



Leaders of three thriving Tri-Valley companies met at the new City Center complex in San Ramon (from left):
Scott Walchek, founder and CEO of Tröv;
Ben Hindson, co-founder and CSO of 10x Genomics;
Burton Goldfield, president and CEO of TriNet.

TRI-VALLEY

The heart of the matter



Darrell Jobe of Vericool **10**



Ken Gitlin of Robert Half **13**



Derek Maunus of GILLIG **13**



Lauren Moone of Mirador **16**

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Talent, innovation and heart drive success in the Tri-Valley



Lynn Naylor
CEO, Innovation Tri-Valley Leadership Group

Positioned at the geographic center of the Northern California Mega-Region, the Tri-Valley innovation hub is located at the heart of the region and delivering significant economic benefit.

By bringing business, education and civic leaders to the same table, Innovation Tri-Valley Leadership Group (ITV) is creating a powerful dynamic that is having a positive impact on the job growth in the Tri-Valley, helping to sustain a healthy economy and contributing to a vibrant, innovative community.

“By showcasing the Tri-Valley’s economic advantages, its quality of life and its dynamic ecosystem of innovation, we’re helping industry leaders and entrepreneurs take a sneak peek at all that is happening here, sparking new ideas about what might emerge from this region next,” says Steve Lanza, Chair of Innovation Tri-Valley Leadership Group. “Being an innovation hub that also offers an incredible quality of life has helped to fuel our job growth and economic strength significantly over the last decade.” The Tri-Valley’s continuing ascendance as a technology and innovation hub has been well documented. Today, the Tri-Valley is a nationally significant growth economy, offering employers a highly educated talent pool and enviable productivity, while delivering an often hard to find work-life balance for people who live and work in the region.

“Our story is about connections and the collaborative ecosystem in the region among so many who want to create growth and live a better life while making the world a better place,” says Lynn Naylor, CEO of Innovation Tri-Valley Leadership Group. “It is the culture of innovation here that creates a hotbed for success, attracting both entrepreneurs and CEOs.”



Steve Lanza
Chair, Innovation Tri-Valley Leadership Group



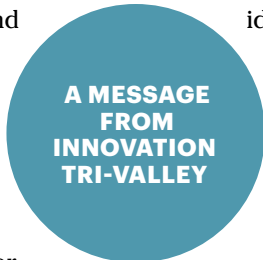
The Tri-Valley comprises five communities: Danville, Dublin, Livermore, Pleasanton and San Ramon.

“Our small region punches far above our weight in terms of economic power.”

Lynn Naylor, CEO, Innovation Tri-Valley Leadership Group

New initiatives from the national labs are generating technological advancements and business opportunities on an unprecedented scale. A growing number of small companies with bold ideas and big companies that lead their industry are choosing the Tri-Valley as their home base.

“Our small region punches far above our weight in terms of economic power,” says Naylor. “With an annual output of \$42 billion, our history and entrepreneurial drive has served us well. We are building on that strength with bold vision.”



Cover photo by Paolo Vescia



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- **Curriculum Relevancy** ensures that our students benefit from the latest and most innovative curriculum available; this requires constant, active improvement
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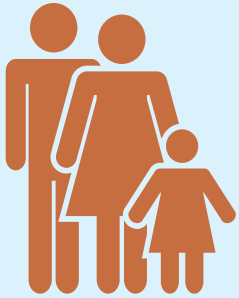
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Tri-Valley by the numbers

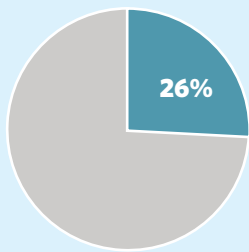
The Tri-Valley has experienced tremendous economic growth in the past few years. As Lauren Moone, Executive Vice President of Mirador Capital Partners, explains, "Tri-Valley businesses have a unique geographic advantage, combining proximity to the best the Bay Area has to offer in terms of talent, technology and investment capital, with relatively more affordable real estate and a high quality of life. Additionally, access to a skilled Central Valley workforce is a significant asset to many cutting-edge advanced manufacturing and medical device companies located here, and spinoff technologies from two National Laboratories are considerable attractions for many companies."



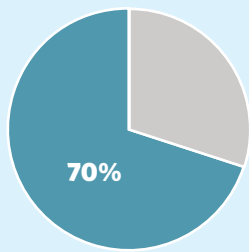
Population:
361,000

Population growth:
+2.2%
Tri-Valley percent growth 2017-2018

Higher education
Percent with master's degree and beyond



Top public schools
Of the top 10 in the Bay Area*, seven are in the Tri-Valley

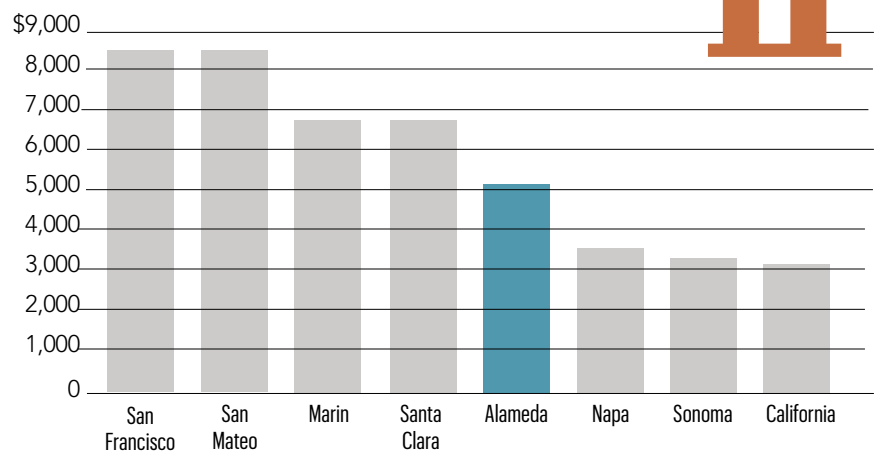


*San Francisco Business Times

\$74,295 Median household income:

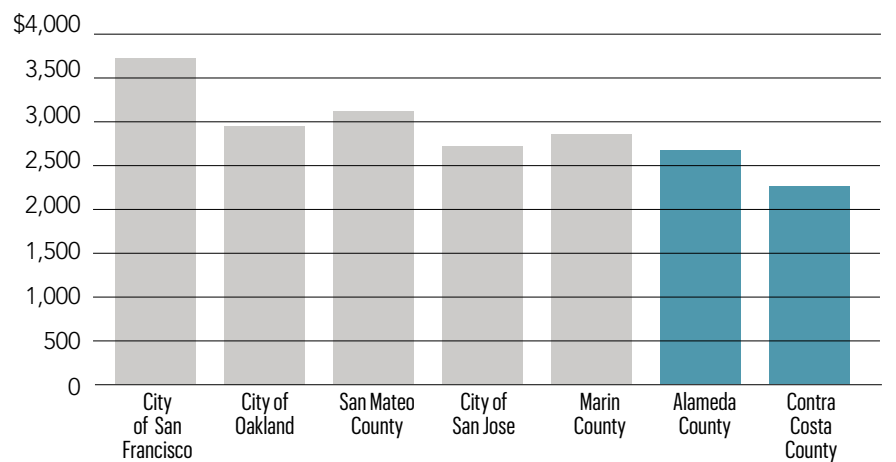
Median home price (monthly costs)

Principal, interest, tax and insurance, by county, Q4 2018



Bay Area residential rental rates

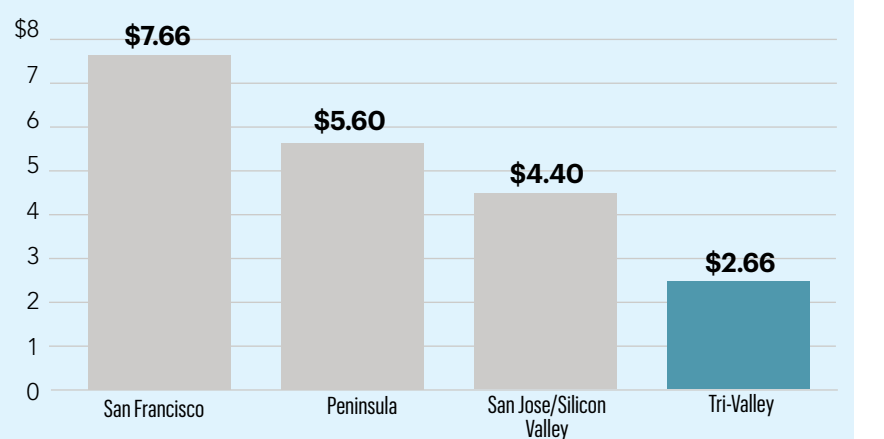
Average asking rent, Q4 2018



Housing costs are **40% less** than in San Francisco

Commercial rent costs

All types of commercial space; average yearly rental price per square foot



Source: California Association of Realtors

Access to innovation ecosystem

Lawrence Livermore National Lab

6,800
Number of employees

\$2.1 B
Annual budget

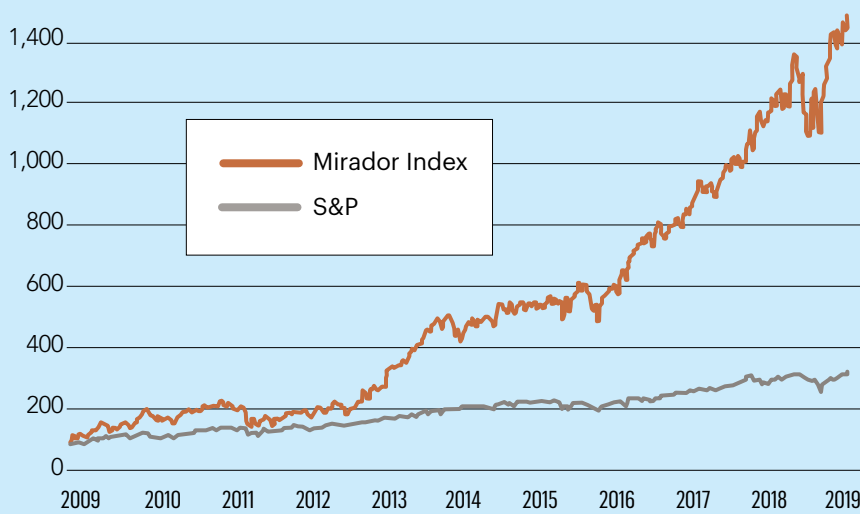
Sandia National Lab

1,428
Number of employees

\$720 M
Annual budget

Mirador index of Tri-Valley publically traded companies

Percent change 2009-2019



Venture capital

\$1.4B

VC investment in Tri-Valley in the past two years

31

Number of companies receiving VC funds

\$6.9M

2018 median deal size

Data courtesy of Mirador Capital Partners and their 2019 research on Tri-Valley investment activity. Full report can be found at miradorcp.com. Additional data provided by Innovation Tri-Valley. The full Tri-Valley Rising Report can be found at innovationtrivalley.com

Recognizing Tri-Valley game changers

Award highlights local companies disrupting their industries

The Tri-Valley region's companies generate \$42 billion in gross domestic output every year across different industries. In recognition of the region's achievements in entrepreneurship, the Innovation Tri-Valley Leadership Group established the #GameChangers Awards in 2015. The awards highlight companies in the Tri-Valley area and the innovations they're using to disrupt their respective industries. This year Innovation Tri-Valley (ITV) recognized nine local companies who have had a significant global impact.

