between human health and land preservation that is clear and understandable for the public. Push for more education.
- Continue to preserve open spaces – [Deep Roots – Green Future](https://www.greenfoothills.org/wp-content/uploads/2014/02/Deep_Roots_Green_Future.pdf)⁸ gives us a look into the future of SMC's coast and urban green space with the necessary conservation efforts.
- Develop drinkable advanced treated water (in the process of pre-feasibility studies as of 2017), treating wastewater and incorporating it into the supply.

⁵ [https://www.baaqmd.gov/~media/files/planning-and-research/plans/2017-clean-air-plan/attachment-a_-proposed-final-cap-vol-1-pdf.pdf?la=en](https://www.baaqmd.gov/~/media/files/planning-and-research/plans/2017-clean-air-plan/attachment-a_-proposed-final-cap-vol-1-pdf.pdf?la=en)

⁶ <https://www.pointblue.org/our-work/working-landscapes/>

⁷ <https://www.flowstobay.org/>

⁸ https://www.greenfoothills.org/wp-content/uploads/2014/02/Deep_Roots_Green_Future.pdf

- Continue expanding and connecting existing reservoirs, increasing drought-resilience and making more water available to more districts and facilities.
- Secure a dedicated source of funding for stormwater management.
- Continue to increase public awareness of opportunities such as off the boat fish sales – bring consumers closer to the food supply chain.
- Close the gap of disparity for access to clean air – this has been a long-term focus of BAAQMD⁹ and continues to be so.
- Create more affordable housing and stem resistance to housing development.

⁹ Bay Area Air Quality Management District

Health and Wellness in San Mateo County

Overview

Health is impacted by several factors including the built environment and general external environment. In addition, access to basic goods and services including affordable housing, healthy food, and health services are critical pieces too. Academic research also shows poor health outcomes are associated with socioeconomic status and race.¹⁰ In San Mateo County, the middle class as well as our most vulnerable populations – people without housing, seniors, people with disabilities, foster youth, veterans, those domestically abused and people of color - are disproportionately impacted by inequitable policies and institutional systems. In Redwood City, middle class families are unable to afford housing meaning there are less students in schools and schools lose funding as a result of the mechanics of the school funding policy.

The housing crisis across the San Francisco Bay Area impacts the aging population of San Mateo County disproportionately. This may be attributed to the fact that there are fewer skilled nursing facilities and seniors are unable to apply Medicare to assisted living costs. In 2017, Sustainable San Mateo interviewed eight health professionals¹¹ from six public sector agencies, one community-based organization, and one academic institution to identify the following themes to improve the health of San Mateo County residents

Themes

- Advance environmental justice and address climate change as health impacts resulting from the environment, such as air pollution, disproportionately impact minorities and low-income residents.
- Focus on vulnerable populations such as people without housing, people who are marginally housed, veterans without housing, and foster youth.
- Address the gap in access to dental coverage. Currently, Medicare does not cover dental care and even if a resident had coverage, they may face difficulties accessing dental care services as the county has a 12-month backlog for a basic dental visit.
- Increase access to healthy, affordable food.
- Build data systems, so health disparity datasets are available
- Collaborate with residents and working people in the planning process to operationalize equity work, translation services, childcare etc.

Health and Wellness: Milestones in San Mateo County

- \$2.2 million funding from Measure K to start program in 2013 for elder dependent protection/financial elder abuse initiative.

¹⁰ Bell, C.N., Owens-Young, J.L. Self-Rated Health and Structural Racism Indicated by County-Level Racial Inequalities in Socioeconomic Status: The Role of Urban-Rural Classification. *J Urban Health* 97, 52–61 (2020). <https://doi.org/10.1007/s11524-019-00389-7>

¹¹ Agencies interviewed include Bay Area Air Quality Management District, San Mateo County Health System’s Office of Diversity & Equity, San Mateo County Health’s Aging and Adult Services, San Mateo County’s Human Services, Peninsula Health Care District, Sequoia Healthcare District, and Community Overcoming Relationship Abuse

