



**CITY COUNCIL AGENDA  
SPECIAL MEETING  
CITY OF HALF MOON BAY**

**TUESDAY, NOVEMBER 16, 2021**

**REMOTE PARTICIPATION (SEE NEXT PAGE)**

**Robert Brownstone, Mayor  
Debbie Ruddock, Vice Mayor  
Joaquin Jimenez, Councilmember  
Deborah Penrose, Councilmember  
Harvey Rarback, Councilmember**

**6:00 PM**

This agenda contains a brief description of each item to be considered. Those wishing to address the City Council on any matter not listed on the Agenda, but within the jurisdiction of the City Council to resolve, may come forward to the podium during the Public Forum portion of the Agenda and will have a maximum of three minutes to discuss their item. Those wishing to speak on a Public Hearing matter will be called forward at the appropriate time during the Public Hearing consideration.

Please Note: Anyone wishing to present materials to the City Council, please submit seven copies to the City Clerk.

Copies of written documentation relating to each item of business on the Agenda are on file in the Office of the City Clerk at City Hall and the Half Moon Bay Library where they are available for public inspection. If requested, the agenda shall be available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132.) Information may be obtained by calling 650-726-8271.

In compliance with the Americans with Disabilities Act, special assistance for participation in this meeting can be obtained by contacting the City Clerk's Office at 650-726-8271. A 48-hour notification will enable the City to make reasonable accommodations to ensure accessibility to this meeting (28 CFR 35.102-35.104 ADA Title II).

<http://hmbcity.com/>

## **SPECIAL REMOTE PARTICIPATION PROTOCOLS**

*This meeting will be held entirely by teleconference. All Councilmembers and staff will only participate via the Zoom platform using the process described below. The meeting is being conducted pursuant to recent amendments to the teleconference rules required by the Ralph M. Brown Act allowing teleconferencing during a proclaimed state of emergency when local officials have recommended social distancing (AB 361). The purpose of AB 361 is to provide the safest environment for the public, elected officials, and staff while allowing for continued operation of the government and public participation during the COVID-19 pandemic.*

*This meeting will be conducted via Zoom Webinar and live Spanish interpretation will be available within the Zoom platform. Members of the public are welcome to login into the webinar as Attendees. During any public comment portions, attendees may use the "raise your hand" feature and will be called upon and unmuted when it is their turn to speak. The meeting will also be streamed on Channel 27, on pacificcoast.tv, and on Facebook at [www.facebook.com/cityofhalfmoonbay](http://www.facebook.com/cityofhalfmoonbay). Please click to join the webinar: <https://us06web.zoom.us/j/95535614263> or join by phone at 669-900-9128, using Webinar ID 955-3561-4263.*

## **CALL TO ORDER / ROLL CALL**

### **1. SPECIAL MEETING - COASTSIDE RECOVERY INITIATIVE**

#### **1.A. COASTSIDE RECOVERY INITIATIVE UPDATE**

**Staff Recommendation:** Receive an update on the Coastside Recovery Initiative, including the 15 final task force recommendations, the recently submitted Build Back Better Regional Challenge grant application, and structure and resource considerations to support implementation.

[STAFF REPORT](#)

[ATTACHMENT 1](#)

[ATTACHMENT 2](#)

[ATTACHMENT 3](#)

[ATTACHMENT 4](#)

## **ADJOURNMENT**

**BUSINESS OF THE COUNCIL OF THE CITY OF HALF MOON BAY**

**AGENDA REPORT**

For meeting of **November 16, 2021**

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**TO:** Honorable Mayor and City Council

**VIA:** Bob Nisbet, City Manager

**FROM:** Matthew Chidester, Deputy City Manager  
Karen Decker, Senior Management Analyst

**TITLE:** **COASTSIDE RECOVERY INITIATIVE UPDATE**

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**RECOMMENDATION:**

Receive an update on the Coastside Recovery Initiative, including the 15 final taskforce recommendations, the recently submitted Build Back Better Regional Challenge grant application, and structure and resource considerations to support implementation.

**FISCAL IMPACT:**

There are no fiscal impacts associated with this update. A detailed implementation plan will be developed, with future fiscal impacts clearly defined for the Council's review and approval.

**STRATEGIC ELEMENTS:**

This recommendation supports all elements of the Strategic Plan.

**BACKGROUND:**

The Coastside Recovery Initiative (CRI) is a regional, multi-sector, economic development effort initiated and sponsored by the City in close collaboration with the HMB Coastside Chamber of Commerce and regional and community partners. CRI has two goals: 1) Address the immediate needs of local business and the Coastside community to effectively recover from the economic impacts of COVID-19; and 2) Advance strategies that lead to a more equitable, vibrant, and resilient Coastside economy.

A community based, 17-member Recovery Task Force met over the course of several months as a full group and in four smaller working teams organized around priority focus areas as described below:

- Team Eco: Use our environmental assets to strengthen our economy
- Team Innovate: Diversify the economy and spark business innovation
- Team Thrive: Support and invest in local businesses and nonprofits
- Team Vibrant: Create vibrant commercial and community spaces

In addition to these four focus areas, affordable housing, traffic, and improving the digital infrastructure of the Coastside for both cellular and internet reliability were common themes through all taskforce and working team meetings, and are being addressed through other coordinated local, regional, state, and federal efforts. The needs of vulnerable residents (low-income and people of color, immigrants, and women) were also taken into consideration across all focus areas.

Each working team was charged with identifying problem statements, root causes, opportunities, and threats for their specific focus area. These discussions were the foundation upon which each working team developed its recommendations. Working team members were asked to be appropriately ambitious in formulating their recommendations, to consider data sources that would support their recommendations and to ensure alignment with problem statements and root causes.

On July 20, staff provided an update to Council highlighting progress to date which included examples of preliminary recommendations from each working team. Following the meeting, the recommendations were calibrated and refined using information from key informant interviews, focus groups and stakeholder conversations as well as from a variety of data sources as described below:

- The project consultant developed a list of potential key informants who could provide perspectives to deepen ideas or address gaps from working team discussions, had knowledge of key trends and data sources, and met CRI's guiding principle of inclusion. Eleven interviews were conducted with local and regional subject matter experts covering industries and topics, such as: agriculture, tourism, environmental stewardship, real estate, housing, new business opportunities and small business development, inclusive and equitable recovery, nonprofit safety net providers and basic needs. Focus groups and special meetings of the task force deepened understanding of both challenges and opportunities and covered topics related to community lending strategies, community development and planning and the specific impacts of COVID-19 on restaurants, the real estate market, and vulnerable communities.
- While interviews and focus groups were planned as part of the original scope of the initiative, an additional data opportunity emerged out of a partnership between the Coastside Recovery Initiative and Stanford Prevention Research Center involving the use of the Our Voice Discovery App. This pilot resulted in 218 citizen-driven, geotagged images and transcriptions prompted by the question, "What contributes to or detracts from the Coastside's economic vitality?" These images and transcriptions were initially sorted by each of the four working teams and then were analyzed by issue area or theme. This thematic analysis was another source of data that was used to prioritize recommendations.

