



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Kim Walesh

SUBJECT: SEE BELOW

DATE: November 18, 2010

Approved

Date

11/22/10

COUNCIL DISTRICT: City-Wide
SNI AREA: NA

SUBJECT: AUTHORIZATION FOR THE CITY MANAGER TO NEGOTIATE AND EXECUTE A CONTRACT CONTINUATION AND FOURTH AMENDMENT TO GLOBALFLUENCY FOR NATIONAL/INTERNATIONAL PUBLIC RELATIONS OUTREACH

RECOMMENDATION

Authorization for the City Manager to negotiate and execute a continuation and fourth amendment agreement with GlobalFluency for national and international public relations services, extending the expired term from September 1, 2010 through August 31, 2011, amending the scope of services, and increasing the compensation by \$110,000 for a total contract amount of \$680,000 over five fiscal years since FY 2006-2007.

OUTCOME

With approval of this recommendation, GlobalFluency will secure stories in national and international business media that advance San Jose around the following themes:

- The **Capital of Silicon Valley**, the world's leading innovation center
- The **new San Jose airport** and its amenities, technologies and location, that are conducive to growing new air service
- Achievements implementing **San Jose's Green Vision**
- **Job development and creation**—especially within the Green and Clean Tech sectors
- A city that operates at the “speed of business” to **help start-ups and growth companies**, including renewed focus on venture capital investment in the region
- San Jose being **America's most diverse big city** that is highly **global** and highly **livable**

BACKGROUND

Since the engagement with GlobalFluency began in 2006, the City of San Jose has received widespread national and international recognition in leading media outlets that has helped raise awareness and positioning of the City on a broad scale. The existing contract with

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GlobalFluency expired on August 31, 2010. Because of the strong success of this contract since its initiation, staff recommends that the City of San Jose extend the contract for an additional year to continue to raise our City's visibility surrounding important economic development goals, including increasing business investment, securing new air service, increasing federal funding, advancing Diridon Station as a transit hub, and implementing the San Jose Green Vision.

In recognition that the San Jose Green Vision is a key contributor to the City's position as the center of innovation and leadership in environmental sustainability, non General Fund dollars from Environmental Services Department will contribute to the proposed contract extension. A particularly strong focus will be placed in this continuation on raising overall Green Vision awareness to support the Green Vision strategic framework around the following areas:

- **Leading by example** – Policies and practices that advance the Green Vision priorities
- **Advocating policies at the regional, state and federal level** –Legislative action conducive to the Green Vision and positioning the City to partner with other agencies on policy changes and development
- **Financing mechanisms** – Exploring new financing mechanisms such as grants, modified fee structures, and improvement districts, to supplement City dollars
- **Forming strategic partnerships** – Partnering with other entities, such as schools, universities, non-profits, and private corporations, to work towards common goals
- **Communications and engagement** – Communicating with key audiences to bring about awareness, acceptance, and action on all of the Green Vision goals

Raising awareness about the Green Vision enables the City to meet key Green Vision performance metrics, including clean tech job growth and new green technology demonstration and adoption. It also positions the City to receive more grant funds.

ANALYSIS

Business and community outreach conducted for the 2010 Economic Strategy Update affirmed the importance of sustaining and scaling topline key messages through external promotions in national and international media. While some focus group participants—including representatives from large multi-national corporations employing thousands and local startups—were aware of progress in building San Jose's external reputation, participants expressed concern that efforts must be sustained over time and are not yet scaled enough. Given intense competition among cities to attract and retain companies, jobs, and talent regionally, nationally and internationally, the work performed by GlobalFluency is very critical and helps San Jose build a strong brand awareness.

Results from Four-Year Effort

Raising San Jose's visibility and identity outside of the immediate area is necessary in a global economic environment to achieve important City economic development goals, including increased business investment, increased business partnerships, increased talent attraction, increased air service, increased federal funding, and increased visitor/convention traffic. If decision-makers and influencers do not know San Jose, or do not think positively of our City, our

various efforts to exert influence and access opportunity commensurate with our status as a 'big ten' U.S. city are undermined. The extensive research and business outreach underlying adoption of the City's first economic strategy in 2003 pointed to the failure of San Jose to "communicate a compelling, consistent community identity regionally, nationally, and internationally."