"The Tri-Valley has been transformed from a sleepy suburbia into a buzzing hive of innovation – I couldn't be prouder to sing our region's praises in Washington and in my

travels around the country," says Rep. Eric Swalwell (CA-15). "Our community's economy, its diversity, and its willingness to adapt, disrupt, and improve is having an impact from coast to coast, and the #GameChangers are right at the vanguard."

This year's award ceremony also included the Founder's Award, which is given to a "visionary organization that has worked to improve the innovation ecosystem of the region through community engagement and collaboration with other Tri-Valley leaders," according to Innovation Tri-Valley. The Founder's Award winner this year was Sensiba San Filippo, who was honored for their business leadership and philanthropy in the Tri-Valley region.

"Our community's economy, its diversity, and its willingness to adapt, disrupt, and improve is having an impact from coast to coast, and the #GameChangers are right at the vanguard."

Eric Swalwell, U.S. Representative, California District 15

2019 #GameChangers award winners

The #GameChangers Awards honored a wide variety of companies in the Tri-Valley for their contributions to the region. From creating meal plans for dogs to developing safer opioids, these companies demonstrate the width and breadth of the business community in the Tri-Valley.

Coast + Range

Coast + Range is a unique service in the Tri-Valley, one that pet owners in the region have been taking advantage of since 2017. Founder and CEO David Knoepfle, a "pet parent" himself, says that he discovered a better way to create and deliver dog food while working in a "pet food mega-corp."

His service is now seeking to disrupt the \$32 billion pet food industry by giving customers access to a personalized diet for their dogs that changes as they get older. A simple survey puts the firm's algorithm to work crafting the pet-by-pet meal plan using organic ingredients. The "pet parents" then get regular shipments of their customized food in the mail throughout their dog's lifetime.

Creative Digital Agency

This San Ramon marketing agency was named a winner at the #GameChangers Awards for its advances in mobile marketing, as well as its innovative approaches in marketing to millennials. Creative Digital Agency has been used by Gap, Coca Cola, Airbnb and Universal for their "mobile-first" strategy and cross-media integration techniques. The agency also recently received the Smartie Award from Mobile Marketing Magazine for their achievements.



Coast + Range CEO David Knoepfle and alumni GameChanger Cathy Koubek, Donor Network West

HEIDI BEETZ PHOTOGRAPHY

HONORING INNOVATIVE COMPANIES

Elysium Therapeutics

Elysium Therapeutics is taking on the opioid business, seeking to create drugs that help ease the crisis afflicting millions in the U.S. They earned their #GameChanger Award for their "abuse deterrent" opioids that the company says can change the face of medicine. Elysium's scientists have designed opioid products that lose their effectiveness beyond the prescribed use window, cutting down on the stockpiling that research suggests is one cause of the opioid crisis. One of Elysium's other breakthroughs fights oral overdoses with a new type of opioid molecule, which becomes less effective as the number of pills taken at once increases. Elysium says they could have a product on the market by 2021.

Lambda School

Lambda School was recognized both for its innovative teaching strategies and its unique financial plan. A coding school based in Pleasanton, Lambda is dedicated to boosting the Tri-Valley's talent pool and fighting the student loan crisis. Lambda's courses are all online, allowing students everywhere to participate in its rigorous courses. Through an Income Share Agreement (ISA), students also don't pay tuition until they get jobs that pay at least \$50,000 a year. Lambda's ISA program takes payment equal to a percentage of the graduate's paycheck during the first 24 months of employment or \$30,000, whichever comes first.

More #GameChangers

Awards were presented to more #GameChanging companies in 2019. Read their stories on these pages:

Sensiba San Filippo	p. 7
Vericool	p. 10
Saba Software	p. 13
10x Genomics	p. 13
Amber Solutions	p. 18

Founder's Award honors Sensiba San Filippo

At the Tri-Valley's 2019 #GameChangers ceremony, accounting firm Sensiba San Filippo was honored with the Founders Award, given each year "to an individual and/or business that has shown strong advocacy of our region" according to Innovation Tri-Valley Leadership Group. Lynn Naylor, CEO of the leadership group, heralds Sensiba San Filippo for setting a high, new standard in the region as they exemplify how to "use business as a force for good."

HONORING
INNOVATIVE
COMPANIES

The firm has been operating in the Tri-Valley since 2010 and has focused on assisting both the business community and the Tri-Valley community at large. "We spend a lot of time in the community to support a lot of great causes," says John Sensiba, Managing Partner of Sensiba San Filippo, though he's quick to point out the contributions of the many organizations doing similar work in the region.

"I work with some wonderful people," says Sensiba.

Capital and entrepreneurs have been finding their way to the Tri-Valley for years, generating growth and new businesses that firms like Sensiba San Filippo help to nurture.

Sensiba San Filippo is the first and only B corporation accounting firm in California, a distinction given only to companies that meet strict social and environmental sustainability standards laid out by third-party organization B Lab. Sensiba says that this has been an important source of engagement within the community and the company. "Our employees are just thrilled about that focus," he says. Sensiba says that his firm will continue to support the Tri-Valley with everything at his disposal. "Our priority is 'Family, Community, Firm.' Our philanthropic philosophy is that our money follows our people."



"Our priority is 'Family, Community, Firm.' Our philanthropic philosophy is that our money follows our people."

John Sensiba, Managing Partner, Sensiba San Filippo

Once again ranked in all 10 specialties



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Valor Crossing Housing offers affordable housing for military veterans and their families.

EDEN HOUSING / COLSON GRIFFITH PHOTOGRAPHY

Affordable housing: A foundation for families

Everything starts at home. That's the philosophy motivating Hayward, California-based developer and property manager Eden Housing. And it's on full display at the company's Valor Crossing development, a 66-unit affordable housing community targeted at U.S. military veterans and their families.

Located in the heart of Dublin, Valor Crossing is in close proximity to both transit and amenities.

The project was completed in 2017 and garnered an Award of Merit this year from the California Association for Local Economic Development (CALED), which recognized the city of Dublin for the project's efforts.

Founded more than 50 years ago by activists who saw the need for more affordable housing in the Bay Area, Eden Housing's mission is "to build and maintain high-quality, well-managed, service-enhanced affordable housing communities that meet the needs of lower income families, seniors and persons with disabilities," says Daniela Ogden, vice president of communications, advocacy and fund development. Today, the company builds and operates affordable multifamily communities throughout California.

"A home gives people a foundation to be successful in their lives, whether they're a veteran who's returning home to retire or they're raising a family," she says of their guiding principles. "Without a safe and comfortable place to sleep at night, it's really hard to be

successful in other things you do."

The name "Valor Crossing" derives from the community's preference for veterans, as well as its proximity to Camp Parks, a U.S. Army facility, says Ogden. Valor Crossing also prioritizes housing seniors and people with disabilities, she notes.

Ogden attributes the success of the project in large part to the commitment of various partners, notably the City of Dublin. "The land was donated by the City of Dublin," she says. "The city really stepped up in a major way."

In a state with a mounting housing affordability crisis, Ogden and Eden Housing have this message for other cities: "We're ready to build. We're open to [working] with other cities in California that are ready to get their hands dirty."

HOUSING: VALOR CROSSING

Valley Link rail service plans reduce congestion

Carrying nearly 83,000 commuters traveling from the Central Valley to jobs in the Bay Area each day, the Altamont Pass ranks as one of the worst commutes in the country. So it's no surprise that plans to improve it — widening Interstate 205, more commuter buses, increasing regional airport capacity — abound.

One of those plans, however, has gained real traction recently, and that's Valley Link: a proposed 41-mile light rail service (first phase) between North Lathrup, in the San Joaquin Valley, and the Dublin-Pleasanton BART station — with the option to extend further into Stockton down the line.

The vision for a rail connection between the Tri-Valley and San Joaquin Valley dates back to 2007 when the Metropolitan Transportation Commission's Bay Area Regional Rail Plan recommended a connection between BART and ACE in the Tri-Valley. The idea for a new rail service through the Altamont gained momentum in 2014 when a working group was formed to brainstorm ways to extend BART to Livermore quicker. That group gained legislative force with the passing of California State Assembly Bill 758 in 2017, which established the Tri-Valley – San Joaquin Valley Rail Authority.

83,000

Commuters currently using the Altamont Pass

60%

Projected increase in commuter traffic

25,000

Riders per day projected by 2040 for the proposed Valley Link

\$1.8 B

Estimated cost of Valley Link project

In 2018, the BART Board decided against building a new BART to Livermore extension, deferring planning to the Tri-Valley – San Joaquin authority — and, along with it, \$600 million in funding originally earmarked for the Livermore extension.

That means Valley Link already has one third of the \$1.8 billion the project is estimated to cost. The authority plans to get the rest of the funding from state sources, says Michael Tree, executive director.

Already at often-excruciating levels of congestion, commuter traffic through the Altamont Pass could increase by as much as 60%, according to a report by the Bay Area Council, as the housing-to-jobs ratio in inner Bay Area counties continues to squeeze out workers in search of affordable housing.

According to projections, demand for Valley Link could be as high as 25,000 riders per day by 2040. "This will create an option for commuters that puts them right into the BART system from the Central Valley," says Tree. Although it may not completely resolve the issue of congestion in the I-580 Altamont corridor, a rail connection taking so many cars off the road will certainly relieve congestion and improve mobility for commuters and goods movement.