- The Human Services Agency implemented the Affordable Care Act, resulting in less than 5% of the county's population being without health insurance. Additionally, San Mateo County provides the Access and Care for Everyone (ACE) program, a program offering health coverage for low-income adults who do not qualify for other health insurance, such as undocumented residents.
- **Peninsula Healthcare District** is projecting to build the Peninsula Wellness Community by 2022-2023, the latest urban design for senior residents. On a total of 6.42 acres, there will be 477 homes with 39% dedicated to being affordable to low income and moderate income households, medical offices, spaces for library, art studios, education center, community room, health club and bistro/café.
- **San Mateo County's Aging and Adult Services Department** launched programs that helped senior clients move out of skilled nursing into the community in two years. Programs such as In-House Support Services (IHSS) and Multipurpose Senior Services (MSSP) enable seniors to switch to nursing care or in-home support services, so they can stay in their homes up to two years longer. These programs are funded by county, state, and federal funds.
- **AB 109 State realignment:** prison recidivism has decreased to 30% (as stated in one of the interviews) since the county has taken on the service in both state and county prisons by early releasing for nonviolent crimes, reducing time and transferring to county prisoners. A program needs to be developed to reintegrate people back into the community by reconnecting them with their families, job services, or housing service.

Moving Forward

In one-on-one conversations, the interviewed experts mentioned the following as steps to move forward to improve health and wellness in San Mateo County:

- Address the housing crisis: create affordable housing, via tools like a voucher system, etc.
- Fund early testing of children for developmental issues (by partnering with Children's Health Council, Jewish Family and Children's Services) and step up efforts to provide mental health services at schools.
- Raise awareness about health and wellness issues and their connection to equity, economic power and environmental factors to policy makers.
- Fund more health and wellness advocacy groups.
- More collaboration between County agencies to make data available to better understand health disparities. Currently, each agency manages its individual data and there is no partnering to create comprehensive datasets.
- There is a need to assess which communities are being underrepresented or overrepresented in health data.

Building a Sustainable Transportation System in San Mateo County

Overview

San Mateo County, like the rest of the San Francisco Bay Area, experiences an imbalance between affordable housing, jobs and public transportation. With the shortage of affordable housing near public transportation and jobs, vehicle miles traveled (VMT) is high, meaning worse environmental impacts including noise, air quality and greenhouse gas emissions.

To build a healthy and sustainable community, planners must build a robust and equitable transportation system addressing social equity, minimizing environmental impacts and optimizing its economic impact in an integrated manner. This section reviews how San Mateo County transportation planners and experts have successfully implemented sustainable transportation measures thus far and lists potential solutions going forward.

In October 2017, Sustainable San Mateo interviewed eight transportation professionals¹² from the public sector (Santa Clara Valley Transportation Authority, SamTrans, City/County Association of Governments of San Mateo County, Commute.org) and community-based organizations (TransForm, Friends of Caltrain, Silicon Valley Bicycle Coalition) to identify the following collective themes for San Mateo County's transportation system:

Themes

1. Advance equity and sustainability by building a transportation system focused on safety, affordability, reliability, and effectiveness.
2. Advocate, adopt and implement Transit-Oriented Development, [Complete Streets](#) and [Vision Zero](#) policies.
3. Shift the attitude from individual vehicle-use to sustainable and/or active transportation options such as riding the bus or biking.
4. Embrace information and communications technology that support/enables public and/or active transportation, like mobile-powered services for first mile/last mile (e.g., shared bikes)

Sustainable Transportation: Milestones in San Mateo County (between 2015-2020)

To advance the above-mentioned goals, the various agencies worked towards the following accomplishments:

1. **Caltrain Modernization Program funded and implemented.** The [Caltrain Modernization Program](#) is instrumental in developing a sustainable transportation system as the system shifts from diesel-hauling trains to electric trains, increases service frequency, adds a bicycle car to every third car, and offers more bicycle parking at stations. These improvements translate to a

¹² Key Stakeholders Interviewed: John Ford, Commute.org; Jeffrey Lacap, City/County Association of Governments of San Mateo County; Adina Levin, Friends of Caltrain; George Naylor, VTA; David Pape, GBI & SamTrans; Joel Ramos, TransForm; Emma Shlaes, Silicon Valley Bicycle Coalition; Robert Swierk, VTA

30% increase in rider capacity leading to increased fare revenue while decreasing fuel costs, a 97% reduction in air pollution leading to improved air quality, a 15% reduction in travel time, a reduction in noise pollution, and nearly 10,000 new jobs created across the country.