Once developed, specific draft recommendations were vetted and further refined through many individual and group stakeholder conversations representing the entire Coastside region including the City Council, County District Supervisor Don Horsley, Former Chief Economic and Business Advisor to Governor Newsom Lenny Mendonca, President of the College of San Mateo Dr. Jennifer Taylor-Mendoza, the Harbor Board of Commissioners, and many others. Please refer to Attachment I for a comprehensive list of additional sources of information.

#### **DISCUSSION:**

The data collection and working team convenings over the last five months have culminated in 15 short- and long-term recommendations that are aligned with the Coastside Recovery Initiative's overarching goals (Attachment II - Working Team Recommendations). A report is being written and will provide additional context and data that support each of the recommendations and help identify opportunities and constraints for implementation. This report will be shared with local civic, nonprofit, and business leaders and will be publicly available online.

Two of the fifteen recommendations were well aligned with the Build Back Better Regional Challenge (Phase One) a federal funding opportunity through the Economic Development Administration. The two-phased grant competition would support economic development-focused projects with the potential for regional impact and transformative change. On October 19, 2021, staff submitted an application including 17 letters of support representing a wide range of industries including labor, academia, nonprofits and venture capital (Attachment III - EDA Letters of Support). Three component projects were highlighted in the application. The first project would create a business incubator that will spur regional innovation, build entrepreneurship capacity, and support business and job growth focused on opportunity industries and the Coastside's regional assets. The second project would make higher education, vocational and career pathways, and high-wage jobs more accessible and viable on the Coast. The third project would build capacity to set and implement a forward-looking comprehensive vision for economic development with the necessary leadership and staffing to support it. Limited economic development capacity has kept the Coastside region in a reactive mode and inhibited the kinds of bold, transformative change that are necessary for creating a more equitable, vibrant, and resilient economy in the long-term. Awards are expected to be announced in December.

CRI is transitioning from planning to implementation, and staff and the project consultant researched best practices employed by other recovery initiatives and tapped key stakeholders in recommending a path forward (Attachment IV - Structure and Resource Considerations). Implementation of the working team recommendations will require collaboration, structure, and resources. Examples include creation of a multi-sector shared leadership structure to guide and advise on implementation efforts. While it is preferred that a nonprofit be the lead agency in the long-term, it is recommended that a dedicated staff role for economic development be created within the City of Half Moon Bay to ensure this work continues. Identifying sources of funding that will provide the infrastructure and capital needed to implement the recommendations will require the City and community-based organizations be well-positioned

to apply for state and local fiscal recovery funds (SLFR). It will also require leveraging other sources of capital including from philanthropy, community development financial institutions, and private lenders.

**CONCLUSION:**

The planning phase of the Coastside Recovery Initiative was a collaborative and community-driven effort undertaken through a lens of equity and anchored in data. It took into account regional connections while keeping local needs as the focal point. The Initiative leveraged the unique talents, experience and passion of Coastside residents, business and government leaders, and subject matter experts with a focus on recovering from the impacts of the pandemic and shaping a stronger and more resilient Coastside economy in the future. The process created new partnerships for the City as well as the community, and new ventures and initiatives have already developed through these relationships. Implementation of the taskforce recommendations will remain a highly collaborative effort, and will require dedication, strategy, and investment from both the private and public sectors. The initial City investment and focus have created a strong foundation to move the Initiative into the implementation stage and the recommendations and considerations that have been developed are aligned to ensure maximum investment and sustained momentum into the future.

**ATTACHMENTS:**

Attachment I: Additional Sources of Information

Attachment II: Working Team Recommendations

Attachment III: EDA Letters of Support

Attachment IIV: Structure and Resource Considerations



# Attachment I

## Additional Sources of Information

The Coastside Recovery Initiative utilized various sources to inform working team recommendations. These sources included publicly available data (which will be included in the final report), individual interviews, focus groups and Recovery Task Force meetings with subject matter experts.

The CRI team also met with key stakeholders (individually and in groups) to provide an overview of CRI goals, guiding principles and recommendations. These community touch points have helped build awareness of and support for this important work.

### Individual Interviews

- Alex Andrade, Economic Development Director, City of Milpitas
- Jess Brown, Executive Director, Santa Cruz, Santa Clara and San Mateo County Farm Bureau
- Maria Cardenas, Executive Director, Santa Cruz Community Ventures
- Virginia Chang Kiraly, President, San Mateo County Harbor District
- Judith Guerrero, Executive Director, Coastside Hope
- Dr. Belinda Hernandez-Arriaga, Executive Director / Founder, Ayudando Latinos a Sonar (ALAS)
- Ann Johnson-Stromberg, Associate Regional Director for Northern California Small Business Development Corporation (SBDC)
- Randy Kinghorn, Broker / Owner, Kinghorn Real Estate
- Walter Moore, President, Peninsula Open Space Trust (POST)
- Kellyx Nelson, Executive Director, San Mateo Resource Conservation District
- Roy Salume, Director, Coastside News Group

### Focus Groups and Special Task Force Meetings

- Building an inclusive recovery with Dr. Chris Benner, Professor Environmental Studies and Sociology, University of California, Santa Cruz.
- Local Coastal Land Use Plan and town center updates with Jill Ekas, Director of Community Development and Brittney Cozzolino, Associate Planner, City of Half Moon Bay
- Community lending strategies with Bert Feuss, Senior Advisor, Community Capital Advisors
- COVID impacts on vulnerable communities: Pat Carbullido, ALAS; Sonia Barba and Violeta Alm, Coastside Hope; and Arlae Alston and Carina Rodriguez, Puente de la Costa Sur
- Real estate challenges with Barbara LaVey, Coldwell Banker Realty, Nate Serdy, Compass Real Estate and Judy Taylor, Alain Pinel Realtors
- Restaurant challenges with Jill Klein and Francesca Dobbs, Co-Owners, Barn Restaurant



## Key Stakeholder Conversations and Presentations

- Chan Zuckerberg Initiative
- San Mateo County City Manager's Association
- Coastside Workforce Development and Job Training
- Downtown Association
- Don Horsley, Supervisor for County of San Mateo
- Dr. Jennifer Taylor-Mendoza, President, College of San Mateo
- Harbor Board of Commissioners
- Lenny Mendonca, Former Chief Economic and Business Advisor to Governor Newsom
- Midcoast Community Council (TBD)
- Pescadero Municipal Advisory Council (TBD)
- San Mateo County Realtors Association





# Attachment II

## Working Team Recommendations

The Coastside Recovery Initiative and its Recovery Task Force was comprised of four working teams. A brief description of each team's focus as well as its recommendations are provided below.