TRANSIT: VALLEY LINK

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Advanced manufacturing

For advanced manufacturing companies, having space to expand is vitally important. That's why the Tri-Valley is now home to diverse businesses like Vericool and Topcon Positioning Systems, which have benefited from the region's affordable rents, as well as the proximity to the Central Valley's skilled laborers. The Sandia and Lawrence Livermore National Labs have also helped bolster the innovative spirit that runs through the area's thriving advanced manufacturing sector.

Tri-Valley's 100% compostable innovation

With a focus on making positive environmental and socio-economic changes, Vericool is leading the advanced manufacturing industry into new and exciting territory. Based in Livermore, the company was founded with the mission to eliminate the use of Styrofoam (EPS) in the healthcare, seafood and e-commerce industries. Vericool aims to achieve this by replacing traditional EPS coolers with a packaging solution that is plant-based, recyclable and compostable.

COMPANY PROFILE: VERICOOL

At the heart of Vericool is its CEO, Darrell Jobe, a Richmond, California native who founded the company in 2015. Jobe is a former gang member who recognizes the importance of developing initiatives like Vericool's Second Chance program, which offers meaningful employment to formerly incarcerated people. The company now includes more than 40 employees, some of whom are former prisoners who have been given the opportunity to help Vericool accomplish its mission.

That mission seems more pressing than ever. Having developed the only molded solution on



Darrell Jobe, a Richmond native, founded Vericool in 2015. Jobe's past experience as a gang member has motivated him to develop initiatives offering meaningful employment at Vericool to formerly incarcerated people.

the market that is 100% compostable through curbside collection, Vericool is addressing a waste issue created by Styrofoam usage that has the attention of lawmakers and other organizations. San Diego, Miami Beach, Seattle and New York City are among the many places that have banned Styrofoam because it is difficult to recycle. It can also take 500 years or more to decompose, and breaks down into small pieces, which harms wildlife that mistakenly eat it.

In the process of fighting the negative impacts of EPS, Vericool has also grown immensely. Danny Dubuk, the company's Senior Vice President of Strategy & Finance, says that since its founding, the business has generated \$40,000,000 in orders and \$3 million in sales. Vericool has also filed 30 patents and has had six patents issued.

While Vericool is driving positive changes around them with its packaging solutions and approach to hiring, its headquarters in the Tri-Valley region are providing unique benefits to the company itself. In addition to the great outdoor experience and high quality of life, Dubuk identifies "the pro-business government and the people" as some of the best aspects of being located in Livermore. He explains that "being in the Tri-Valley area gives [Vericool] access to skilled employees, professional services and lower rent costs versus the Peninsula."

A global experience from Livermore

Among the fastest growing business sectors in the Tri-Valley is the advanced manufacturing industry, and Topcon Positioning Group represents one of the companies in the region making great strides every day in that field. Head-

quartered in Livermore, Topcon provides precision measurement and workflow solutions for the global construction, geopositioning and agriculture industries. As Jackie Ferreira, Director of Corporate Communications, explains, "our work is really

to put automation technology into the hands of the construction and agriculture businesses."

What makes that technology so impactful is that it promotes productivity and increased accuracy in the processes implemented by the construction and agricultural industries. Ferreira elaborates, noting that "the work is more accurate by adding technology both in hardware and software. There's also a positive ecological result. With this added efficiency, companies can be more profitable, work is finished quicker with lower impact."

While Topcon's solutions are helping to



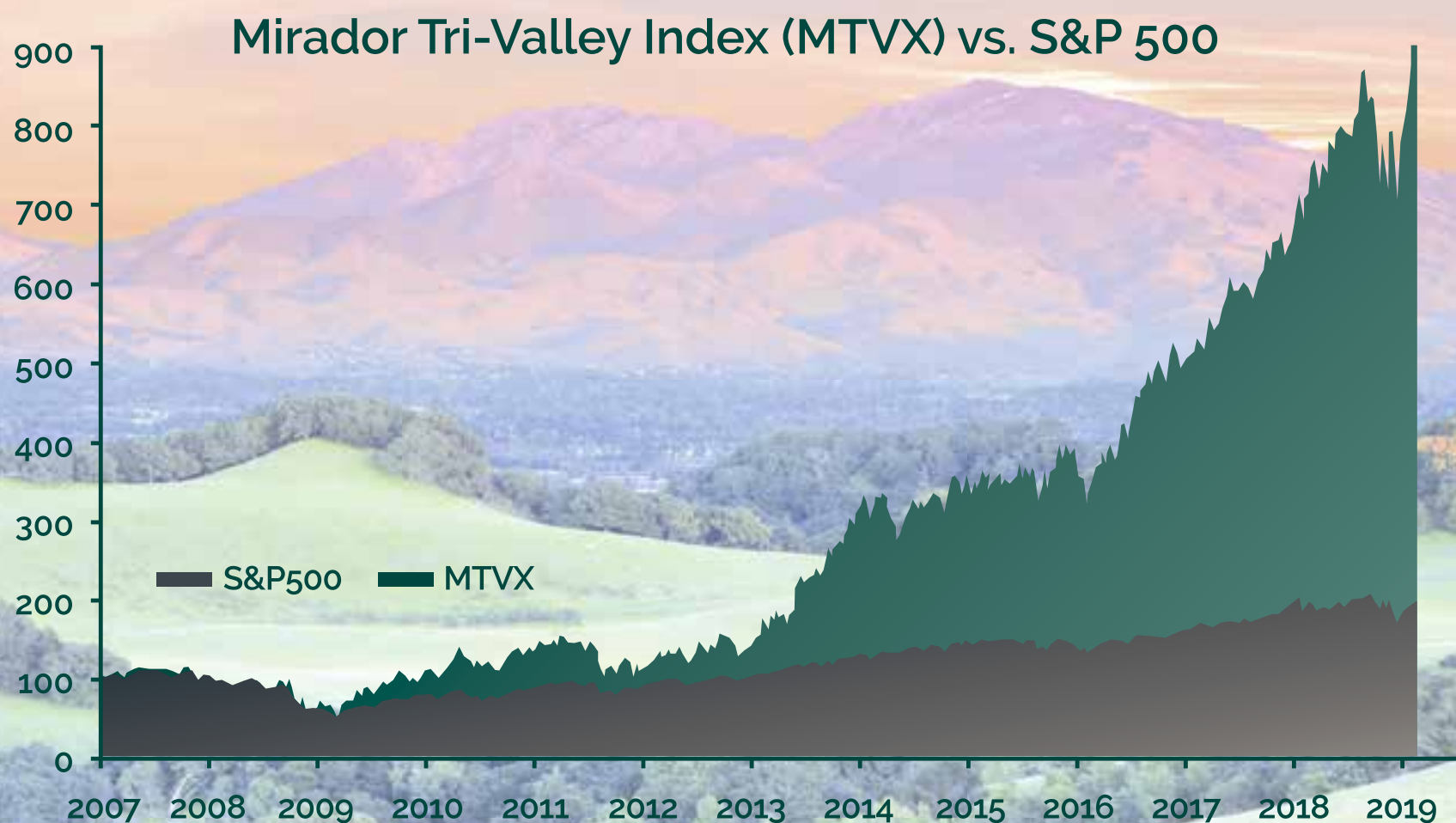
Technology in agriculture at work to increase accuracy, reduce time, waste, increase productivity.

propel industries that are traditionally slow to adopt technology, they're also creating new recruitment opportunities. In particular with the construction sector, Ferreira says that "it is hard for this area to recruit. However, the amount of software and advanced hardware that's now being used is really attractive to people who are coming out of university or looking for careers."

The adoption of technological advancements has had positive effects within Topcon as well. There are 400 employees in the Livermore headquarters alone, with growth expectations of 35 to 60 percent in the next two years. Ferreira explains "we are currently expanding one of our

locations here by adding a new technology center where we will provide training on our most sophisticated automation systems." And while Topcon's impact is global, with operations in Japan, Russia, Italy and Australia, it is the home base in Livermore that has provided great opportunities for their business. As Ferreira describes it, "the energy in the company is very positive. There's a feeling that there's so much innovation coming and we really like being in this physical area, where we can build this technology center in Livermore and draw employees who are in Tracy or Modesto to come over the Altamont Pass. We know the Tri-Valley is home to great workforce talent — engineers, executive management and professionals. And here we are, a dynamic company that is helping the world meet its need for affordable infrastructure and sustainable agriculture that is centrally located where people want to live and work. They can join us here in Livermore and have a great global experience."

Experience the growth of the Tri-Valley in your investment portfolio.



The Tri-Valley's high quality business environment has made it a choice destination for stable growing businesses and cutting-edge technology companies. Fueled by a talented local workforce, relative affordability, and innovative local ecosystem, businesses headquartered in the region have experienced remarkable growth and present attractive

investment opportunities. To examine the performance of Tri-Valley companies over time, Mirador Capital Partners launched the Mirador Tri-Valley Index (MTVX), an index of public companies based in the Tri-Valley. Mirador clients have access to an investable implementation of this index through the Mirador Tri-Valley Strategy (MTVS).



For more information on Tri-Valley investment opportunities, email info@miradorcp.com, call 925-621-1000, or visit www.miradorcp.com

Past performance is no guarantee of future results.



The heart of the matter

Opportunities in the Tri-Valley help businesses start and stay in the Bay Area

COVER STORY

“So many people get up early every day to head into San Francisco. TriNet is a great opportunity for them to work locally. They can spend less time commuting and more time with their families.”

Burton Goldfield,
President and CEO, TriNet

In the last two decades, the five main cities that make up the Tri-Valley, San Ramon, Danville, Dublin, Livermore and Pleasanton, have flourished into a community that has contributed significantly to the vibrant economy of the greater Bay Area. In the past year alone, public companies with headquarters in the Tri-Valley grew by 20%, while venture capital investment totaled more than \$590 million in 2018, an increase of more than 30% from 2017. With its advantageous geographic location, access to world-class talent and affordable housing options, the Tri-Valley is uniquely positioned to foster the growth of businesses in the area.

Location matters

Situated about 30 miles from San Francisco and 35 miles from Silicon Valley, the Tri-Valley’s proximity to other regions known for innovation gives it an edge when attracting companies and people to settle there. Many refer to the commute into the Tri-Valley as a “reverse commute,” because workers aren’t fighting to travel along congested routes into the rest of the greater Bay Area. As Burton Goldfield, the president and CEO of TriNet observes, “So many people get up early every day to head into San Francisco. TriNet is a great opportunity for them to work locally. They can spend less time commuting and more time with their families and pursuing their hobbies.”