2. **Commute Benefits Program**, established by SB 1128 in 2016 and administered by local transportation and air quality agencies, aims to reduce the number of single-occupancy commutes. Employers in San Mateo County with 50 or more full-time employees are required to provide one or more of the following commuter benefits: pre-tax benefits, employer subsidized transit, employer provided transit or alternative commuter benefit.

3. **Bikeshare Program** launched in 2016 with consistent addition of bikes in the subsequent years, with electric bikes added as well. To achieve the programs' goals, one of which is to advance equity, bike stations were placed near affordable housing developments, low-income residents receive discounts, and a non-card payment option is offered. A bike plan map for San Mateo County can be found [here](#).

Sustainable Transportation: Highlighting key Best Practices in SMC

The interviewed transportation experts highlighted the following projects that work towards building a sustainable transportation system:

- Increase public transportation options: Ferry to South San Francisco, extension of BART to Millbrae, transforming BART station into an intermodal one, shuttles, ride-hailing, technology enabled carpooling, and bikeshare.
- Building affordable housing near transit: Millbrae Bart
- Including bike infrastructure into transportation plans: South San Francisco Downtown Plan added more bike lanes and a Caltrain bike underpass; Redwood City's El Camino Real Corridor Plan¹³ includes protected bike plans.

Moving Forward

The interviewed transportation experts recommend the following additional actions and solutions to build a sustainable transportation system:

- Advocate for a transportation ballot (in progress now). Push for transit-oriented development (TOD) infrastructure.
- Build affordable housing near public transportation to reduce Vehicles Miles Travelled (VMTs).
- Increase public parking pricing as there is ample supply of free parking, a public good only utilized by those who drive. Increasing parking prices will encourage turn over and reduce congestion and greenhouse gas emissions.

¹³ <https://www.redwoodcity.org/departments/community-development-department/planning-housing/planning-services/general-plan-precise-plans/el-camino-real-corridor-plan>

- Conduct research to better understand public transit ridership, VMT, congestion pricing, transportation demand management (TDM), equity and sustainability analysis of the transportation system.
- Increase communication and collaboration amongst the key stakeholders including government officials at the local, regional, and state plus private sector stakeholders and community stakeholders.
- VMT Policy adoption: Cities are required to use VMT for their CEQA¹⁴ process.

¹⁴ CEQA: California Environmental Quality Act

Education and Workforce Development in San Mateo County

Overview

San Mateo County is composed of twenty-three school districts with more than 95,000 students housed in 172 schools. As the economic engine of the region, Silicon Valley industries are generating job growth, wealth, and new knowledge — while also creating fierce competition for skilled talent, including professionals who might otherwise consider careers in education. This section reviews the county’s current challenges and strategies to decrease the achievement gap in Education and Workforce Development.

In 2017, Sustainable San Mateo County (SSMC) interviewed 15 education experts and professionals¹⁵ to identify the key themes, overarching vision, intended outcomes and implementation strategy for education and workforce development in the county.

Themes:

The interviews revealed that the key themes and overarching vision for education and workforce development are equity and closing the achievement gap. This is consistent with the San Mateo County Office of Education’s (SMCOE) Strategic Plan for 2016-2021 entitled “Excellence and Equity in Education.”¹⁶ Goal one of the strategic plan states that SMCOE is well positioned to develop programs to level the playing field in support of equitable student achievement by:

- actively embracing the role of county-wide education thought leader and strategically linking public education to pressing county issues
- finding new ways to work with vulnerable students to support meaningful learning connections and increased opportunities
- helping districts to provide students high-quality, equitable service
- providing support and resources for students and families to achieve educational goals and options for higher education and job skills

SMCOE’s strategy is inclusive of the county’s socio-economic, racial, gender, and ethnic diversity as well as those with special needs, foster children, and homeless individuals and families, when developing programs. Relatedly, the different school districts face different challenges which need to be considered when implementing strategies to address equity and the achievement gap. Moreover, because the achievement