### Team Eco

Protect and utilize our environmental assets to strengthen our economy, which includes support for farming and farmers, greening our industries, ecotourism, recreational opportunities and becoming a model for environmental stewardship.

1. Establish a coordinated network of organizations to steward Coastside lands more effectively for economic, environmental, and climate-related benefits.
2. Identify and advocate for changes to laws, policies, and regulations to make farming more economically viable.
3. Establish and strengthen collaboration, training, and support for the farming community (across generations and farming styles).
4. Build on the work of As Fresh as It Gets campaign to promote Coastside farms and farm products.

### Team Vibrant

Create vibrant commercial and community spaces. This includes use of vacant spaces and new spaces that foster connection and belonging, and new models for reviving downtown areas and business districts.

5. Redesign streetscape on Heritage Main Street in Half Moon Bay to improve mobility, economic activity, and vibrancy.
6. Create a business improvement district or other funding mechanism to support revitalization efforts in the Half Moon Bay Town Center.
7. Incentivize and support local businesses to provide services in recreational and activity hubs (i.e., beach, athletic fields, and neighborhood playgrounds).
8. Create a community plaza in Pescadero which includes space for entertainment, local businesses, and recreation.
9. Support formation of a new, professional staff role or increased capacity to drive economic and community development projects in Pescadero.



## Team Innovate

Diversify the economy and spark business innovation which includes steps to be taken to attract new types of businesses, support for entrepreneurship and start-ups as well as future job growth and workforce training.

10. Create a business incubator for new start-up and early-stage companies aligned with the Coastside's unique industries and assets (e.g., ag-tech, marine, aviation and environmental).
11. Increase access to vocational training and higher education opportunities for economically vulnerable residents.

## Team Thrive

Support and invest in local businesses and nonprofits, which includes financial support and access to capital, technical assistance, and capacity building as well as campaigns that promote local.

12. Develop a small business assistance center at the Chamber of Commerce.
13. Develop a community lending strategy which includes an assessment of borrower needs, capital gaps and appropriate lending options.
14. Continue to develop a more coordinated and integrated approach among Coastside nonprofits providing safety net services for the most vulnerable individuals and families.
15. Increase and strengthen capacity of Coastside safety net providers to connect vulnerable residents to rental, financial and other public benefits assistance for which they may be eligible.



# Attachment III

## Letters of Support

The Coastside Recovery Initiative team was pleased to have many letters of support as part of its grant application to the Economic Development Administration's (EDA) Build Back Better Regional Challenge. These letters of support fell into two categories: coalition member letters and partner letters. The EDA grant application requirements defined coalition members as individuals or organizations that would have a direct role in the implementation of proposed projects. Partners were defined as individuals or organizations that would support proposed projects but not have a direct role in implementation. Copies of these letters have been included in this attachment as listed below.

1. Ka'Ryn Holder-Jackson, Ph.D., Executive Director, ACCEL San Mateo County
2. Dr. Belinda Hernandez-Arriaga, Executive Director and Founder, Ayudando Latinos a Soñar (ALAS)
3. Bert Feuss, Senior Advisor, Community Capital Advisors, LLC
4. Krystlyn Giedt, President and CEO, Half Moon Bay Coastside Chamber of Commerce
5. Jennifer Taylor-Mendoza, Ph.D., President, College of San Mateo
6. Sean McPhetridge, Ed.D., Superintendent, Cabrillo Unified School District
7. Don Horsley, Supervisor, District 3, San Mateo County Board of Supervisors
8. Lenny Mendonca, Founder and Owner, Half Moon Bay Brewery and the Inn at Mavericks, and former Chief Economic and Business Advisor to Governor Newsom
9. Amy Wooliever, Superintendent, La Honda-Pescadero Unified School District
10. Gopi Mattel, Managing Partner and CEO, Lifeboat Ventures
11. Jayne Battey, Owner, Miramar Farms
12. Joshua Tree, Chief Energy Office, Mushroom Farm
13. Kris Stadelman, Director, NOVAworks
14. Rita Mancera, Executive Director, Puente de la Costa Sur
15. Rosanne Foust, President and CEO, San Mateo County Economic Development Association
16. James Ruigomez, Business Manager, San Mateo Building and Construction Trades Council
17. Chris Benner, Ph.D., University of California, Santa Cruz

10/18/2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

It is my pleasure to submit this letter of support for the Greater Coastside Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA) in response to the Build Back Better Regional Challenge.

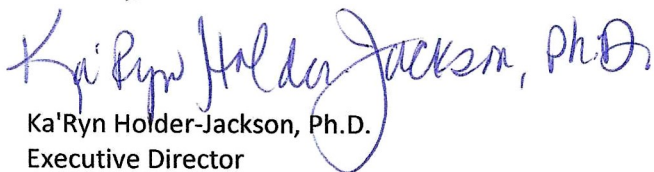
Ours is an incredibly diverse region. More than one-third of the residents in San Mateo and Santa Clara counties are immigrants and over half of the workforce is foreign born. While immigrants make important contributions to our communities, they are more likely to live in poverty and are challenged by the extremely high cost of housing as well as language, educational and legal barriers that make it difficult to access high-quality jobs and participate fully in our economy.

ACCEL San Mateo County (Adult-Education, College, Career, Educational Leadership) is an adult education consortium that consists of five adult schools and three community colleges in San Mateo County. The schools and colleges work together and play a critical role in offering quality, affordable college and career programming. However, the transition from adult school to college can be challenging. Many students are learning English as a second language, and it can be especially intimidating for them to navigate the complexities of college life.

These are some of the reasons why I am ready to serve as a partner to the Greater Coastside Regional Economic Development Coalition. ACCEL San Mateo County is fully prepared to leverage its network of regional education, training, business, and industry partners bridging the gap between employer demand for an educated and skilled workforce and the supply of workers with the necessary skills for a 21st century labor market.