Staff recognized that resources were limited due to the economic challenges faced by the City, and understood that traditional approaches to marketing and branding were out of reach. Therefore, staff took an innovative approach by leveraging limited resources to achieve targeted, impactful messaging and outreach through a partnership with a specialist media relations and communications firm.

Following an RFP process, the City of San Jose engaged GlobalFluency in 2006 to initiate an effort to secure story placement of San Jose's attributes and achievements in national and international media.

The effort has focused on cultivating stories with reporters in credible national and international media—rather than on more expensive techniques like advertising or branding campaigns often used by other major cities and regions. During the first four years, this program has resulted in national and international media success with a high level of on-point quality messages and awareness-raising with the City receiving substantial coverage in press outlets such as *The New York Times*, *The Wall Street Journal*, *Fortune*, *Forbes*, *The Financial Times*, *BBC*, *Investor Business Daily*, *Bloomberg*, *Reuters*, *Associated Press*, *Fast Company*, *Reuters*, and *BusinessWeek* among many others.

In the most recent term, GlobalFluency continued aggressive story pitching to targeted writers, editors and analysts, whose work has significant impact on perceptions about San Jose. Their specialized skills and media relationships helped extend the City's very limited staff capacity in proactive media cultivation. Through the course of the year, GlobalFluency promoted key city economic messages as the cornerstone of their media pitch. The key themes included:

- World's Center for Clean Tech Innovation
- Ideal Environment for Entrepreneurial Companies to Start Up and Grow Up
- Civic Innovation and a Forward-Thinking Government
- A Smart Bet for Federal Investment and National Recovery
- Most Modern, User-Friendly Airport for Silicon Valley
- An Emerging Center for Sports

GlobalFluency successfully secured 82 articles, representing a total daily circulation of over 12 million media impressions across print, broadcast and online media that touted innovation and opportunity within the City; focused on events, activities or advancements of national economic significance and highlighted San Jose's innovative policies and dynamic business environment.

The sentiment and tonality of the articles were extremely positive, with only a handful of articles that would be considered neutral in tone as San Jose was neither criticized nor applauded for any key message goal. The range and scope of media crossed key financial and business publications

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like *The Wall Street Journal*, *Forbes*, the *Financial Times*, *Bloomberg News*, *USA TODAY* and *CNET*, and into key influencer publications across government, green and clean technology trade and industry publications, as well as arts and entertainment outlets. A detailed reporting on articles, circulation as well as message alignment and tone is reflected in ATTACHMENT A— with a complete coverage report in ATTACHMENT B.

GlobalFluency's cumulative efforts—more than 690 million media impressions from Year 1, Year 2, Year 3 and Year 4—have made tangible strides in raising the visibility and stature of San Jose at the national and international levels.

Efforts of Comparable Cities

As other city-regions continue to spend significant amounts annually on national/international PR and advertising, including San Francisco at \$1 million, San Diego at \$5 million, Washington, D.C. at \$10 million and Las Vegas at \$60 million maintaining a strong public and press presence globally is critical to San Jose's continued relevance in the media and, ultimately, with company leaders and talent determining where to locate. In addition, many states and their economic development organizations continue a concerted "poaching" of companies in San Jose, particularly Arizona, Nevada and Oregon, and throughout the West Coast to lure them away from California. The situation has been exacerbated by the State of California's budget crisis and a growing perception that California has an anti-business reputation.

Since its inception, the monthly value of this contract has been reduced from \$16,666 to \$9,166 per month – a minimal level to sustain the effort.

Review By Coordinated Marketing Effort

In 2009, the City Council directed the City Manager and Redevelopment Agency Executive Director to work with the Mayor's Public Information Officer to review marketing and promotional strategies and budgets to on-target messaging and effective use of resources. Through this effort, a Communications Working Group (CWG), comprised of representatives from the Redevelopment Agency, the City Manager's Office, the Airport, the San Jose Silicon Valley Chamber of Commerce, the San Jose Downtown Association and the San Jose Convention and Visitors Bureau, was formed. Annual reviews of GlobalFluency's work by the Community & Economic Development Committee provided a model for developing the Communications Working Group. This Group has reviewed work done by GlobalFluency, including messaging and overall results, and also reviewed proposed 2010-2011 efforts at a Communications Working Group meeting held earlier this year.