¹⁵ Key Stakeholders Interviewed: Andrea Jones, The Big Lift Program Coordinator, Silicon Valley Community Foundation; Anjanette Pelletier, M.S.LEP, Senior Administrator, SELPA; Andra Yeghoian, Environmental Education Coordinator; Nabila Massoumi, Ed.D. Coordinator, English Learner Services; Carina Anttila-Suarez, Professor of Biology and Environmental Science, Skyline College; Deann Walsh, Manager, Learning Analytics & Program Evaluation, Center for Learning Analytics; Jane Yuster, Superintendent, Cabrillo Unified School District; Kevin Skelly, Ph.D., Superintendent, San Mateo Union High School; Luther Jackson, Program Manager, NOVA; Mitch Bailey, Chief of Staff, San Mateo Community College District; Nancy McGee, Department of Education; Rachel Del Monte, YMCA, San Mateo County; Roxana Marachi, Ph.D. Associate Professor of Educational Psychology, SJSU; Tykia Warden, SMC Community Colleges Foundation

¹⁶ Excellence and Equity in Education:

https://www.smcoe.org/assets/files/About_FIL/County%20Office%20of%20Education_FIL/SMCOE%20Strategic%20Plan.pdf

gap is considered multi-faceted, its definition has been broadened and goes beyond standard testing and achievement test scores.

Education and Workforce Development Milestones in San Mateo County

The following are some examples of the other facets of achievement and how strategies in these areas are helping address the gap:

- **English Learner Services**¹⁷: About 25% of the county's student population are English language learners and when schools are not able to serve these learners, they tend to fall behind. SMCOE supports administrators in ensuring English language learner success through the following initiatives and programs:
 - a. **English Language Acquisition Consortium (ELAC)**: The goal of the ELAC is to support districts in aligning their current practices with state and federal requirements for English language learner success. It provides school district representatives with an opportunity to meet regularly and offers a support mechanism for implementing effective English language learner programs. ELAC meetings provide current and accurate information regarding English language learners, resources, discussion, and networking opportunities with educators in similar roles.
 - b. **Bilingual Dual Immersion Network**: The network brings together educators across the county to collaborate and cultivate new learning centered on the latest policies, legislation, research, and grant opportunities focused on dual immersion (DI) schools. Some of the DI schools in the county are Fiesta Garden (San Mateo), McKinley (Burlingame), Hatch (Half Moon Bay), and Ravenswood (East Palo Alto)
 - c. **Seal of Bilingualism**: Similar to the state, the county office also gives certificates of bilingualism. The SMCOE implements a progression of Pathway Awards from preschool through middle school recognizing benchmarks towards biliteracy. The Seal certifies attainment of functional proficiency in two or more languages, will be awarded to qualifying high school seniors upon graduation.
 - d. **Achievement in Motion**: SMCOE released a report highlighting five schools that showed improved outcomes for all students, including youth who are traditionally underserved. The data-based report highlights five schools in the county that have improved outcomes for all students, including traditionally underserved youth: Menlo-Atherton High School (Sequoia Union High School District), Oceana High School¹⁸ (Jefferson Union High School District), Heather Elementary School¹⁹ (San Carlos School District), Encinal Elementary School ²⁰ (Menlo Park City School District), and Ralston Middle School (Belmont-Redwood Shores School District). The report is part of SMCOE's

¹⁷ English Learners: <https://www.smcoe.org/for-schools/district-instructional-services/english-learner-services/>

¹⁸ Oceana High School 2017-2018 School Accountability Report Card: <https://drive.google.com/file/d/1jveiSlveR3T8A8wi5eFcBhDsPh3xuQsL/view>

¹⁹ Heather Elementary School 2018-2019 School Accountability Report Card: <https://4.files.edl.io/92c2/02/03/20/221021-8dc682d2-06fe-440b-b8d0-220a69f6a20a.pdf>

²⁰ Encinal Elementary School 2017-2018 School Accountability Report Card: https://district.mpcsd.org/cms/lib/CA01902565/Centricity/Domain/173/2018_School_Accountability_Report_Card_Encinal_Elementary_School_20190115.pdf

work to close achievement and opportunity gaps for historically underserved populations including youth involved in foster care, students with disabilities, and students who qualify as English language learners.