Connecting with talent

The potential for better work-life balance and the high quality of life in the Tri-Valley makes it an especially compelling place for professionals to consider when looking for jobs. With shorter commute times and easy access to nature, restaurants, recreation and culture, the Tri-Valley area entices people to stay. Companies like GILLIG, a manufacturer of heavy-duty transit buses that recently moved their headquarters to Livermore, recognizes the importance of supporting their employees. Derek Maunus, President and CEO of GILLIG, says that the move was “a conscious decision to invest in our GILLIG team, the foundation for our success. In 2017, 40% of our employees worked on the other side of the Altamont Pass, with about 25% living in Hayward;

Livermore was the half-way point for both groups of workers. After our move, 95% of employees stayed on with GILLIG.”

Goldfield echoes this idea, explaining that “our people are the heart of TriNet and we wanted to maximize our access to great talent. We saw a unique opportunity moving to Dublin, with great access to public transportation, retail and recreation.” Similarly, Ken Gitlin, Robert Half’s Senior Vice President, Operational Support, says, “We have tremendous retention levels within our San Ramon-based Corporate location, with many members of our team having been here since day one when we moved to the Tri-Valley. In many cases, we have second-generation employees that work for us now. We’re working hard to create an environment where people are happy and engaged.”

Lower costs

The lower cost of living and building a company in the region has encouraged those who have made the move to the Tri-Valley to remain in the area as well. The affordable housing in the region is particularly attractive to current and potential employees.

What’s behind the Tri-Valley’s affordability? The dense populations in neighbouring San Francisco and Silicon Valley have driven residential and commercial rents up, leading people and companies to expand out to the Tri-Valley. In 2018, the average asking rent in San Francisco was \$3,695, 55% more than the rent in Alameda and Contra Costa Counties. Monthly housing costs at medi-

Market case studies

Why 6 businesses chose the Tri-Valley



10x Genomics, Pleasanton

"We took the whole Bay Area into account as we discussed where to have our headquarters, but Pleasanton always came on top due to its location and affordability for families. With its proximity to Silicon Valley, San Francisco, top-tier institutions and international airports, the Tri-Valley area is truly unique."

— Ben Hindson, Co-founder and Chief Science Officer



GILLIG, Livermore

"GILLIG moved its headquarters to Livermore in 2017. While other manufacturers were moving out of the state or the country, we chose to continue our long-standing tradition of keeping stable, skilled manufacturing jobs in the Bay Area, as we've been doing since GILLIG's founding in 1890. Choosing Livermore was also a decision to invest in our team, the foundation for our success."

— Derek Maunus, President and CEO



Robert Half, San Ramon

"The Tri-Valley offers a great place to both live and work. It has a large pool of highly educated, motivated, innovative types of professionals. We found is that this great talent base, combined with more affordable homes and the fact that when people commute, they don't have to cross the bridges to get to work, gives us a really nice mixture of talented professionals that want to live and work in the community."

— Ken Gitlin, Senior Vice President, Operational Support



Saba Software, Dublin

"The Tri-Valley has some of the most talented people in the Bay Area. Its quality of life, cost of housing, excellent schools and proximity to recreational areas allow Saba to attract people to key positions with experience in our space."

— Debbie Shotwell, Chief People Officer



TriNet, Dublin

"We were located in San Leandro for approximately 30 years, since our founding in 1988. The East Bay is our home and it's a community we love. When we decided to move to Dublin, we wanted to be in an area that has potential for growth, offers easy access to public transportation and provides work-life balance for our current and future employees. Dublin made sense for us."

— Burton Goldfield, President and CEO



Trov, Danville

"The innovative culture, network and partnerships available in the Tri-Valley have empowered Trov's growth and inspired our engineers and designers to continue to bring the first global just-right, just-in-time, real-time B2B, B2C and B2B2C insurance technology platform to the world."

— Scott Walchek, Founder and CEO



LAWRENCE LIVERMORE NATIONAL LABORATORY / JACQUELINE MCBRIDE

an house prices were also about 42% higher in San Francisco and San Mateo Counties than in Alameda County. On the commercial side, rents in the Tri-Valley are significantly lower than in the rest of the Bay Area. Whereas the average commercial rent in 2018 per square foot in the Tri-Valley was \$2.66, the averages in San Francisco and San Jose/Silicon Valley were \$7.66 and \$4.40 respectively.

An educated workforce

The region also offers immense recruitment advantages due to its range of highly educated talent. The Tri-Valley is home to the highest percentage of individuals with post-graduate degrees in the Bay Area and has seen a rise in the number of incoming foreign-born engineers and scientists. This is due in part to the Lawrence Livermore National Laboratory (LLNL) and Sandia National Laboratories, which draw those with advanced degrees to the Tri-Valley.

A community of innovation

In fact, the technology being developed at the National Labs has helped form the basis of a business community that is collaborative and focused on innovating. In addition to their commercial partnerships, the Labs have established initiatives that promote entrepreneurship and transfers of technology. Two of these are the National Laboratory Entrepreneur Academy (NLEA) and the LabCorps program, which are co-sponsored by the Labs and offer attendees the chance to develop ideas into presentations for investors in a boot-camp like atmosphere.

The close-knit business community in the Tri-Valley encourages success through collaboration. Scott Walchek, founder and CEO of Trov, explains, "If we weren't in the Tri-Valley, we would not have been able to hire and scale as effectively as we have. The Tri-Valley community has been positive and empowering for our teams, both inside and outside of the office."

With its communal approach to innovation and geographical location that attracts a highly educated talent pool to the quality of life, the Tri-Valley provides a wealth of opportunities for businesses. As Ben Hindson, 10x Genomics' co-founder and Chief Science Officer, notes, "You can't recreate that anywhere else."



Innovation Centers: engines of growth



LAUNCHING PAD

The Launching Pad incubator space in San Ramon.

If the Tri-Valley business community is known for one thing, it's the innovation economy. Entrepreneurship from the labs and outside the region is pulled in by an ecosystem of incubators, accelerators and venture capital that drives the engine of growth that has propelled the Tri-Valley. These centers of innovation and support are some of the most important pieces of that engine, assisting the many startups in the region.

INNOVATION ECOSYSTEM

atmosphere “where business happens and community thrives” according to their website. Drinks, conference rooms and cleaning services are all available to enhance the work environment.

Launching Pad - San Ramon

The Launching Pad, also known as the New Silicon Valley Offshore Incubator, is the Bay Area arm of the non-profit Silicon Valley Global. They seek to support the dense talent pool in the region through investment and networking with companies in both the U.S. and China. The incubator offers basic legal services, CEO coaching and other services, in addition to providing office space and access to venture capital.

580 Executive Center - Dublin

The 580 Executive Center combines fully furnished offices with coworking space, virtual offices and conference rooms to create one of the region's premier office spaces. Guests are offered tea and coffee, bagels are provided by Panera every Friday, and barista service guarantees that the caffeine is flowing whenever it's needed.

The Den - Danville

The Den opened its doors just last year and has established itself as a unique community coworking space in the center of downtown Danville. The inviting facilities use comfort to their advantage, creating an

Tri-Valley Ventures - Pleasanton

Tri-Valley Ventures is a fund focused entirely on growing the region. Greg Hitchan and Don Garman started the fund in 2017 to take advantage of the quickly growing business community that they also called home. Since then they've been funding promising companies in the Tri-Valley, bringing a significant source of funds to the innovation economy.

Incubators and accelerators driving innovation

BRIIA - San Ramon

BRIIA is an AI accelerator that empowers companies to positively change the world. BRIIA'S 13 step sprint program is attracting entrepreneurs from many other regions, according to Executive Director Les Schmidt. “The Tri-Valley is as much an attractive magnet for outside the Tri-Valley as it is to things that happen in the Valley,” he says.

BRIIA specializes in machine learning and artificial intelligence startups, providing a suite of services and resources to help accelerate their growth. Schmidt says that the innovation region and its business community provide a big draw for entrepreneurs looking for a more comfortable working experience. “Our value is to connect entrepreneurs to capital, customers and experts and all of those are right here,” he says.

i-GATE/The Switch - Livermore

The Switch is one of the Tri-Valley's most successful incubators, and Executive Director Brandon Cardwell confirms this is a busy time. They've been supporting startups in a variety of industries since 2010, and their latest contribution to the region is Switch Labs, a hardware and life sciences branch of



THE SWITCH

The Switch in Livermore is a hardware and life sciences branch of the i-Gate incubator.

the incubator that's allowing new companies to develop groundbreaking innovations and products.

The Switch partnered with a number of local life sciences entrepreneurs to design and build the industrial lab space that is Switch Labs, providing prototyping and experimentation resources that more tradi-

tional incubators and accelerators generally do not offer. The incubator's new Life Sciences area now has seven companies under its umbrella, with more looking to enter into the space. “The market wasn't fulfilling a need, as evidenced by how quickly we've been able to grow our life sciences and hardware community,” says Cardwell.

New website launched for Tri-Valley Innovation Hub

TRIVALLEYCONNECT.ORG connects talent with opportunities

With 450 tech companies, 150 venture backed companies, and \$4 billion in venture capital and private equity investment in the past 10 years, the Tri-Valley area has become one of the fastest growing regions in the Bay Area.

“The Tri-Valley has an incredible density of talent and some of the fastest growing companies in the Bay Area,” says Brandon Cardwell, Executive Director of i-GATE. “The launch of TRIVALLEYCONNECT.ORG gives people the chance to connect with opportunities in the Tri-Valley and join one of the most vibrant and dynamic communities in the Bay Area.”

The Tri-Valley is experiencing an economic boom thanks to significant growth in the tech, life science and advanced manufacturing sectors. The region’s collaborative culture is proving to be a major asset for startups and later stage companies alike.

TRIVALLEYCONNECT.ORG features a new job board in order to showcase the abundance of technology and innovation career opportunities currently available in the region. With nearly 20% of the Tri-Valley’s workforce employed in technology-driven industries, and worker productivity

among the highest in the nation, the region has become a hub for job growth and innovation.

“Connecting tech talent with companies that are thriving here in the Tri-Valley is a top priority. We want more people to find great work close to home so they can ditch their commute,” says



Brandon Cardwell,
Executive Director,
i-GATE

Lynn Wallace Naylor, CEO of Innovation Tri-Valley Leadership Group.