We have great partners like the College of San Mateo which is part of the Bay Area Community College Consortium and La Costa Adult School on the Coastside which is funded, in part, through the statewide Adult Education Consortium Planning program made possible with the passage of Assembly Bill 86. These partnerships and resources will support continuing work beyond the life of this grant.

Sincerely,



Ka'Ryn Holder-Jackson, Ph.D.  
Executive Director  
ACCEL Mateo County  
Adult Education | College & Career Educational Leadership  
kholderjackson@smuhsd.org  
650.558.2111

c/o San Mateo Adult Education • 789 East Poplar Avenue, San Mateo, CA 94589 • 650.558.2111

ACCEL SAN MATEO COUNTY



## ALAS Ayudando Latinos a Soñar

604 Main St, Suite G Half Moon Bay, Ca 94019 phone 650-560-8947 fax 650-560-8622 website [www.alashmb.org](http://www.alashmb.org)

October 13, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

I am writing this letter in support of the Greater Coastside Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA). The projects proposed for your consideration include an incubator for new entrepreneurs with emerging businesses in our region and greater access to higher education and vocational training.

As the Executive Director of Ayudando Latinos A Soñar (ALAS), I am compelled to call your attention to the realities of poverty that our youth and families know intimately. The exorbitant cost of housing one would associate with the broader Silicon Valley region has had devastating effects on our Coastside residents. Our nonprofit serves families who have been priced out of housing and who are living in cars. Families are doubling and tripling up in order to pull together the necessary funds to lease and sub-lease housing. We have a food pantry and began weekly food distribution during and following COVID, the need for which has increased dramatically. Without income and jobs that provide a living wage, families are stretched to the limit and forced to leave the community.

These day-to-day realities fuel our resolve to do better as a community. We have strong partnerships and recently celebrated one of our staff becoming the first Latino appointed to the Half Moon Bay City Council. We recently leased a space in the downtown area for a mercado that serves as an additional source of income for our immigrant, farmworker and Latinx community and features their cultural arts, crafts and foods. Inroads are being made and the will is there. Learning that equity and inclusivity are guiding principles of the Coastside Recovery Initiative and are emphasized in this funding opportunity gave me confidence that we won't lose sight of creating an economy that works for all.

Sincerely,

*Belinda Arriaga*

Dr. Belinda Hernandez-Arriaga  
Executive Director, Founder

October 10, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

I am writing this letter to express my full support and excitement for the Greater Coastsides Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA), U.S. Department of Commerce in response to the 2021 American Rescue Plan Act Build Back Better Regional Challenge.

I have focused the better part of my career in philanthropy and nonprofits aligning investment capital and practices to advance racial equity, inclusive economies, sustainable growth, and healthy communities. As the former Senior Vice President of Investments and a founding leadership team member of Silicon Valley Community Foundation, I stewarded asset growth from \$2 to \$10 billion and developed high-performing ESG and impact portfolios, championed diverse asset managers, and pioneered direct impact investments from donor-advised funds.

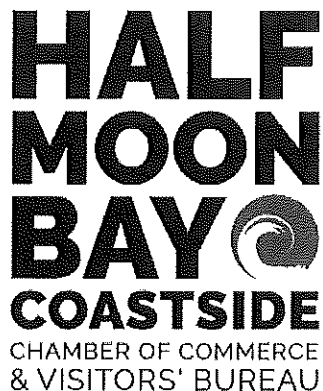
In my current role as Senior Advisor with Community Capital Advisors, I am leading two client engagements focused on Latino and (BIPOC) Black, Indigenous, People of Color led businesses and their challenges to grow and succeed. It is clear these start-ups and early-stage businesses have unique capital needs and are not yet competitive for venture funding. These businesses also need strategic advisory services that are delivered in a culturally competent way.

I am excited to bring the learning from these engagements to the planning and execution of the business incubator proposed as one of the Coalition's component projects. I am a Coastsides resident and have been involved in the Coastsides Recovery Initiative that laid the groundwork for this application and look forward to being a partner to help make the Coalition's vision for a more equitable, vibrant, and resilient regional economy a reality.

Sincerely,

*Bert Feuss*

Bert Feuss  
Senior Advisor  
Community Capital Advisors, LLC



October 6, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

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Puente de la Costa Sur

Chris Mickelsen  
Political Consultant

Dianne Passen  
HMB Media

Stephanie Peters  
enAble Care Management

Brian Sheppard  
Sheppard Family Dentistry

Dear Selection Review Committee,

On behalf of the Half Moon Bay Coastside Chamber of Commerce, I am pleased to submit this letter of support for the Greater Coastside Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA).

I serve on the Executive Oversight Committee for the Coastside Recovery Initiative and have sat on two of four working groups charged with supporting existing local businesses and nonprofits and exploring how to diversify the Coastside's industry. The Initiative's 17-member task force recently produced 15 data-backed recommendations that zero in on the greatest economic needs and opportunities in our region. Two of those recommendations are presented as component projects for your consideration: a business incubator for unique industries and higher education, vocational pathways, and career ladders not currently available in our unique geography.

As the President and CEO of the Half Moon Bay Coastside Chamber of Commerce which is the only business-focused nonprofit covering the entirety of the Coastside, I see firsthand the challenges of jurisdictional boundaries and multi-agency regulations during a time when our businesses are absorbing astronomical costs resulting from PG&E shutoffs, threats of wildfire including fire insurance ineligibility, inaccessible and unreliable internet and cellular coverage, and of course the tremendous economic impacts from the Coronavirus pandemic. Challenges like these coupled with an inactive Economic Development District have kept the Coastside economy in a reactive mode.

Technical assistance support would be transformative for a region like ours because we have never known the benefits of a regional or industry cluster. This grant would elevate our Coalition, accelerate coordination, and provide the necessary investment to turn incremental change into significant regional gains.

Sincerely,

A handwritten signature in black ink that reads "Krystlyn Giedt". The signature is written in a cursive, flowing style.

Krystlyn Giedt, President & CEO  
Half Moon Bay Coastside Chamber of Commerce



October 14, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

On behalf of the College of San Mateo, I am pleased to submit this letter of support for the Greater Coastside Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA) in response to the Build Back Better Regional Challenge. I understand grant funds will assist our regional Coalition in expanding vocational and higher education programming for the current and future workforce that will spur economic innovation, resiliency and high-quality job opportunities in a region impacted by wildfires, drought, climate change, and the coronavirus pandemic.