- **Big Lift**²¹: The Big Lift is a preschool to third grade initiative that uses a collective impact approach. Launched in 2012 by the County of San Mateo, the San Mateo County Office of Education, and the Silicon Valley Community Foundation, the initiative aims to boost third grade reading proficiency through a set of four coordinated strategies, called “pillars”: (i) High-Quality Preschool; (ii) Summer Learning; (iii) School Attendance; and (iv) Family Engagement.

The Big Lift is working intensively with 96 preschool classrooms serving 2,000 children annually, in seven school districts to improve instructional quality, deepen family engagement, and help ensure more children from vulnerable groups start kindergarten ready to thrive in school. It also serves 1,200 incoming kindergartners through second graders annually through its *Inspiring Summers program*, and thousands more through attendance messaging efforts. A study conducted by the RAND Corporation found that preschool students participating in The Big Lift initiative in the 2017-18 school year were more kindergarten-ready than peers who are demographically similar and did not attend preschool, specifically 17 percentage points more likely to be ready for kindergarten and had 0.6 percent higher reading levels than their peers.

- **Special Education**²²
 - a. SMCOE provides Special Education programs for students ages 0-22 whose needs cannot be met solely within their local school district. The Special Education programs serve students through their Early Start Program for Infants and Toddlers, Early Childhood Education program, Special Education Services (K-12), and related services.
 - b. Transportation: SMCOE provides specialized transportation services for special needs students who attend county education programs, including wheelchair and ambulatory buses to meet student needs.
 - c. WorkAbility: The San Mateo Adult Resource and Transition (SMART) program supports K-12 students aged 18-22 in transitioning to independent adult life. SMCOE’s WorkAbility program provides valuable vocational training to K-12 students currently enrolled in high school and transition classes.
 - d. In 2018, SMCOE established a Parent/Family Café model to support the families of children enrolled in the county’s Early Start, Preschool, and K-12 special education programs
- **Workforce Development**
 - a. Getting You That Internship Workshop²³: In February 2020, SMCOE hosted a workshop with more than 80 high school students. The workshop taught students how to apply for an internship or job, create a strong cover letter and resume, and successfully navigate a job or internship interview. The

²¹ The Big Lift: <https://www.smcoe.org/about/county-office-of-education/press-releases/rand-study-finds-that-children-participating-in-the-big-lift-continue-to-make-gains.html>

²² Special Education Programs: <https://www.smcoe.org/for-families/special-education-support/>

²³ Youth Attend Internship Workshop: <https://www.smcoe.org/about/county-office-of-education/news/youth-attend-internship-workshop.html>

students were joined by 55 industry partners from various companies, including Kaiser Permanente, SFO Fly, the Electrician’s Union, Accenture, and Box, who volunteered to conduct mock interviews.

b. Skyline College

- Expansion of fellowships like Climate Corps (non-profit with an academic component); 85% are in full-time jobs or full-time graduate programs within a year of completion.
- Energize Colleges: for people interested in energy, water, pollution, etc. Funded through a PG&E grant.

c. NOVA²⁴: is a nonprofit, federally funded employment and training agency that provides customer-focused workforce development services. They work closely with local businesses, educators, and job seekers to ensure programs provide opportunities that build the knowledge, skills, and attitudes necessary to address the workforce needs of Silicon Valley.

Moving Forward:

The COVID-19 pandemic and shelter-in-place orders that came into effect in the first week of March 2020 are having a significant impact on students and their families, affecting their ability to continue learning. The San Mateo County Office of Education (SMCOE) has partnered with the Silicon Valley Community Foundation to expand the local capacities of school districts to address the extraordinary educational and mental health needs of students. The Covid-19 Education Partnership²⁵ will provide funding to: implement distance-learning strategies for all learners, including students with special needs and dual language learners; meet the social emotional health and wellness needs of students, families, and staff; provide continued access to essential nutrition services; and establish emergency childcare centers for essential workers.

As these extraordinary times continue to unfold, the county will have to navigate and adjust strategies to continue to address challenges to deliver equitable education and close the achievement gap.