Les Schmidt at BRIIA, the region’s AI-focused accelerator, suggested an automated job board solution to connect Tri-Valley talent with hiring opportunities. Founders and CEOs can now reach directly into the region’s innovation ecosystem to access the top talent they need.

i-GATE and Innovation Tri-Valley Leadership Group are jointly hosting TRIVALLEYCONNECT.ORG to lead and nurture the region’s innovation ecosystem.

Organizations like Innovation Tri-Valley Leadership Group, and i-GATE bring together diverse stakeholders to ensure the Tri-Valley is among the best places in the world to start and grow a business.

“Connecting tech talent with companies that are thriving here in the Tri-Valley is a top priority. We want more people to find great work close to home so they can ditch their commute.”

Lynn Wallace Naylor
CEO, Innovation Tri-Valley
Leadership Group



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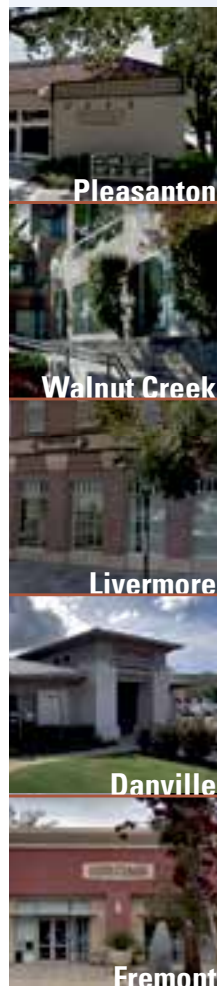
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Co-founder of 10x Genomics Serge Saxonov, in one of the company's labs. The company, which moved to Pleasanton in 2015, now has a valuation of \$1.3 billion

Accelerated growth in life sciences



BY THE NUMBERS

Life Sciences Companies on the Rise

10x Genomics:

\$320M

Total funding raised; currently valued at \$1.3 billion

Purigen:

\$26.4M

Raised in June

Bio-Rad:

\$25M

Recently paid for two buildings in Pleasanton

BioVentrix:

\$22M

Raised in April

The Tri-Valley region is home to emerging companies across many different industries, but one of the sectors currently experiencing rapid growth is life sciences. In fact, there are 120 life sciences companies based in the region today. And, according to Mirador Capital Partners' recently published report, over 30% of capital raised since 2016 has been for life sciences companies.

What's behind such significant growth? Lauren Moone, Executive Vice President of Mirador Capital Partners, explains that businesses are finding the area especially attractive because of "a unique access to talent, technology and real estate." That talent comes from three sources: people living in San Francisco or Silicon Valley who enjoy the easier "reverse commute" to the Tri-Valley, local talent in the Tri-Valley, which Moone says is "the region with the highest percentage of post-graduate degrees in the Bay Area," and the talent in the Central Valley, which features more skilled labourers that are essential for advanced manufacturing companies.

On the technology front, Moone notes that organizations in the region benefit from the presence of Lawrence Livermore National Laboratory and Sandia National Laboratories. "They're putting a lot of effort into commercial partnerships by actively trying to get technologies that are developed in the labs out to companies," she says.

Finally, commercial real estate in the Tri-Valley is far more affordable than it is in San Francisco and Silicon Valley. According to Mirador's report, the average commercial rent in the Tri-Valley was \$2.66 per square foot, while the average in San Francisco was \$7.66.

All of these factors come into play when attracting life sciences companies to the region.

Mirador's report also revealed that 90% of venture capital raised in the Tri-Valley life sciences space since 2017 has been focused specifically in the device space. Moone remarks that "the life sciences companies here have innovative technology that's appealing to the world's leading players. It's attracting them and they're getting acquired." She also highlights the fact that organizations in this sector benefit "because the companies are able to have lab space, manufacturing space and corporate office space in one location. That's something that you can't necessarily get just anywhere."

Moone believes that growth in life sciences will accelerate in the Tri-Valley: "The Bay Area will always be an expensive place to be, but it's also going to be where so much innovation happens. Companies will want to be located in geographic proximity to that, and the Tri-Valley has this advantage of more affordable real estate and access to talent."

"Companies are able to have lab space, manufacturing space and corporate office space in one location."

Lauren Moone,
Executive Vice President,
Mirador Capital



Lauren Moone



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Cloud computing and technology

Cloud-based technology is used every day by companies of all sizes, so it comes as no surprise that the cloud-tech industry has experienced exponential growth in recent years. Here in the Tri-Valley, Software as a Service (SaaS) companies have raised over \$518 million since 2016. Companies like Ellie Mae represent the established cloud-tech organizations that have come to value the region's high quality of life, while Amber Solutions heads up the newer class of companies that have thrived due to the Tri-Valley's access to top-notch talent.

Putting down roots in the Tri-Valley

At a time when tech startups flocked to San Francisco and Silicon Valley, Ellie Mae was among a vanguard of companies who said "no" to the traffic, high rents, and a cost of living that persistently squeezes working families.

COMPANY PROFILE: ELLIE MAE

In 1997, when the cloud mortgage software provider was founded, it was unusual for disruption-minded startups to venture outside the San Francisco-Silicon Valley business ecosystem. Not so anymore, says Joe Tyrrell, the company's executive vice president of strategy and technology.

"In our 21 years here, we've seen tremendous growth," Tyrrell says. "We've seen other technology companies taking a bit of the same approach that we have."

Co-founded by serial entrepreneur Sigmund Andermon in 1997, Ellie Mae was born out of a frustration with the residential mortgage process, Tyrrell recounts. The founders envisioned a solution that would bring together all the interested parties and shorten the time to completion from weeks to just a few days, he says.

The company executed on that promise, and today, nearly half of all loans that originate in the United States go through the Ellie Mae platform, Tyrrell says. Their clients include banks, credit unions and independent mortgage bankers.

Ellie Mae's founders expressly chose to locate their office in the Tri-Valley for its hospitableness to families looking to put down roots, Tyrrell says. "[They] wanted to create an alternative for technol-



Ellie Mae's Pleasanton office. The company's location in the Tri-Valley supports its family-oriented company culture.



Joe Tyrrell, executive vice president of strategy and technology

ogists that would give them more of a quality of life and better balance between work and spending time with their families."

That decision accords with the company's values, which prioritize families and work-life flexibility. And it may help explain why the company was recognized by both the San Francisco Business Times and Glassdoor last year as among the best places to work in the Bay Area and nationally, respectively.

Of Ellie Mae's 1350 employees, 800 work in the Tri-Valley, either at their Pleasanton office or by telecommute. Tyrrell says that the decision to locate their headquarters in the Tri-Valley has helped the business succeed primarily through the ability to attract top-tier talent. "We find people who are attracted to our family-oriented culture. That's allowed us to have pretty low attrition."

Disrupting the electrification infrastructure

Thar Casey is disruptive. As a serial entrepreneur in the technology and life sciences industries, he ensures that all the companies he creates follow that lead. "Disruption is actually positive when it brings you better safety, better quality of life, and reliability. Disruption is good, and there's no doubt in my mind that everything that I've done in my life in the form of startups is disruptive."

COMPANY PROFILE: AMBER SOLUTIONS

The theme of disruption is peppered throughout his description of his latest venture, Amber Solutions. Founded in 2016 with their headquarters in Dublin, California, Amber seeks to disrupt everyday electronics found in businesses and homes. As Casey describes it, they are "changing the electrical infrastructure that we know today from the '50s to a brand-new, solid state technology that the industry has not seen before."



"Young companies can prosper in the Tri-Valley."

Thar Casey, Founder and CEO, Amber Solutions

What they have revealed about their products has been met with enthusiasm. This year, they have revealed their products at the CES conference, held by the Consumer Technology Association, and the International Builders show, to very positive reactions. They have also won an award that is closer to home: the 2019 Tri-Valley Innovation #GameChanger Award.

Casey credits much of his success to the community with which he has chosen to sur-

round himself. He calls Dublin Mayor David Haubert a "visionary at putting Dublin on the map." He also appreciates the community feeling that the Tri-Valley area provides: "You can pick up the phone and say 'I'm looking for this' and within minutes, people will connect you with talent or with their network within the Tri-Valley." It's the caring community, as well as the talent pool that comes from the proximity to Silicon Valley, that Casey believes is drawing in great, breakthrough companies.

This is what the Tri-Valley prides itself on: innovation and "good disruption," as Casey refers to it. He believes that without the Tri-Valley's support, many of the local startups would not be as successful as they have been. "Amber is coming up with some very disruptive technological breakthroughs and we're glad this community supports young startup companies to be successful. Young companies can prosper in the Tri-Valley. It's great to be here," Casey says.

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Aerospac engineer Katya Casper measures the effects of pressure on hypersonic vehicles at Sandia National Laboratories wind tunnels.

RANDY MONTOYA / SANDIA NATIONAL LABORATORIES

Growth and innovation at the nati

LAWRENCE
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SANDIA NATIONAL
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“The Livermore Valley Open Campus and new advanced manufacturing lab allow us to enhance partnerships and develop technology with the private sector.”

Patrick Dempsey
Director of Strategic Engagements at Lawrence Livermore National Laboratory

The Sandia and Lawrence Livermore National Labs have been at the core of the Tri-Valley’s innovation economy long before the area began to experience the explosive growth that has come to define the region. According to the staff at both labs, the innovations never really stop coming.

“The laboratories are seeing a lot of growth,” says Stephanie Beasley, Head of Communications for Sandia National Labs. Beasley reports that the national labs have received influxes of funding for a variety of national security programs from the federal government, allowing them to hire new teams and invest in new technologies. According to Beasley, they will “approximately double the size of their laboratory here in California in the next 3-5 years.

Patrick Dempsey of Lawrence Livermore National Labs confirms that there’s a great deal of activity at their lab as well. A new advanced manufacturing laboratory is nearly complete, allowing for “developing partnerships with either current partners or partners we had yet to identify who could help us develop our technology,” says Dempsey.

Innovations at the National Labs

Rotary-Cooled Solid State Lighting: Beasley says that Rotary-Cooled Solid State Lighting is a new lighting system for large facilities that cools itself with its own light. The sophisticated rotary system could allow warehouse operators to save money and electricity typically spent on cooling large spaces.

Sophisticated 3D printing technology: Just this year researchers at Lawrence Livermore have unveiled the Computed Axial Lithography (CAL), a 3D printing device capable of making complex parts in a single piece. According to Dempsey, the device is poised to improve additive manufacturing in terms of both speed and effectiveness.