The College of San Mateo (CSM) is a member of the Bay Area Community College Consortium and is the recipient of Strong Workforce Program Allocations. As a Coalition Member, we stand ready to work directly with the Lead Institution, the City of Half Moon Bay, as well as other coalition members and support partners committed to increasing higher education and academic support to vulnerable communities. According to recent data, Latinx students are five times as likely to fail in high school compared to their white counterparts. Partnership and strategies to address these disparities and to advance equity are urgently needed.

There is no physical presence of a higher education institution located in the Coastside region, and unavailable and unreliable internet connectivity and a lack of public transportation infrastructure are additional barriers to access. Many of our local students are the first to attend college in their families, are experiencing financial hardship and face difficulties navigating the system. CSM is well-positioned to address these challenges and connect vulnerable students with an array of academic, counseling, financial coaching, public benefits enrollment and other support services. There are opportunities for alignment between CSM academic and support offerings with the trades, certification programs, and a potential pipeline between workforce development and another component project existing within this Coalition that is focused on a local business incubator for start-up and early-stage businesses. Now is the time for bold, transformative change. I look forward to working with the Coalition to further develop an innovative economic development strategy resulting in a robust workforce and a future economy that works for all.

Sincerely,

  
Jennifer Taylor-Mendoza, President





# CABRILLO UNIFIED SCHOOL DISTRICT

498 Kelly Avenue, Half Moon Bay, California 94019 • 650 712-7100 • Fax 650 726-0279 • [www.cabrillo.k12.ca.us](http://www.cabrillo.k12.ca.us)

## SUPERINTENDENT

Sean McPhetridge, Ed.D.

## GOVERNING BOARD

Mary Beth Alexander  
Lizet Cortes  
Kimberly Hines  
Sophia Layne  
Freya McCamant

October 14, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

It is my pleasure today to submit this letter of support for the Greater Coastside Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA) in response to the Build Back Better Regional Challenge. Cabrillo Unified School District (CUSD) is a Coalition Member because we see tremendous opportunity to do something bold that links education in many forms with high wage, high interest, and high meaning jobs.

CUSD is a socioeconomically and ethnically diverse school district with about 50% Latinx students, 40% white students, and 10% from other ethnic backgrounds. About 46% of our students are eligible for free or reduced-price lunch, and about 25% of our students speak a language other than English at home. As Superintendent here, I am aware of the disparities of underperforming students and the predictability that race, class, and language have on academic performance and job readiness. The Build Back Better Regional Challenge's emphasis on equity resonates with our district's values and offers a path forward to change those trends.

Led by a member of our Board of Trustees and related to the innovative work of the Coastside Recovery Initiative, we have formed a working group with a level of readiness to expand stackable certificate programs in high-demand industries like healthcare, bioscience, and regenerative agriculture for students coming out of high school and transitioning to college or apprenticeship programs. This funding would allow the technical assistance needed to further develop programming, explore new internship opportunities, and offer students at any age the opportunity to develop new job skills through a variety of no-wrong-door points of entry.

There are not enough jobs or career ladders in the Coastside region to retain local talent, and a high cost of living is now forcing people out of their homes. The Coalition is aware of these types of opportunities and challenges, and solutions necessitate having the right partners at the right time with the right resources. We have great partners like the College of San Mateo which is part of the Bay Area Community College Consortium and Adult-Education College and Career Educational Leadership (ACCEL) San Mateo County, a coalition of adult schools, community colleges, and other institutional partners throughout the region that are working to develop seamless transitions between Adult Schools and Community Colleges. Both partnerships provide a potential path forward in sustainability beyond the life of this grant. Thank you for your consideration.

Sincerely,

Sean McPhetridge, Ed.D.  
Superintendent

*October 11, 2021*

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

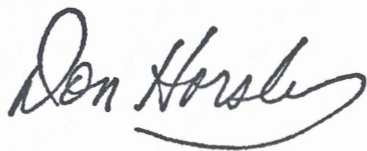
Dear Selection Review Committee:

I respectfully submit this letter of support for the Greater Coastside Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA), U.S. Department of Commerce in response to the 2021 American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity.

I serve on the San Mateo County Board of Supervisors and represent District 3 the County's largest district with 8 cities and 22 unincorporated areas. The district is especially unique bordering our gorgeous Pacific coast, with prime agricultural lands and protected open space. At the same time, there are extraordinary challenges ranging from wide disparities in income and access to opportunities, a lack of affordable housing, declining jobs, particularly within the agricultural sector and mitigating the effects of climate change.

The Greater Coastside Region Economic Development Coalition has an opportunity to address these challenges. This effort is poised to advance a unified regional agenda to lift up those who have been hardest hit by the pandemic, drive sustained economic growth and ensure our prosperity is broadly shared.

Sincerely,



Don Horsley  
Supervisor, District 3





October 11, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

I enthusiastically submit this letter of support for the Greater Coastside Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA), U.S. Department of Commerce in response to the 2021 American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity. Grant funds will assist the Coalition, and its efforts to implement a business incubator for unique industries, startup and early-stage companies and expand vocational and higher education programming for the current and future workforce that will spur economic innovation, resiliency and high-quality job opportunities in a region hit hard by the coronavirus pandemic.

As the former Chief Economic and Business Advisor to Governor Newsom, I was deeply involved in Regions Rise Together, a statewide effort launched by the Governor's Office of Business and Economic Development focused on regional inclusive planning as a centerpiece of economic recovery. As a local business owner, I am very aware of the unique challenges and opportunities facing the Coastside region, and the strategies that are necessary to move us toward a more equitable, vibrant, and resilient economy.

That is why I strongly support the Greater Coastside Region Economic Development Coalition and the component projects proposed for its application as part of the Build Back Better Regional Challenge. I have been pleased to be a strategic advisor to the Coastside Recovery Initiative that laid the groundwork for this application and will continue to play that role in the implementation of the Coalition's projects.

I look forward to working, as a partner, with the City of Half Moon Bay and the Coalition to create an innovative, transformational economic development strategy that can be a model for other regions throughout California and across the country.

Sincerely,

A handwritten signature in black ink, appearing to read "Lenny Mendonca".