CWG members lauded GlobalFluency's results and advocated for continued investment in the momentum created by GlobalFluency. Across the board, the other CWG members stated that they do not have the staffing or capacity to take on proactive placement of national and international stories focused on economic development and San Jose's brand. Team San Jose's national outreach focuses on a specific target audience – meeting and convention planners – while other partners all focus on various local audiences and media. Silicon Valley driving industry companies are increasingly global and the nature of the media continues to evolve. The

CWG recommended that the City Manager/OED find some amount of funding to continue the GlobalFluency contract throughout 2010-2011.

FY 2010-2011 Workplan

With solid accomplishments in the past four years and a strong foundation for further success, staff is recommending an extension of GlobalFluency's engagement.

Upon an extension of the agreement, immediate activities would include the following to reinforce San Jose messaging and positioning:

I. Support for Media Interaction

- Proactive pitching of nationally and internationally significant stories about San Jose to writers, journalists, and broadcast producers and reporters
- Development of required press materials including position documents, briefing sheets, speaking points and interview preparation materials
- Presentations and necessary collateral required for effective outreach and interviews
- Comprehensive database of national and international journalists within traditional and online media
- Message documents for city constituencies to enable the delivery of a strong, unified, consistent "voice" from San Jose
- Support briefings as required to prepare for successful interviews

II. Website Support

To further link the internet and Web 2.0 technologies to the work of publicizing San Jose to a broad global audience, GlobalFluency will assist the Office of Economic Development to produce content, graphics, navigation and strategy assistance for the Citywide economic development website, sjeconomy.com. Additional creative, interactive and web development tools will be created to support San Jose in developing a strong experience for the website visitor. The addition of these web resources will allow GlobalFluency to assist in the creation of a refreshed look and feel to sjeconomy.com, along with a user experience map and up-to-date content to engage audiences and align with overall key messages.

EVALUATION AND FOLLOW-UP

As they were reported in the past, results will be presented to the Community & Economic Development Committee near the completion of this contract continuation. Indicators for success will include how these activities further the City's overall economic development goals, which will be done through systematically collecting leads and new contacts that are valuable for business investment, cleantech collaboration, air service attraction and destination consideration.

PUBLIC OUTREACH/INTEREST

Significant public input was involved in identifying the need for this media outreach effort as part of the Economic Strategy process. As noted in the background section, interviews and focus groups with leaders in the business sector pointed out the need for sustained attention to shaping San Jose's identity and raising the City's visibility.

- Criterion 1: Requires Council action on the use of public funds equal to \$1 million or greater.
(Required: Website Posting)
- Criterion 2: Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. (Required: E-mail and Website Posting)
- Criterion 3: Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach. (Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)

Although none of the above criteria apply to this recommendation, this memorandum will be posted on City website with the Council Agenda.

COORDINATION

This report has been coordinated with the City Manager's Office and the City Attorney's Office.

FISCAL/POLICY ALIGNMENT

The proposed contract aligns with and is in direct support of the City's Economic Development Strategy and the recently adopted Green Vision/Clean Tech Jobs Creation policy.

COST SUMMARY/IMPLICATIONS

OED has identified \$80,000 through a combination of funding from the department's non-personal operating budget and the Economic Development Incentive Fund. In addition, the Environmental Services Department (ESD) has identified \$30,000 in non-General Fund support, given that a large percentage of GlobalFluency's work positively impacts ESD's work.

There will be no operating and maintenance impact to the General Fund.

BUDGET REFERENCE

The table below identifies the existing funds and appropriations proposed to fund the contract recommended as part of this memo.

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Fund #	Appn #	Appn. Name	Total Appn	Amt. for Contract	2010-2011 Adopted Operating Budget Page	Last Budget Action (Date, Ord. No.)
001	3535	Economic Incentive Fund	\$249,400	\$40,000	VIII - 58	10/19/10; 28829
001	0182	Economic Development Non-Personal Operations	\$599,041	\$40,000	IX - 24	6/29/10; 28765
423	0762	Environmental Services Non-Personal/ Equipment	\$2,878,867	\$4,800	VIII - 68	06/29/10; 28765
446	0762	Environmental Services Non-Personal/ Equipment	\$5,166,991	\$2,700	VIII - 68	06/29/10; 28765
513	0762	Environmental Services Non-Personal/ Equipment	\$25,933,118	\$13,800	VIII - 68	10/19/10; 28829
515	0762	Environmental Services Non-Personal/ Equipment	\$18,263,559	\$2,700	VIII - 68	06/29/10; 28765
541	0762	Environmental Services Non-Personal/ Equipment	\$245,398	\$6,000	VIII - 68	06/29/10; 28765
Total Funding for Contract			\$53,336,374	\$110,000		

CEQA

This is not a project, Public Project No. PP10-066 (e).