SpinDX: This “lab-on-a-disk” technology created by Sandia aims to reduce the time it takes to obtain results from blood work. Instead of sending patients to labs to



have blood drawn and processed, SpinDX is a portable device that can draw blood on the spot, testing and diagnosing up to 64 assays from just one sample. The process takes approximately 15 minutes and requires a pin-prick drop of blood.

Organ-on-a-chip: Lawrence Livermore is conducting extensive research to validate organ-on-a-chip devices. One of their most recent studies examined the differences in drug responses in the brains of rodents and in brain cells developed on the Lab’s “brain-on-a-chip” devices. Lawrence Livermore hopes to develop a system that supports an experimental model for chemical testing that reduces the need for animal testing.

The advancement of the labs can also be attributed to the Livermore Valley Open Campus (LVOC), an outreach program designed to enhance partnerships with the private sector in the Tri-Valley community. The program has expanded significantly since last year, with new programs and facilities opening up research and



LAWRENCE LIVERMORE NATIONAL LABORATORY



RANDY MONTVOYA / SANDIA NATIONAL LABORATORIES

onal labs



LAWRENCE LIVERMORE NATIONAL LABORATORY

Left: Researchers at LLNL have developed a new 3-D printing device.

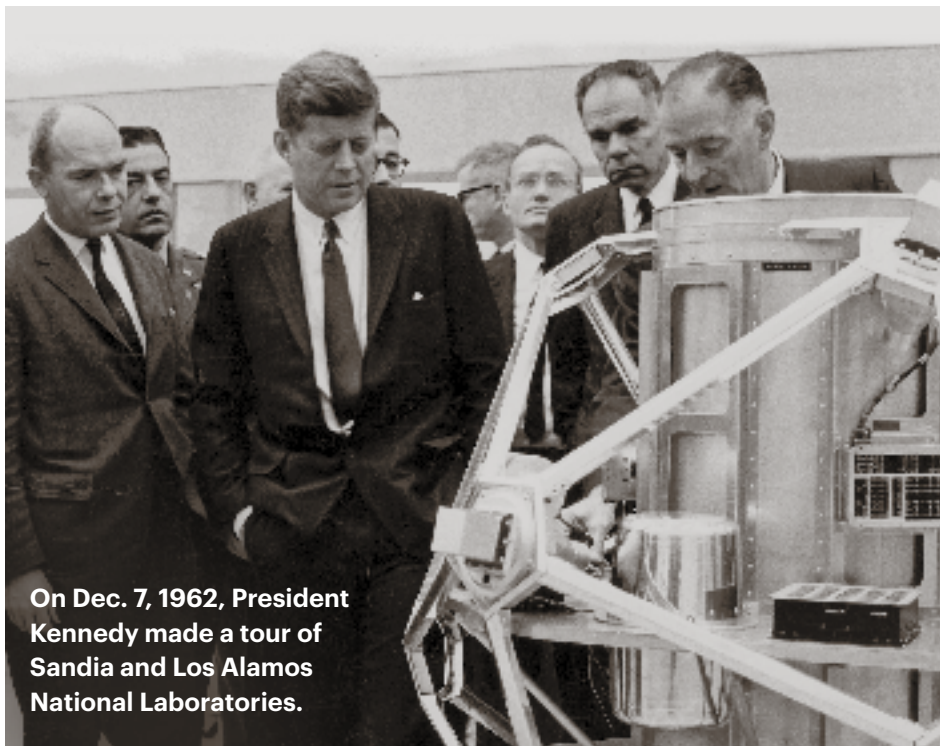
Above center: "Human-on-a-chip," a miniature external replication of the human body, can replace animal testing in research.

Above right: Sandia intern Jesus Ortega inspects one of the new bladed receivers at Sandia's National Solar Thermal Test Facility.

manufacturing opportunities for entrepreneurs and companies in the area. "It's really coming to fruition with the new advanced manufacturing laboratory," says Dempsey.

Dempsey says the LVOC has been "accelerating and enhancing our technology development. Our hope was to get three or four partnerships in the first year. We have eight going now." The labs "leverage the innovation in the region," according to Beasley, and have been a fundamental part of its growth since the labs opened during World War 2.

The growth of the labs seems poised to continue. As Beasley notes, the national labs are always analyzing the research landscape to predict what new technologies could impact consumer products and national security alike. Our role is to think about over-the-horizon challenges, those that could happen in the next 10 or more years," according to Beasley, and the national labs constantly research and monitor to ensure that they're ready for those challenges.



SANDIA NATIONAL LABORATORIES

On Dec. 7, 1962, President Kennedy made a tour of Sandia and Los Alamos National Laboratories.

The History of the Labs

The Tri-Valley's national laboratories, Sandia and Lawrence Livermore, are a key part of the region's history and the development of its innovation economy. They also contribute to the high density of master's degree and PhD holders in the region.

The national labs have been researching and developing cutting edge innovations since World War II, when they were commissioned by the U.S. Government to study nuclear energy and weapons for the Allied war effort. The need for research of that kind has never gone away, and the labs have been doing studies for various branches of the government ever since.

On a global scale, the national labs in the Tri-Valley study the shifts and trends in science and technology in order to identify threats and develop or improve technologies helpful for the public.

But the labs have been developing ways to strengthen public-private part-

nerships as the surrounding region has grown more populous and entrepreneurial in the intervening decades. The relatively new Livermore Valley Open Campus (LVOC) project demonstrates this best. "In the open campus we rolled back the 'guards, guns and gates' to create more flexibility in how we communicate with our partners," says Stephanie Beasley, Livermore Valley Open Campus Partnerships Lead at Sandia Labs.

The labs are also a generator for the innovation economy, as researchers and scientists spin their work from the labs into companies that they can now help to grow and develop with resources and equipment in the LVOC. Around this the Tri-Valley has developed a rich incubator and venture capital culture, with entities like The Switch, BRIIA and Tri-Valley Ventures helping entrepreneurs from the labs to make the transition to market.



SFBT 2019 / TODD JOHNSON

**Developer
Alex Mehran
at City Center
in San Ramon.**

A vibrant downtown destination

Success stories abound of formerly-vibrant downtown areas brought back to life by cities or developers. Yet breathing new life into the center of a city for the first time is an altogether different creative challenge.

“It was a very difficult project to design because you don’t have a lot of examples,” says Alex Mehran Jr. He’s the president and third-generation owner of Sunset Development Company, the developer behind City Center Bishop Ranch, which effectively functions as a new downtown in San Ramon. The center had its grand opening last November.

Sunset Development was founded in 1951 by his grandfather, Masud Mehran, an Iranian immigrant. Over the course of 60 years, Sunset developed 1,260 acres of housing in the City of Livermore. His father, Alex Mehran Sr., turned the company’s attention to commercial development, building and then managing the 585-acre Bishop Ranch office park, home to companies such as AT&T, Chevron and Robert Half.

Under the younger Mehran’s leadership, the company has pivoted once again towards integrated community developments, featuring commercial space, housing and retail spaces. City Center San Ramon was thus “the last thing we did in this area,” Mehran remarks.

With few precedents to serve as benchmark, Sunset decided to go all out, hiring Italian architect Renzo Piano to design the new downtown. The goal was to avoid the center looking like an “assemblage of tenants,” Mehran says. “We have very pure architecture — strong design that overpowers the presence of any single tenant and creates a beautiful expression outwards towards the surroundings, but also inwards towards the square.”

The result has been praised by the San Francisco Chronicle’s urban design critic John King as “a fully realized work of architecture, with the disciplined elegance for which Piano is known.”

Mehran describes the kind of experience they wanted to

create as blending “the sensibilities of a suburban customer who wants to drive there and park and have all that be easy, but also has the surprise and programming and quality of an urban downtown ... We’re trying to be a downtown

“We’re trying to be a downtown that’s the best of the suburbs and the best of the urban areas mixed into one.”

Alex Mehran Jr., Owner and president, Sunset Development Company

that’s the best of the suburbs and the best of the urban areas mixed into one.”

While the center features 1,200 parking stalls, it’s also served by a robust shuttle system. Bishop Ranch shuttles meet each arriving BART train, and there’s a daily luxury shuttle to and from San Francisco every day. Free shared bikes are also available.

Similarly, unlike traditional suburban developments, the dining and entertainment offerings have a decidedly sophisticated feel, which Mehran says is in high demand in the Tri-Valley.

The 5-acre site boasts 300,000 square feet of leasable space. Fifty percent of that is devoted to entertainment, dining and other attractions, including a movie theater and a gym, with the rest devoted to retail. At full occupancy, the center expects to have around 70 storefronts. The center’s occupancy rate was around 75% at the time of writing, according to Mehran.

The benefits of City Center for the Tri-Valley community are two-fold, Mehran says. First, there’s the sales tax component. “Cities around here struggle with the Amazon effect and then also the big box effect,” Mehran says. “It’s tough to lease shopping centers, so [managers] end up leasing to non-sales-tax producers, like learning centers and karate studios.” As an attractive, vibrant destination, City Center should be able to skirt that problem.

Then there’s the quality of life improvement that comes from having a lively, safe place for the residents of the San Ramon Valley to congregate. “You can have a lifestyle that’s not just going between the [strip mall] and your single-family detached home,” Mehran says. “It’s going to force people to interact and really make people love their suburban city. And that’s what we’re all about at the end of the day — having city pride and making this a place that our kids who grew up here want to come back to.”

Summertime Fun Block Party at City Center Bishop Ranch

City Center Bishop Ranch invites the public to attend its Summertime Fun Block Party on Saturday, August 31 from 4:00 p.m. to 6:00 p.m. in Alexander Square. The free, fun-filled event will feature live music and art, as well as shopping prizes. Attendees can also savor a taste of City Center with sips and small bites inside select restaurants and eateries, and select retailers will offer special in-store promotions.

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A great place to live and to visit

The Tri-Valley prides itself on its business community, but the experience for visitors has also become a point of pride for those at Innovation Tri-Valley. With the help of local businesses and community leaders, the region has ensured that there's a wide variety of activities and accommodations happening all year round.

What's Happening in The Tri-Valley?

The Tri-Valley has grown into a tight, engaged community with a dense roster of community events that everyone can take part in. One of the unique features of the Tri-Valley area is that it's a cluster of diverse communities that all bring their own flavor to every season and celebration. From street festivals and Shakespeare to music and food related events, there's always something happening in one of the Tri-Valley's communities.