Lenny Mendonca, Founder and Owner  
Half Moon Bay Brewery and the Inn at Mavericks



LA HONDA-PESCADERO UNIFIED SCHOOL DISTRICT

360 Butano Cutoff, Pescadero, CA 94060

650-879-0286

*Amy Wooliever, Superintendent*

October 5, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

It is with great pleasure that I submit this letter support for the Greater Coastside Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA) in response to the Build Back Better Regional Challenge. La Honda Pescadero Unified School District (LHPUSD) is proud to join with the Cabrillo Unified School Districts (CUSD) as a Coalition Member because we feel a fierce sense of urgency to help all of our students succeed in the next economy.

LHPUSD is situated in the most rural zone and geographically isolated area in the greater San Francisco Bay Area. It is home to approximately 3,000 marginalized residents, mostly Latinx farm and nursery workers and their families as well as lower-income White residents. The South Coast struggles with persistent systemic challenges that are due to the area's lack of infrastructure and the lack of more coordinated community and political will to overcome it.

As our nation's schools pivoted to online learning resulting from the pandemic, students in our district lacked the basic tools (computers and reliable internet) so commonplace in more affluent homes necessitating wi-fi enabled trailers to be stationed in the community where students could learn. Pescadero High School students have to dual-enroll in community college for Advanced Placement courses or other classes to be competitive for a four-year university thus having to balance their schedules and commute to those classes on their own. There are few opportunities to develop specific skills or receive job training in careers that interest them.

That is why I am tremendously supportive of the Greater Coastside Regional Coalition's efforts to expand higher education and vocational programs for our highest need students, explore new internship possibilities, and offer people at any age the opportunity to develop new job skills through a variety of no-wrong-door points of entry.

As Superintendent, I am deeply aware of the disparities of underperforming students and the predictability that race, class, language and certain zip codes have on academic performance and job readiness. Being in a rural district presents even more challenges. But it doesn't have to be this way. I am fully behind this application and cannot wait to begin the work.

Sincerely,

A handwritten signature in cursive script that reads "Amy Wooliever".

Amy Wooliever  
Superintendent, La Honda-Pescadero Unified School District



80 Cabrillo Hwy, Suite Q216  
Half Moon Bay, CA 94019  
Tel: (650) 242-0008  
Fax: (888) 826-6084  
www.lifeboat.ventures

October 7, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

On behalf of Lifeboat Ventures, I am pleased to submit this letter of support for the Greater Coastsides Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA) in response to the Build Back Better Regional Challenge. As a task force member focused on innovation for the Coastsides Recovery Initiative, I have been directly involved in the evolution of two component projects: the business incubator and the workforce development and higher education strategy.

As the CEO of Lifeboat Ventures, I bring more than 30 years of experience in technology and serial entrepreneurship to the role of Coalition member. I have seen business incubators transform the lives of emerging entrepreneurs and I know that with the right grant support - our regional cluster can take our legacy and emerging industries into the next economy.

Lifeboat is a venture capital fund with \$12M in assets that supports disaster mitigation startups. We are based out of Half Moon Bay, California, which boasts regional assets like agriculture, open spaces, and marine resources including a harbor and a vital commercial fishing industry. These natural assets present us both with incredible opportunities and challenges. Our region has been directly impacted by the CZU fires, PG&E shutoffs, drought, and the effects of climate change such as bluff erosion. There is tremendous need for business innovation, disaster mitigation, and entrepreneurship given our unique location, and our coastal regional impact can be a model for other seaside communities across the country.

I am also a member of the Coastsides Workforce Development and Job Training Roundtable that is comprised of city and local school district leadership including adult education and ESL programming, and nonprofit partners – some of whom are also Coalition partners like Ayudando Latinos A Soñar (ALAS). I see great alignment and future talent pipelines between the business incubator and the regional effort to create educational opportunities and well-paying career ladders in high demand industries.

I strongly support the Greater Coastsides Region Economic Development Coalition, and I believe this funding opportunity enables us to work across geographic and political boundaries toward a more vibrant, equitable, and resilient regional economy.

Sincerely,

*Gopi Mattel*

Gopi Mattel,  
Managing Partner and CEO



October 5, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

It is my great pleasure to submit this letter of support on behalf of the Greater Coastsides Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA), in response to the 2021 American Rescue Plan Act Build Back Better Regional Challenge. I have served as a task force member for the Coastsides Recovery Initiative and on one of its working teams that generated recommendations for how we effectively utilize our natural assets and agricultural lands as a driver for economic growth.

As an Advisory Board Member to the Association of Bay Area Governments (ABAG), the entity that produces the Comprehensive Economic Development Strategy (CEDS) for our nine-county Bay Area region, I know the recommendations generated through the Coastsides Recovery Initiative that laid the groundwork for this application are solidly aligned with CEDS goals and objectives.

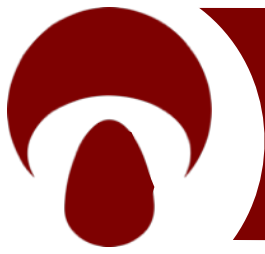
My regional board service as part of ABAG and on the San Francisco Bay Regional Water Quality Control Board, combined with experiences throughout the better part of my career, have proven time and again that sustained economic growth cannot be at the expense of our environment. The ongoing drought and mega-wildfires that we have experienced (on top of a pandemic) have only made sustainability and climate mitigation strategies more urgent in shaping our next economy.

I am also proud to be the co-owner of Miramar Farms that brings community and corporate leaders together to inspire, imagine and build a more sustainable and equitable future. That is the kind of leadership I see represented in the Greater Coastsides Regional Economic Development Coalition and why I could not be more excited to support it.

Sincerely,

*Jayne Battey*

Jayne Battey  
Owner



October 10, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

On behalf of the Mushroom Farm, I am pleased to submit this letter of support for the Greater Coastside Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA) in response to the Build Back Better Regional Challenge. This technical assistance grant will assist the Coalition in its efforts to implement a unique business incubator tailored to the assets of the Coastside region and to expand higher education and vocational programming that will provide high-quality job opportunities in emerging industries like hybrid micro-grids and UV integration.

The Mushroom Farm, formerly the Campbell's Soup mushroom production facility, is a 100% organic farm focused on regenerative agriculture and renewable energy. We are located on 753 acres of California Coast in South San Mateo County, which is an ideal setting for prototyping and implementing regenerative farming methods that support biodiversity, sequester carbon, increase water retention, and improve soil structure. Our goal is to demonstrate an agricultural approach that is ecologically responsible, economically viable, and replicable. Our nonprofit arm, RHIZE, offers experiential education, research and demonstrations.