/s/
KIM WALES
Chief Strategist/Acting Director of
Economic Development

For questions please contact Kim Walesh, Chief Strategist/Acting Director of Economic Development at (408) 535-8177.

**ATTACHMENT A
MEDIA ANALYSIS**

Story Metrics and Topic Analysis	Outlet	Date	Impressions		Sentiment	World's Center for Clean Tech Innovation	Ideal Environment for Entrepreneurial Companies to Start Up and Grow Up	Civic Innovation and a Forward-Thinking Government	A Smart Bet for Federal Investment and National Recovery	Most Modern, User-Friendly Airport for Silicon Valley	An Emerging Center for Professional Sports (Earthquakes, Sharks, As)
			(Daily)								
Change the World	Prevue Magazine	9/2/09	23,631		Positive					X	
Internet Tools Aid Economic Planning	American City and Country Magazine	9/2/09	6,057		Positive			X			
San expects 1,000 jobs, \$130M from A's Move	Sacramento Business Journal	9/4/09	2,742		Positive						X
Ballpark Would Give San Jose a \$130M Boost	San Francisco Business Times	9/4/09	5,620		Positive						X
New Ballpark Would Generate Jobs, Revenue	KGO-TV	9/4/09	4,657		Positive						X
Is an A's Ballpark in SJ a Go?	KGO AM Radio	9/4/09	4,657		Neutral						X
San Jose's Field of Dreams Could Be A Good Investment	KTVU (Online and Broadcast)	9/4/09	19,816		Neutral						X
Report: San Jose Would Net Millions for San Jose	KCBS (Online and Broadcast)	9/4/09	2,279		Positive						X
The A's May Find a Way to San Jose	Forbes	9/4/09	375,255		Positive						X
Athletics Owner Wolff Says He Wants to Move Team to San Jose	Bloomberg News	9/4/09	186,719		Positive						X
A's ballpark in San Jose Would Bring \$130M a Year in Benefits to City, Report Finds	San Jose Mercury News	9/4/09	290,145		Positive						X
San Jose Releases Economic Impact Analysis	SFGate.com	9/4/09	84,158		Neutral						X
Still No Love for Oakland From A's Owner Lew Wolff	SFGate.com	9/5/09	84,158		Positive						X
Report: A's Stadium Benefit to San Jose Would Total only \$65M	Field of Schemes	9/5/09	1,455		Negative						X
A's Worth \$130M a Year to San Jose: Report	NBC Bay Area	9/5/09	19,627		Positive						X
San Jose Calif's Wikiplanning Project on Course	Government Technology	9/9/09	28,695		Positive			X			
Do the Athletics Know the Way to San Jose	Wall Street Journal	9/9/09	2,094,931		Positive						X
New Stadium in SJ Would Generate Millions	Associated Press	9/14/09	88,141		Positive						X
San Jose smart grid plan could mean 100% green power	Smart Grid Today	9/17/09	62		Positive	X					
San Jose, PG&E lift veil on major Smart Grid collaboration	Venture Beat	9/17/09	15,677		Positive	X					
PG&E, San Jose seek federal dollars for smart-meter experiment	ClimateWire	9/18/09	387			X					
Green Tech Pastures Cisco's accelerating smart grid momentum	ZDNET	9/20/09	64,763		Neutral	X					