INFORMATION FOR VISITORS

For the latest information on what will be happening when you're visiting the Tri-Valley, check out visitrivalley.com. Here's a sample of the Tri-Valley event lineup for 2019:

Shakespeare in the Vineyard: Wente Vineyards is the oldest family-owned winery in the country, and all summer you'll be able to visit for an evening of wine tasting and Shakespeare. *Othello* and *The Complete Works of William Shakespeare (abridged[revised])* will be running through August, and reserved seating will make the preshow food and drink that much more luxurious.

Hot Summer Days Car Show: The Tri-Valley plays host to a lot of enthusiastic car lovers, and owners from both in and out of the region congregate in Danville to show off their machines. Food, drink and souvenir booths fill out a community favorite street fair tradition. Stop by if you like cars, live bands and hot days.

Taste Our Terroir: Livermore's premier celebration of food and wine, Taste Our Terroir pits 18 Tri-Valley winemakers, working with Bay Area chefs, against one another for awards and bragging rights at Casa Real. Guests can taste the food and wine pairings and vote to give their favorite the coveted People's Choice Award.

Splatter: Splatter is the celebration that closes out summer every year in the Tri-Valley. Visitors will find wine, art and music at Emerald Glen Park in Dublin, in addition to live music and a community dance party when the sun goes down. New singer-songwriters will introduce their music, and master chefs will offer tips and demonstrations at the Culinary Stage. Emerald Glen's new outdoor amphitheater will debut this year.

Summer Concert Series: The summer kicks off in San Ramon with a series of exciting free concerts in the Central Park Amphitheater. Local music lovers gather in the grassy bowl of the amphitheater to enjoy an evening of music on Sunday nights, beginning at 5:30 pm, in July and August.

Scottish Highlands Gathering and Games: Join the fun over Labor Day Weekend (August 31 and September 1) to celebrate the very best of Scottish culture, competition, cuisine, and entertainment, right here in Tri-Valley. The 154th consecutive Scottish Highland Gathering and Games takes place at the Alameda County Fairgrounds in Pleasanton.



VISIT TRI-VALLEY



VISIT TRI-VALLEY / PAIGE GREEN

Above: Livermore Valley Wine Country is home to 60 wineries and offers unique wine and craft beer experiences all year round.

Left: The Hot Summer Days Car Show in Danville is a draw for car enthusiasts.



UNAUTHORIZED ROLLING STONES

San Ramon's Summer Concert Series features a lineup of free outdoor concerts. On the schedule is *The Unauthorized Rolling Stones* tribute band, Sunday, July 28.

Boomerang project grows careers here

Innovation TRIVALLEY Leadership Group (ITV) recognizes the critical need to better connect students from the Tri-Valley with local industry partners to meet our present and future workforce needs. This realization led to the creation of the Boomerang Project, a career development summer program focused on graduating high school seniors and college freshmen and sophomores. Regardless of where our local students go off to college, we want them to return — or boomerang — home to grow their careers right here in the Tri-Valley.

“Our students benefit from local work-based learning opportunities as it enhances their skills and creates greater connections with Tri-Valley employers,” says ITV’s Tim Sbranti, who is overseeing the 2019 project. “Our local industry partners benefit from the production of these talented students while training those who will be driving our region’s economic future. By connecting our emerging young professionals with local industry leaders and each other now, we are fueling our region’s growth and vitality now, and for years to come.”

ITV’s Boomerang Project has a team of founding partners including The SWITCH, Pedrozzi Foundation and Las Positas College, in collaboration with Danville, Dublin, Livermore, Pleasanton and San Ramon school districts.

Interns are placed through mutual agreement between the employer and student in a field related to their career goals. Employers interested in offering internship opportunities can contact Tim Sbranti at TSbranti@innovationtrivalley.org.

“By connecting our emerging young professionals with local industry leaders and each other now, we are fueling our region’s growth and vitality.”

Tim Sbranti

Director of Strategic Initiatives,
Innovation Tri-Valley Leadership

Accommodations for travelers and business meetings

Lodging: From bed and breakfasts to motels and full-service hotels, the Tri-Valley has accommodations to suit most needs and budgets. There are more than 40 hotels and motels in the region, ranging from indulgently luxurious to affordably no-frills.

Find a complete list of hotels at visittrivalley.com/hotels.

Conference spaces: The Tri-Valley has developed numerous conference spaces to support the numerous startups and incubators that drive the business growth in the region. Popular Tri-Valley conference centers include:

- The Roundhouse**
- 580 Executive Center**
- Rosewood Conference Center**
- Palm Event Center**
- Casa Real**
- Martinelli Event Center**
- Wente Event Center**

Outside the meeting: For those looking to take a break from work, there are a variety of activities. The Tri-Valley has nine golf courses throughout its five cities, all with great views and courses.

Wine tasting is offered at the nearly 60 wineries around the Tri-Valley. One of those wineries, Wente Vineyards, is the oldest family-owned vineyard in the country.

The Tri-Valley also has a wide variety of events and activities throughout the year, like the region’s beer and ice cream trails that take visitors on a culinary tour of the tastiest examples of Tri-Valley cuisine. In addition, there’s always a play, show, street fair or seasonal event happening in one of the local communities. For details, see the listing on page 24 or check out visittrivalley.com.

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Healthcare

The medical community in the Tri-Valley has been growing as quickly as many others, and these regional partners have been developing their own technological and scientific innovations that benefit the Tri-Valley and beyond.



Kaiser Permanente's
Dublin Cancer Center.

PHOTOS / KAISER PERMANENTE

Expanding Care in the Tri-Valley

The Tri-Valley is rapidly expanding, with 12% job growth in the past four years. Growth brings a host of possibilities and perspectives to the area, but it also carries expanded needs as well. The Tri-Valley needs quality medical care for its growing population, and a number of medical partners in the region have been enhancing their capabilities in order to keep up. Kaiser Permanente is one of those partners and has recently developed a 226,000-square-foot multi-specialty care hub to improve care for the area.

Kaiser Permanente's facility, its first multi-specialty care hub, opened in May, "complementing the other Tri-Valley facilities we have in the area," according to the head of the multi-specialty care hub Dr. Steve Zurnacian. Kaiser Permanente has had primary care facilities in the region since Kaiser Permanente's Pleasanton campus opened in 1981, but the hub is "the first of its kind in the area," says Zurnacian.

The multi-specialty care hub was built to serve the diverse needs of the Tri-Valley, he says. "As the Tri-Valley has grown, Kaiser Permanente has kept up with that growth."

The multi-specialty care hub includes the



This state-of-the-art linear accelerator is used to apply a focused beam of radiation to treat cancerous tumors in patients at Kaiser Permanente's new Dublin facility.

Dublin Cancer Center, the Dublin Medical Offices, a surgery center and a 24-hour urgent care center. Zurnacian says they all have their own innovations.

Cancer Care: The Dublin Cancer Center is "unique in the sense that we have both types of cancer treatment modalities here on campus," says Zurnacian, with "a chemotherapy infu-

sion center and a radiation oncology treatment center offering the most advanced radiation treatments." The center adds more than 30,000 square feet of space dedicated to cancer care.

The expanded services and state-of-the-art technologies are all backed up by a well-trained staff, according to Zurnacian. "We have our oncology nurses and physicians on campus able to offer treatment and ongoing care for our members, who can now access this care conveniently at the Dublin facility." He says that the new technologies have greatly increased the effectiveness of this care as well. "The combination of having an infusion center and chemotherapy delivery center along with having a radiation oncology treatment center all in the same facility is unique and extremely helpful," Zurnacian says.

Surgery Center: Kaiser Permanente has built a new ambulatory surgical center in Dublin, allowing access to a variety of outpatient surgeries. "We've been able to enhance the recovery process," says Zurnacian, allowing more patients to recover at home "that same day or the evening following" their surgery. The facility will be primarily used for podiatry, orthopedics, breast surgery and general surgery with the post-anesthesia care unit a short walk down the hall.

HEALTHCARE
PROFILE:

KAISER

John Muir Health



John Muir Health considers innovation a "defining feature of our local community and an expectation of consumers and patients who look to John Muir Health for healthcare," according to George Sauter, Chief Strategy Officer. They've been working on several projects to improve the medical industry and the experiences of their patients.

Predictive analytics are improving sepsis care at John Muir Health, and have already allowed practitioners to save at least 54 lives. Doctors have also been able to reduce the level of code blues, also known as medical emergencies such as respiratory or cardiac arrests, by 64% between 2017 and 2018.