As a Coalition Member, the Mushroom Farm is a viable option to house a business incubator among our 250,000 square feet of indoor agriculture and mixed-use space and 140,000+ square feet of planned greenhouse space. We are a potential future employer for those seeking career opportunities in resilience technologies and ag-tech farming methods. We need support, advocacy, and capacity building around micro-grid certification and training that move beyond solar technology, and the Coalition has the right partners in place to launch job training, skill building, and entrepreneurship seated in innovation and inspired by our beautiful environment.

Farms are at their greatest transition point, and climate change demands innovation, partnership, and resources. I strongly support the application submitted by the Greater Coastside Region Economic Development Coalition, and I believe we have a real opportunity to be a worldwide model for ecosystem and economic restoration.

Sincerely,

Joshua Tree  
Chief Energy Officer  
The Mushroom Farm



October 12, 2021

- A Slice of New York
- Amazon
- Carobar Business Solutions
- California Department of Rehabilitation
- California Employment Development Dept.
- Center for Continuing Study of the California Economy
- Code Name Collective
- Communications Workers of America
- Couchbase
- Cupertino Electric, Inc.
- Foothill-De Anza Community College District
- LinkedIn
- Manpower Group
- MM Hamilton Financial Group
- Outset Medical
- Peninsula Family Service
- Pipe Trades Training Center
- Rev
- Sacred Heart Community Service
- San Mateo Adult School
- San Mateo County Building & Construction Trades Council
- San Mateo County Community College District
- San Mateo County Economic Development Association
- Santa Clara and San Benito Counties Building & Construction Trades Council
- Santa Clara County Housing Authority

Co-Chairs:  
Jennifer Morrill  
Andy Switky

Vice Chairs:  
Rosanne Foust  
Poncho Guevara

Past Chair:  
Christopher Galy

Director:  
Kris Stadelman

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

On behalf of NOVAworks, I am pleased to submit this letter of support for the Greater Coastside Regional Economic Development Coalition and its grant application to the Economic Development Administration (EDA) in response to the Build Back Better Regional Challenge. I understand grant funds will be used to assist the Coalition in achieving its goals of rebuilding distressed communities, strengthening the regional economy to withstand future shocks, including those brought on by climate change, and creating opportunities for sustained economic growth.

NOVAworks is a nonprofit workforce development board directed by the NOVA Workforce Board. It serves a consortium of eight jurisdictions composed of the County of San Mateo and the Santa Clara County cities of Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and Sunnyvale. The organization is a recognized, regional leader in helping job seekers access employment, education, training, and support services to succeed in the labor market and in matching employers with the skilled workers they need to compete in a global economy.

The goals of the Coastside Regional Economic Development Coalition are squarely aligned with those of NOVAworks as well as Workforce Innovation and Opportunity Act (WIOA) regional and local plans. Moreover, the Coalition's proposed component projects will benefit from the collaborative efforts of three workforce boards in the San Francisco Bay Area that recently received a U.S. Department of Labor grant that puts racial equity and inclusion at the center of regional workforce development services.

NOVAworks is ready to serve as a Coalition Member and work directly with the Lead Institution (the City of Half Moon Bay), the College of San Mateo as well as other members and partners to leverage our extensive network, resources, and expertise to further the efforts of the Coalition. We expect to create more equitable career ladders for disadvantaged and dislocated workers and a more robust regional economy that works for everyone.

Sincerely,



Kris Stadelman  
Director

# PUENTE

October 7, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

My name is Rita Mancera Hernandez. I serve as the Executive Director of Puente de la Costa Sur (Puente), a nonprofit organization that is in the South Coast, one of the most geographically isolated parts of San Mateo County. Puente is the Spanish word for bridge. I strongly support the Greater Coasts Economic Development Coalition and its application to the Economic Development Administration's Build Back Better Regional Challenge because it will create bridges to greater economic opportunity, better jobs and expanded access to vocation and higher education opportunities for our most vulnerable residents.

Puente was founded 23 years ago. As a resource center that now serves over 2,500 residents annually in the South Coast's four communities of La Honda, Loma Mar, San Gregorio and Pescadero, it has grown to offer a long list of wraparound services that range from health care and childcare to emergency rent and food assistance, immigration services, youth programs and beyond.

This past year has been particularly challenging for our low-income families, first-generation college students, low-wage workers, senior citizens, farmers, and farmworkers, and those limited by their immigration status. Because of this, Puente launched a COVID-19 Relief Fund to provide support for undocumented immigrants and mixed-status families who were excluded from the Federal CARES Act and to support individuals who lost their jobs or had reduced work hours due to the pandemic. During the CZU August Lightning Complex Fire, Puente assisted the San Mateo County Human Services Agency and the Red Cross to staff evacuation centers, register evacuees for hotel vouchers, provide essential items for evacuees, and distribute gift cards for restaurants, clothing stores, and grocery stores. Puente's Fire Relief Fund raised over one million dollars and we are still providing financial assistance to those who lost their homes and replacing lost wages for those who were unable to work during the evacuation, as well as providing relief to businesses and organizations that lost revenue during the fires or suffered property and equipment damage.

There is an urgent need for the work of the Greater Coasts Economic Development Coalition so that we can be the bridge toward economic strength and independence for our South Coast families, neighbors and friends.

Sincerely,



Rita Mancera, Executive Director



## EXECUTIVE COMMITTEE

SHERRI SAGER  
Chair of the Board  
*Lucile Packard Children's Hospital Stanford*

ARIANE HOGAN  
Vice Chair  
*Genentech*

ROBERT WEBSTER  
Vice Chair  
*Bohannon Development Company*

STEVE MINCEY  
Past Chair of the Board  
*DES Architects + Engineers, Inc.*

PAUL CASIAS  
Vice Chair of Finance  
*My-Business-Advisor LLP*

ELAINE BREEZE  
Secretary  
*SummerHill Apartment Communities*

ROSANNE FOUST  
President & CEO  
*SAMCEDA*

## DIRECTORS

EMYLENE ASPILLA  
*San Francisco International Airport*

FRANK BARTALDO  
*Heritage Bank of Commerce*

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*Carr McClellan*

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*Sares Regis Group of Northern California*

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*Embarcadero Capital Partners*

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*Webcor*

WILLIAM GRAHAM  
*Sequoia Hospital, A Dignity Health Member*

RICK KNAUF  
*Colliers International*

SUNIL PANDYA  
*Wells Fargo*

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MARIO PUCCINELLI  
*Recology San Mateo County*

NIRAJ SINGH  
*Kaiser Permanente*

JONATHAN SCHARFMAN  
*Real Estate Executive*

ASHLEY STANLEY  
*BKF Engineers*

LUCY WICKS  
*Stanford University*

## EMERITUS ADVISOR TO THE CHAIR

T. JACK FOSTER, JR.  
*Foster Enterprises*

October 13, 2021

U.S. Department of Commerce  
*Economic Development Administration*  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear *Selection Review Committee*:

As the President and CEO of the San Mateo County Economic Development Association (SAMCEDA), I wholeheartedly submit this letter of support for the *Greater Coastside Regional Economic Development Coalition* and its grant application to the Economic Development Administration (EDA), U.S. Department of Commerce in response to the *2021 American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity*.