²⁴ NOVA: <https://novaworks.org/about/novaworks/overview>

²⁵ COVID-19 Education Partnership: <https://www.smcoe.org/other/covid-19-response-and-resources/silicon-valley-community-foundation.html>

Conclusion - Make an Impact

As an elected officials, government and policy makers, local business merchant/owner, nonprofits organizations or a resident, you play a vital role in building a sustainable community. The table describes ways to get involved:

	Individuals / Non-profits	Businesses	Governments
Climate Change Adaptation and Mitigation	<ul style="list-style-type: none"> Support sustainability programs by engaging in Climate Watch Demand continued sustainability efforts by exercising your right to vote, petition, and assemble. Bike, use public transit, or rideshare whenever possible. 	<ul style="list-style-type: none"> Work with SMC Energy Watch to become a certified green business. If applicable, implement holistic agricultural practices. Use green energy and sustainable supplies whenever possible. 	<ul style="list-style-type: none"> Invest in clean energy. Support initiatives to restore aquatic ecosystems. Educate agriculturalists on holistic best practices. Generate ideas from the community and enlist your residents help in implementing them.
Jobs and Housing	<ul style="list-style-type: none"> Participate in opportunities offered by local jurisdictions or community-based organizations to contribute your voice Participate in community groups to advance housing equity and advocate for sensible public policy in housing and employment. Make personal decisions to help San Mateo County alleviate problems caused by housing deficiencies, including taking public transportation when possible or adding secondary units to your home. <p><i>Non-Profits:</i></p> <ul style="list-style-type: none"> Provide shelters and essential supplies to families in need Advocate for policies to address housing crisis Support minimum wage Organize community-based meetings 	<ul style="list-style-type: none"> Sponsor and support non-profits specialized in affordable housing programs Invest in new sustainable construction near transit hubs or commercial centers. Partner with local governments or groups to promote sustainable policy and improve transportation and housing infrastructure. 	<ul style="list-style-type: none"> Increase public funding for new affordable homes through impact fee Encourage more affordable houses through inclusionary zoning Better leverage state and federal resources Devise innovative solutions and programs through public-private partnerships. Prevent homelessness by supporting rent stabilization and just-cause eviction. Pass bills to support building ADUs Address the housing crisis with bold policies and incentives Encourage TOD developments Resist policies that would limit rent control, lower wages, or promote inequitable construction.

	Individuals / Non-profits	Businesses	Governments
	<ul style="list-style-type: none"> • Offer training to empower communities to prevent/reduce the rate of homeless or jobless people 		
Habitat and Resources	<ul style="list-style-type: none"> • Raise awareness about climate-change impacts on health, habitats, and resources. • Support local growers and sustainable farming practices. • Support businesses that source locally. • When local producers sell directly to consumers at a local farmer’s market, they decrease spoilage, transportation costs and related emissions, and avoid costly packaging/labeling requirements. • Preservation agencies, including nonprofits and non-governmental organizations (NGOs) must manage protected land to prevent wildfires and invasive species, and maintain wildlife corridors, public trails, and parks. • Visitors to parks and beaches can help maintain these public areas by “leaving no trace” of trash. • Walk, bike, use public transit, and drive less. Pollution from autos affects the quality of air, soil, and bay and ocean water. • Be a vocal advocate. There are many ways to be a voice for the environment and animals: share your goals with friends, or support government officials and organizations that work to implement conservation plans on the local and regional level. 	<ul style="list-style-type: none"> • Source locally to decrease spoilage, transportation costs and related emissions, and avoid costly packaging/labeling requirements. • Maintain productivity of agricultural land, facilities, and workforce. Local farmers have an opportunity to be effective stewards of rural land through preservation of biodiversity, habitat conservation, carbon sequestration, and minimization of industrial farming practices. • Look for opportunities to partner with conservation nonprofits and agencies to provide habitats to endangered species and foster native plants on your campus’ grounds. 	<ul style="list-style-type: none"> • Maintain productivity of agricultural land, facilities, and workforce. • Implement infill development and walkable, bikeable communities. • Avoid development in areas that have a high concentration of protected species to reach conservation goals and avoid the cost and labor of additional permits or relocation. • Retain open-space boundaries and decrease GHG emissions by limiting travel distance and increasing proximity to public transportation. • Design roads and sidewalks to enhance safety for pedestrians and cyclists, including reclamation of vehicle parking space for bike lanes, sidewalks, patios, pocket parks, and other safety buffers. • Foster green infrastructure/urban greening (e.g. bioswales, rain garden, permeable pavement, more trees, etc.) • Maintain protected habitat and public land. Local governments and preservation agencies must manage protected land to prevent wildfires and invasive species, and maintain wildlife corridors, public trails, and parks. • Continue research and practical application of carbon retention through natural systems. Bayland restoration, land management, and cattle ranching methods have the potential to increase carbon