**ATTACHMENT A
MEDIA ANALYSIS**

Waste-to-Energy: A growing Environmental Solution	EnviroThink	10/8/09	134 Positive	X		X	X	
3 Governing Challenges, 3 Web Solutions (San Jose, Calif: Wiki widens public involvement)	Federal Computer Week	10/21/09	20,056 Positive			X		
Four Cities, four Markets: Profiling Growth in Green Jobs	Simple Steps	10/22/09	8,944	X		X		
San Jose Mayor Chuck Reed on the Current Economic Difficulties Facing the Golden State	FOX Business	11/3/09	80,526 Positive		X	X	X	
New Names for GreenBeat's All-Star Lineup: Bell, DeMartini, Fromer, Reed and Williams	VentureBeat	11/4/09	143,096 Neutral	X	X	X		
World Economic Forum Names BioEnergy Company Metabolic, BioFuelBox and Bloom Energy as Technology Pioneers	BioFuel Digest	12/2/09	1,754 Neutral	X	X			
Sunny Skies Ahead for American Solar San Jose to Participate in Sustainable Transportation in Sweden	Global Corporate Xpansion	12/2/09	333 Positive	X				
Eco-Economy Could Unlock Billions	Gas 2.0	12/10/09	14,456 Positive	X		X		X
BioFuleBox: Greasy Water to Biodiesel	Financial Times	12/14/09	3,828,634 Neutral	X	X	X	X	
San Jose's Personal Rapid Transit	GreenTech Media	12/15/09	10,099 Positive	X	X			
Pod Cars: Climate Solution or Pipe Dream?	Clean Fleet Report	12/18/09	341 Positive	X				X
Harmonic to Find Way to San Jose	SolveClimate	12/23/09	25,592 Positive	X		X		X
Harmonic HQ Marking Way to San Jose	Multichannel News	1/15/10	3,555 Positive		X	X		
San Jose Ranks First for Kids' Cycling Safety	Light Reading	1/15/10	2,700 Positive		X	X		
Cities Prepare for Life with the Electric Car	BikeRadar.com	2/13/10	677 Positive					X
	New York Times	2/15/10	1,472,049 Neutral	X		X		
	American City and Country Magazine	2/18/10	6,057 Positive			X		
Mayors: Cities Need Lasting Jobs								
San Jose Mayor Reed Discusses Governmental Insolvency	Bloomberg Law	2/25/10	30,212 Positive			X		
Benchmark for Bikes	Cycle California	3/2/10	240 Positive					X
California Dreamin'	Roll Call	3/2/10	25,139 Positive			X		
Mayor of San Jose Makes Case for Clean Tech Innovation	The Hill	3/13/10	40,965 Positive	X	X	X	X	
Silicon Valley Powering Up For Cleantech Valley Conversion	Investors Business Daily	3/31/10	39,433 Positive	X	X	X	X	
Laying the Grid for the Electric Car	CNET	7/30/10	172,783 Positive	X				
San Jose Opens additional EV Charging Stations	Domestic Fuel.com	7/31/10	1,233 Positive	X				
Coulomb Technologies installs charging stations	NewEnergyWorldNetwork	7/31/10	2,000 Positive	X				
Get a Charge out of This	ZDNET	7/31/10	58,641 Positive	X				
City of San Jose gets electric vehicle charging stations	EnergyRefuge.com	8/10/10	617 Positive	X				
New Baggage Screening gets Test in San Jose	Wall Street Journal	8/13/10	2,094,931 Positive					X
Silicon Valley Airport Finally high-Tech	Investors Business Daily	8/21/10	41,719 Positive					X
(Also ran in) Ventura County Star		2	9,367					

**ATTACHMENT A
MEDIA ANALYSIS**

(Also ran in) Examiner.com	227,102
(Also ran in) Press-Enterprise	16,613
(Also ran in) Marin Independent Journal	2,956
(Also ran in) KSWT-TV (online)	2,777
(Also ran in) San Francisco Examiner	58,891
(Also ran in) Fresno Bee	7,572
(Also ran in) KSBY (online)	882
(Also ran in) KTVN (online)	1,200
(Also ran in) Red Bluff Daily News	816
(Also ran in) Sacramento Bee	29,072
(Also ran in) KIONRightnow.com	467
(Also ran in) KMPH Fox 26 online	956
(Also ran in) Sporting News	33,100
(Also ran in) KGET (online)	1,076
(Also ran in) CBS 47 (online)	604
(Also ran in) San Diego 6 (online)	756
(Also ran in) News10.net	7,432
(Also ran in) KRON4 (online)	860
(Also ran in) San Luis Obispo Tribune	3,357
(Also ran in) San Jose Mercury News	290,145
(Also ran in) Contra Costa Times	14,499
(Also ran in) Times-Standard	756
(Also ran in) FoxReno.com	3,133
(Also ran in) Toronto Star	8,424
Real GM Baseball	3,112
(Also ran in) Santa Cruz Sentinel	2,162
(Also ran in) TriValley Herald	12,625
(Also ran in) Marin Independent Journal	3,018
(Also ran in) Contra Costa Times	14,499
(Also ran in) Oakland Tribune	12,625
Total Stories	82
Total Daily Impressions	12,301,483