For seven decades, SAMCEDA has been a champion and leading voice for the business community in San Mateo County and across the Bay Area on issues important to maintaining a strong local and regional economy, attracting and retaining major employers and good jobs, and creating partnerships between business and government to address affordable housing, public transit improvements, and what it takes to maintain a good quality of life.

I have led and supported various economic development efforts throughout my professional career. I believe the *Greater Coastside Regional Economic Development Coalition* can drive transformational change by creating more high-quality job opportunities through an incubator strategy and ensuring that our workforce is well prepared for the next economy through expanded vocational and higher educational opportunities. Connections to industry leaders and business executives will be essential for this work.

SAMCEDA is well positioned to make these connections as a partner to the *Greater Coastside Region Economic Development Coalition*. We have enjoyed a long-standing relationship with the City of Half Moon Bay (lead agency) and other partners in the Coalition including the Coastside Half Moon Bay Chamber of Commerce and Visitor's Bureau and the County of San Mateo. These relationships will enable us to begin work immediately upon notification of a phase one grant award. I could not be more excited about this opportunity.

Sincerely,

A handwritten signature in black ink that reads 'Rosanne Foust'.

Rosanne Foust  
*President and CEO, SAMCEDA*



**SAN MATEO COUNTY**  
**BUILDING & CONSTRUCTION TRADES COUNCIL**  
1153 CHESS DRIVE #206, FOSTER CITY, CA 94404 (650)358-9977 Fax: (650)358-9979

October 13, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

My name is James Ruigomez and I serve as the Business Manager for the San Mateo Building and Construction Trades Council. I support the Greater Coastside Economic Development Coalition and its application to the Economic Development Administration's Build Back Better Regional Challenge because our residents need options to pursue different vocational pathways like apprenticeship programs, job training, and higher education opportunities.

San Mateo Building and Construction Trades Council is a community of highly skilled organized trades professionals offering information, advocacy, and camaraderie rooted in community organizing and social justice. We target outreach toward women, veterans, at-promise youth, and underserved communities and believe in an equitable job and labor force that works for all people. We run apprenticeship programs and orientations at local high schools such as our Trades Introduction Program where students learn about certifications, career pathways, and the roles of trades professionals.

There is a coalition of locally informed, motivated partners trying to build a quality network of job training, higher education access and social supports, and vocational pathways in a region where we see first-hand an opportunity to utilize the knowledge and experience of trades professionals facing retirement. We can link retirees with instructor and mentor opportunities and believe that Labor and the trades are well-positioned to expand this type of programming.

We know from the coronavirus pandemic that skilled jobs are in demand from construction trades workers. We also know that the skills for these jobs will be important as industries shift toward a greener economy. We have a long history on the Coastside and we look forward to future partnership opportunities rooted in our values of equal access and opportunity.

Sincerely,

A handwritten signature in cursive script that reads "James Ruigomez".

James Ruigomez, Business Manager  
San Mateo Building and Construction Trades Council

October 11, 2021

U.S. Department of Commerce  
Economic Development Administration  
1401 Constitution Avenue, NW, Suite 71014  
Washington, DC 20230

Dear Selection Review Committee:

I strongly support the Greater Coastside Regional Economic Development Coalition and the component projects proposed for its application as part of the Build Back Better Regional Challenge. The Coalition has the leadership, strategy, and latest labor market intelligence to spur economic innovation, resiliency and high-quality job opportunities in a region hit hard by the coronavirus pandemic.

As a Professor, Chair and Director of the Everett Program for Technology and Social Change and the Institute for Social Transformation at the University of California (UC), Santa Cruz, I have led efforts to provide research-based solutions to the most pressing problems we face today. I am currently partnering with the Equity Research Institute at the University of Southern California on a joint project, Solidarity Economics, which identifies opportunities, eliminates barriers, and promotes new narratives to build a more inclusive economy.

I have been pleased to bring the Solidarity Economics framework and labor market research to the Coastside Recovery Initiative that laid the groundwork for this application. I am committed to being a partner to the Coalition by providing strategic data and analysis to help guide the implementation of its component projects.

In addition, UC Santa Cruz is excited to explore additional partnership opportunities with the Greater Coastside Regional Economic Development Coalition in the growing field of ag-tech that can generate new job opportunities in terms of how the region produces, processes, distributes and consumes food.

Sincerely



Chris Benner, Ph.D.  
Dorothy E. Everett Chair in Global Information and Social Entrepreneurship  
Professor of Environmental Studies and Sociology  
Director, Institute for Social Transformation  
Director, Everett Program For Technology and Social Change  
[cbenner@ucsc.edu](mailto:cbenner@ucsc.edu)  
530-574-7585



# Attachment IV

## Structure and Resource Considerations

The Coastside Recovery Initiative (CRI) consultant identified eight key structure and resource-related recommendations to support implementation of working team recommendations. The eight structure and resource-related recommendations (shown below) were informed by conversations with key stakeholders and best practices employed by other recovery initiatives. They were also developed in consideration of the external challenges and opportunities that could impede or facilitate progress.

### Structure Recommendations

1. Create dedicated staff role and support for economic development within the City of Half Moon Bay.
2. Establish multi-sector shared leadership structure to guide and advise on implementation efforts.
3. Align business and community-focused efforts to support Coastside Recovery Initiative recommendations as part of a comprehensive vision for economic development.
4. Identify lead agency (preferably nonprofit) where implementation work is housed long-term.

### Resource Recommendations

5. Determine level of City and County investment available to fund CRI projects.
6. Ensure City and community-based organizations well-versed in and well-positioned to apply for federal, state, and local fiscal recovery funds (SLFR), including County funding.
7. Leverage other sources of capital including philanthropy, CDFIs, private lenders, etc.
8. Consider creating a coordinating body “stimulus command center” to investigate funding opportunities.