Virtual care is one way John Muir Health is trying

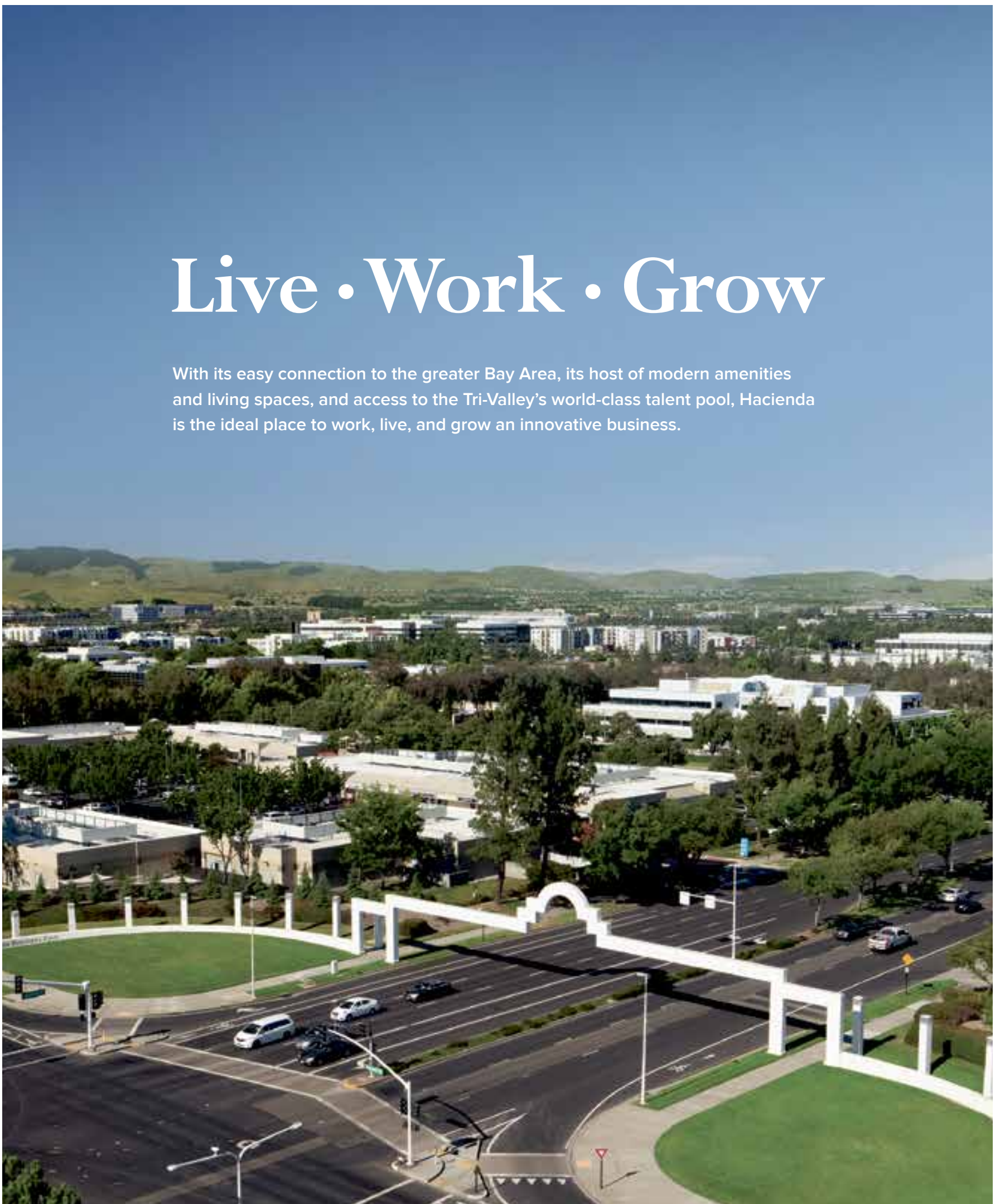
to make the healthcare process more efficient and comfortable for doctors and patients. John Muir Health has implemented efficient digital "one touch" scheduling solutions for primary care, urgent care and diagnostic imaging.

John Muir Health provides comprehensive information about travel options for those who might have trouble getting to the hospital, helping them get connected with a shuttle service or public transportation option that makes the process easier. Apple's Health application has also been integrated with John Muir Health's online patient portal, taking advantage of Apple's front-end design to craft an improved patient experience.

Healthcare profiles continued on page 29

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Dreammakers and Risktakers

Celebrating student innovators is core to the Tri-Valley way of life

Since the mid-20th century, the Tri-Valley has been an area where technology, innovation, research and creativity converge. As the home of national research laboratories, the area welcomes and thrives on new ideas. “Experimentation and collaboration are embedded in our way of life,” says Dr. Kelly Bowers, Superintendent of schools for Livermore Valley Joint Unified School District and co-chair of the Education and Workforce Development Committee. It’s this mindset that helps produce proactive and involved youth. While the area’s high-ranking schools support student’s post-secondary success, the Innovation Tri-Valley Leadership Group aims to support them in another capacity.

RECOGNIZING
STUDENT
INNOVATORS

The Dreammakers and Risktakers Awards are a yearly event held by Innovation Tri-Valley, honoring students for business or social impact innovations that can help make a difference in society. Bowers says that they “honor students who have designed or invented tools to help others and improve the quality of their lives, and students who take a risk to develop a program or support a cause that helps others in a lasting way.” Through this program’s support of the arts, STEM and entrepreneurship, past winners have expressed how validation from the group leaves a lasting impression.

Although schools measure success with grades and diplomas, receiving outside validation from respected organizations can help students realize that their work has value far beyond their immediate circle. It can also help grow innovation in the Tri-Valley by helping youth feel essential to the innovation ecosystem. “The Tri-Valley has a strong ecology for innovation, which in-



“Experimentation and collaboration are embedded in our way of life.”

Dr. Kelly Bowers

Superintendent of schools for Livermore Valley Joint Unified School District

cludes research and ideas, entrepreneurs, investment capital, workforce, social and professional networks, business services and quality of life,” says Juliet Don of Chevron, a founding partner of the event. Supporting the next generation is pivotal for ensuring the Tri-Valley continues to be a hub for innovation.

Students from the five Tri-Valley cities can qualify for the awards. Ashley Zhuang, a 2018 award recipient for cybersecurity and coding from Granada High School, said that if it weren’t for her teachers, she would not have entered and placed in the Cisco Cup and Code Quest competitions. “I was inspired to participate in these competitions due to the amazing teachers and mentors I had,” says Ashley. “[They] have really inspired me to be ambitious in pursuing my passions.”

The impact of this program is not lost on those who are involved, including students, parents and teachers. Empowering youth to think about innovation in terms of its wider social impact helps create valuable members of the community. “Honoring young innovators and creators validates and fuels their work,” says Kelly Bowers. “[It] reminds the rest of us that our future is in excellent hands.”

Healthcare profiles continued from page 26

Stanford Health Care – ValleyCare

Stanford Health Care – ValleyCare (SHC – ValleyCare) in the Tri-Valley has been making great strides in the fields of telemedicine and stroke care. A lot of research has gone into empowering community hospitals like SHC – ValleyCare, according to Clinical Assistant Professor in Neurology and Neurological Sciences Prashanth Krishnamohan. New telemedicine technologies and simpler equipment are allowing SHC–ValleyCare practitioners to offer patients the best care possible no matter where they are.

Krishnamohan says some of SHC–ValleyCare’s most exciting innovations are allowing doctors to diagnose and treat stroke patients more easily. As part of their routine clinical care, SHC – ValleyCare



uses a simpler EEG test that enables practitioners who aren’t experts in epilepsy and the equipment used to monitor it to be just as effective as their

specialist counterparts. Another application “converts... brain waves into audible sound waves,” says Krishnamohan, that can be more easily recognized by less specialized staff seeking to diagnose potential seizures. Readings are sent to a cloud portal which can be accessed from any mobile device or computer, removing the need for doctors to travel out to hospitals in other communities. With the recent arrival of new CEO Rick Shumway and the continued development of the hospital’s services, SHC–ValleyCare is providing novel and essential healthcare.

HEALTHCARE
PROFILES

Lucile Packard

Lucile Packard is the children’s hospital at the core of the Stanford Children’s Health

Program, which has seven locations across the Tri-Valley region. “Stanford Children’s Health is the only health care system in the San Francisco Bay Area—and one of the few in the country—that is exclusively dedicated to pediatric and obstetric care,” says chief government and community relations officer Sherri Sager. Lucile Packard is a teaching hospital, and they’ve collected “some of the best minds in medicine, science and innovation,” she says.

This has allowed the Stanford Children’s Health network to provide a number of innovations to their patients across the network. Digital

health platforms allow patients to access their medical records, manage their appointments and view their test results as they become available. Additionally, telehealth “virtual visits” allow patients to see their doctor without needing to come into the hospital. Stanford Children’s Health is also home to “one of the largest virtual reality (VR) programs” used by more than 150 people every month to ease fear or discomfort during procedures like “vaccines or blood draws,” says Sager. “These programs and others are providing Tri-Valley families “access to Stanford expertise and quality care close to home.”



STEVE BABULJAK

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Vision 2040: Looking to the future

While the Bay Area's economic growth over the past two decades has been nothing short of incredible, that growth has also come at an incredible cost to working families, to quality of life, to the environment and more.

Part of the problem is that city, county and regional leaders in fast-growing areas have been stuck in a perpetual cycle, so overwhelmed by the problems of today that they have little time to think about tomorrow, even as all indicators point to continuing growth. As the Tri-Valley — now the fastest-growing region in the Bay Area, according to a 2018 report by the Bay Area Council — continues to come into its own, leaders here are planning for the future now.

The 2040 Innovation Tri-Valley Vision Plan is a bold planning process introduced and led by Innovation Tri-Valley Leadership Group. The plan seeks to help the region manage the growth of the Tri-Valley as businesses continue to discover the attraction of doing business here, while minimizing the associated growing pains that have galled other innovation ecosystems.

Dale Kaye, the founding CEO of Innovation Tri-Valley Leadership Group, is leading the effort together with colleagues Tim Sbranti and Lynn Naylor. They have spent the last year fundraising to cover the costs of producing the plan from the public and private sector together as collaborators of the regional plan. Most of the money for Vision 2040 has been raised, Kaye says, and the actual planning



Dale Kaye
Founding CEO,
Tri-Valley
Leadership Group



Tim Sbranti
Director of Strategic
Initiatives, Innovation
Tri-Valley Leadership
Group

“We want to make sure that this is not just another report. It will be a vision for the region, with bold policy changes, real mandates and requirements.”

Dale Kaye

process will kick off this fall.

Lam Research and Sensiba San Filippo led the way with early private sector investments. Alameda County Supervisor Scott Haggerty made the lead gift from the public sector and has since been joined by Alameda County Supervisor Nate Miley, Contra Costa Supervisor Candace Andersen and all five communities in the Tri-Valley — Danville, Dublin, Livermore, Pleasanton and San Ramon.

Tim Sbranti, Director of Strategic Initia-

tives for Innovation Tri-Valley Leadership Group, says, “If we work together to get this visioning process right, the possibilities for the region are endless. Our best days in the Tri-Valley are ahead of us.”

The planning will consist of a series of steps starting with white papers, produced by the Bay Area Council Economic Institute. Following that will be workshops, bringing together public officials and economic and business leaders, as well as students and younger members of the startup community to bring a fresh perspective; after that, a summit. By the end, a working plan, laying down a “roadmap for the future,” will have been produced, as CEO Lynn Naylor notes, “a future that our regional leaders will continue to adjust, modify and execute together as we approach 2040.”

The scope of the plan includes everything from identifying new housing, transportation and economic opportunities to recommending specific projects that will help maintain the high quality of life and family-friendly character the Tri-Valley is known for, Kaye says. “We want to make sure that this is not just another report. It will be a vision for the region, with bold policy changes, real mandates and requirements.”

Getting business leaders, public officials and Tri-Valley residents to agree to a comprehensive, 20-year plan is no mean feat, she admits. “But we’re impressing on stakeholders that you have to plan for the future during the good times, when you have the funding and the time,” she says. “Getting everyone at the table, making decisions, reaching compromises — that needs to happen now.”

PLANNING



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