ATTACHMENT B
GLOBAL FLUENCY COVERAGE REPORT
August 2009 – September 2010

Number of Articles: 82

Total Daily Circulation: 12,301,483

Total Monthly Circulation: 369,044,479

Global Fluency secured the below placements from September 2009 through August 2010. The coverage is divided into five core areas of focus, Green Vision, Arts/Culture, Wikiplanning Project, San Jose Economic Impact Report, the Airport and Miscellaneous. Below you will first find headlines for each article secured.

Green Vision

San Jose smart grid plan could mean 100% green power

<http://www.smartgridtoday.com/members/728.cfm>

Smart Grid Today, Brett Brune

September 16, 2009

Daily Web Impressions: 4,311

San Jose, PG&E lift veil on major Smart Grid collaboration

<http://green.venturebeat.com/2009/09/16/128418/>

VentureBeat, Camille Ricketts

September 16, 2009

Daily Web Impressions: 143,096

PG&E, San Jose seek federal dollars for smart-meter experiment

<http://www.eenews.net/search?keyword=san+jose+pg%26e+smart+grid>

Debra Kahn, ClimateWire

September 17, 2009

Daily Web Impressions: 6,667

Cisco's accelerating smart grid momentum

<http://blogs.zdnet.com/green/?p=7343>

Heather Collins, Clean Tech Pastures

September 19, 2009

Daily Web Impressions: 58,641

Waste-to-Energy – a growing environmental solution

<http://envirothink.greenpress.com/uncategorized/waste-to-energy-a-growing-envirnomenal-solution/>

Debra Atlas, EnviroThink Blog

October 7, 2009

Daily Web Impressions: 134

Four Cities, Four Markets: Profiling the Growth in Green Jobs

<http://www.simplesteps.org/community/businesses-markets/4-cities-4-markets-profiling-growth-green-jobs#pagination-top>

Simple Steps, Robert Goodier

October 21, 2009

Daily Web Impressions: 8,944

New names for GreenBeat's all-star lineup: Bell, De Martini, Fromer, Reed and Williams

<http://green.venturebeat.com/2009/11/03/new-names-for-greenbeats-all-star-lineup-bell-de-martini-fromer-reed-and-williams/>

VentureBeat, Camille Ricketts

November 3, 2009

Daily Web Impressions: 143,096

World Economic Forum names bioenergy companies Metabolix, BioFuelBox and Bloom Energy as Technology Pioneers

<http://www.biofuelsdigest.com/blog2/2009/12/04/world-economic-forum-names-bioenergy-companies-metabolix-biofuelbox-and-bloom-energy-as-technology-pioneers/>

Biofuel Digest

December 2009

Daily Web Impressions: 1,754

Sunny Skies Ahead For American Solar

http://www.gcxmag.com/gcx/article.asp?magarticle_id=731#

Global Corporate Xpansion, Mark Kleszczewski

December 2009

Daily Web Impressions: 333

San Jose to Participate in Sustainable Transportation Conference in Sweden

<http://gas2.org/2009/12/09/san-jose-to-participate-in-sustainable-transportation-conference-in-sweden/#more-4301>

Gas 2.0, Joanna Schroeder

December 9, 2009

Daily Web Impressions: 1,681

Eco economy could unlock billions

<http://www.ft.com/cms/s/0/b80b22b0-e5e4-11de-b5d7-00144feab49a.html>

Financial Times, Fiona Harvey

December 13 2009

Daily Web Impressions: 3,682,300

Daily Print Impressions: 146,334

BioFuelBox: Greasy Water to Biodiesel

<http://www.greentechmedia.com/articles/read/biofuelbox-greasy-water-to-biodiesel/>

GreenTech Media, Jeff St. John

December 14, 2009

Daily Web Impressions: 10,099

San Jose's Personal Rapid Transit

<http://www.cleanfleetreport.com/cities/san-jose-prt/>

Clean Fleet Report, John Addison

December 17, 2009

Daily Web Impressions: 341

Pod Cars: Climate Solution or Pipe Dream?