	Individuals / Non-profits	Businesses	Governments
			and methane retention in soil and vegetation.
Health and Wellness	<p>Raise awareness about climate change impacts on health and its impact to vulnerable population</p>	<p>Encourage employees by creating incentive programs that encourage adoption of</p> <ul style="list-style-type: none"> • healthy eating • healthy work practices <p>Complete health needs assessment</p> <p>Offer health insurance to employees</p>	<ul style="list-style-type: none"> • Create equitable health care and affordable housing policies to help our most vulnerable populations, keeping mind climate change impacts on health and lifestyle • Increase funding for health programs and services, including dental care and mental health. • Inter-agency collaboration to connect data and analyze health inequities fully. • Complete a Health Needs Assessment. • Include residents and working people to be part of the planning processes by providing translation services and childcare.
Transportation Systems	<p>Think of shared and active transportation as an exciting adventure!</p> <ul style="list-style-type: none"> • Consider a carpool • Coordinate with friends to try new transportation methods together • Learn the bike routes in your neighborhood • Brainstorm ways to integrate walking while doing your errands or commuting • Participate in opportunities offered by local jurisdictions such as attending public meetings or town halls and completing rider engagement surveys. • When possible, shift from single vehicle use to an active or public transportation option. <p>Support your advocates and community-based organizations.</p>	<p>Sponsor public transportation projects to help ease traffic congestion</p> <p>Enhance options for employees to utilize shared transit by providing:</p> <ul style="list-style-type: none"> • Shuttles • Carpooling service & preferred parking • Centrally located bicycle racks • Guarantee rides home for transit users • Caltrain Go Passes • Offer Commuter Benefit Program to your employees, including contractors. • Encourage use of public transportation and hybrid vehicles <p>Encourage more work-from-home policies whenever possible.</p>	<p>Collaborate on a regional level to ensure continuity of transportation systems</p> <p>Form partnerships with innovative transportation service providers to expand access to carpooling and bicycle sharing</p> <ul style="list-style-type: none"> • Adopt and implement policies such as Transit-Oriented Development (TOD), Complete Streets and/or Vision Zero Policies as these are evidence-based frameworks proven to support building a safe, equitable and sustainable transportation system. • Secure funding for future capital transportation projects to improve the public transportation system. • Address the housing crisis with bold policies and incentives.

	Individuals / Non-profits	Businesses	Governments
			<ul style="list-style-type: none"> • Partner and collaborate with private sector organizations to find innovative solutions. • Conduct additional research to better understand relevant topics: ridership, congestion pricing, vehicle miles travelled, travel demand management, equity and sustainability analysis of the transportation system
Education and Workforce Development	<ul style="list-style-type: none"> • Promote the need for eco-literacy, mental health services, and workforce readiness. Eco-literacy should emphasize the economic and environmental future and its connection to overall well-being. • Students, parents, and teachers need to be trained to navigate the emergence of new technology that is beneficial, invasive, and addictive all at once. • Raise awareness about students' mental health and the negative impact of poor mental health on closing the achievement gap. • School districts should create innovative programs that prepare students for a rapidly shifting job market. 	<ul style="list-style-type: none"> • Fund organizations and foundations working in the areas of education and workforce trainings. • Regularly organize fairs and careers forums to apprise school districts, parents, students, and teachers of the demands of rapidly shifting job markets. Organize special programs for first-generation college-goers. • Give discounted services to teachers and single parents. • Support or fund campus environmental opportunities such as renewable energy use. 	<ul style="list-style-type: none"> • Increase funding for education (particularly bilingual education) and closing the achievement gap (by income and race). The funding should consider the cost of living in the county. School district fundraising foundations play a vital role in supplying these additional financial resources. • Allocate funds to support mental-health services for students, teachers, and parents. • Fund campus environmental opportunities such as use of solar energy and safe, eco-friendly commutes to school.

Sources

Sustainable San Mateo County's Indicators Reports: 2006-2016

Key Stakeholders Interviewed:

Section: Climate Change Adaptation and Mitigation

Diane Bailey, Menlo Spark; Nicole Heller, Peninsula Open Space Trust; Jim Eggemeyer, Danielle Lee, and Hilary Papendick, San Mateo County Office of Sustainability; Wendy Millet, TomKat Ranch Educational Foundation; Jared Asch, National Strategies; Michael Carpol, NEXTracker, Inc.; Napallo Gomez-Somer, Pacific Gas and Electric; Kirsten Andrews-Schwind, Peninsula Clean Energy; Rachael Londer, San Mateo County Office of Sustainability; Gita Dev, Dev Architects; Susan Eschweiler, DES Architects and Engineers.

Section: Jobs and Housing

Belen Seara, San Mateo County Health; Bradley Cleveland, San Mateo County Union Community Alliance; Brian Greenberg, Lifemoves; Cindy Chan, Dept. of Housing, County of San Mateo, Cindy Cornell, Renters Rights Now!; Daniel Saver, Community Legal Services in East Palo Alto, Evelyn Stivers, Housing Leadership Council; Heather Cleary, Peninsula Family Services; Jessica Stanfill Mullin, Livable Communities, San Mateo County Office of Sustainability; John A. Matthews Jr & Armando Sanchez, HEART; Josh Abrams, 21 Elements; Laura Bent, Samaritan House; Rosanne Foust, SAMCEDA; Sarah Karlinsky, SPUR.

Section: Habitat and Resources

Wendy Millet, TomKat Ranch; Fred Crowder, Dep. Of Ag; Lennie Roberts, Committee for Green Foothills; Kevin Woodhouse, MidPen; Nicole Sandkula, BAWSCA; Matt Fabry, San Mateo County; Susan Hiestand, Silicon Valley Clean Water; Pietro Parravano, Harbor Commissioner; David Burch, BAAQMD; Jim Porter, San Mateo County.

Section: Health and Wellness

Agencies interviewed include Bay Area Air Quality Management District; San Mateo County Health System's Office of Diversity & Equity; San Mateo County Health's Aging and Adult Services; San Mateo County's Human Services; Peninsula Health Care District; Sequoia Healthcare District; and Community Overcoming Relationship Abuse.

Section: Transportation System

Adina Levin, Friends of Caltrain; David Pape, GBI & SamTrans; Emma Shlaes, Silicon Valley Bicycle Coalition; George Naylor, VTA; Jeffrey Lacap, City/County Association of Governments of San Mateo County; Joel Ramos, TransForm; John Ford, Commute.org; Robert Swierk, VTA.

Section: Education and Workforce Development

Andrea Jones, The Big Lift Program Coordinator, Silicon Valley Community Foundation; Anjanette Pelletier, M.S.LEP, Senior Administrator, SELPA; Andra Yeghoian, Environmental Education Coordinator; Nabila Massoumi, Ed.D. Coordinator, English Learner Services; Carina Anttila-Suarez, Professor of Biology and Environmental Science, Skyline College; Deann Walsh, Manager, Learning Analytics & Program Evaluation, Center for Learning Analytics; Jane Yuster, Superintendent, Cabrillo Unified School District; Kevin Skelly, Ph.D., Superintendent, San Mateo Union High School; Luther Jackson, Program Manager, NOVA; Mitch Bailey, Chief of Staff, San Mateo Community College District; Nancy McGee, Department of Education; Rachel Del Monte, YMCA, San Mateo County; Roxana Marachi, Ph.D. Associate Professor of Educational Psychology, SJSU; Tykia Warden, SMC Community Colleges Foundation.