<http://solveclimate.com/blog/20091222/pod-cars-climate-solution-or-pipe-dream>

SolveClimate, Amy Westervelt

December 22, 2009

Daily Web Impressions: 25,592

Cities Prepare for Life With the Electric Car

<http://www.nytimes.com/2010/02/15/business/15electric.html?pagewanted=1&%2359;%20and%20&%2334&sq&st=Search&%2359;%2359;Todd%20Woody&%2359;San%20Jose&scp=1>

New York Times, Todd Woody

February 14, 2010

Daily Web Impressions: 549,340

Daily Print Impressions: 927,851

Mayor of San Jose makes case for clean tech innovation

<http://thehill.com/blogs/hillicon-valley/interviews-profiles/86509-mayor-of-san-jose-makes-case-for-clean-tech-innovation>

The Hill, Kim Hart

March 12, 2010

Daily Web Impressions: 1,300

Daily Print Impressions: 3,181

Silicon Valley Powering Up For Cleantech Valley Conversion

<http://www.investors.com/NewsAndAnalysis/Article.aspx?id=528906&Ntt=%22Chuck+Reed%22>

Investors Business Daily, Jim DeTar

March 30, 2010

Daily Web Impressions: 13,973

Daily Print Impressions: 27,746

Laying the grid for the electric car

http://news.cnet.com/2300-11386_3-10004328.html

CNET, James Martin (Photos)

July 29, 2010

Daily Web Impressions: 172,783

San Jose Opens Additional EV Charging Stations

<http://domesticfuel.com/2010/07/30/san-jose-opens-additional-ev-charging-stations/>

DomesticFuel.com, Joanna Schroeder

July 30, 2010

Daily Web Impressions: 1,233

Coulomb Technologies installs charging stations under \$37m collaboration with Ford, Chevrolet and smart USA

http://www.newenergyworldnetwork.com/renewable-energy-news/by_technology/energy_efficiency/coulomb-technologies-installs-charging-stations-under-37m-collaboration-with-ford-chevrolet-and-smart-usa.html

NewEnergyWorldNetwork.com

July 30, 2010

Daily Web Impressions: 2,000

Get a charge out of this: Coulomb electric vehicle chargers hit San Jose, New York

<http://www.zdnet.com/blog/green/get-a-charge-out-of-this-coulomb-electric-vehicle-chargers-hit-san-jose-new-york/13297>

ZDNet, Heather Clancy

July 30, 2010

Daily Web Impressions: 58,641

City of San Jose gets electric vehicle charging stations

<http://www.energyrefuge.com/blog/city-of-san-jose-gets-electric-vehicle-charging-stations/>

EnergyRefuge.com

August 9, 2010

Daily Web Impressions: 617

Arts/Culture

San Jose Raises "Hands"

AmericanStyle Magazine

Winter 09-10 Issue

Daily Print Impressions: 30,000

Wikipanning Project

Internet tools aid economic planning

<http://americancityandcounty.com/technology/economic-planning-participation-200909/index.html>

American City and County, Ed Brock

September 1, 2009

Daily Web Impressions: 3,389

Daily Print Impressions: 2,668

San Jose, Calif.'s Wikipanning Project on Course

http://www.govtech.com/gt/articles/719878?id=719878&full=1&story_pg=1

Government Technology, Chad Vander Veen

September 8, 2009

Daily Web Impressions: 26,079

Daily Print Impressions: 2,616

3 governing challenges, 3 Web solutions

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Doug Beizer, Federal Computer Week

October 20, 2009

Daily Web Impressions: 2,024

Daily Print Impressions: 18,032

Economic Impact Report

Report: New stadium in SJ would generate millions

Associated Press

September 3, 2009

Also ran in:

Ventura County Star

Web Circulation: 9,367

Examiner.com

Web Circulation: 58,891

Press-Enterprise

Web Circulation: 16,613

Marin Independent Journal

Web Circulation: 2,956

KSWT-TV

Web Circulation: 2,777

San Francisco Examiner

Web Circulation: 58,891

Fresno Bee

Web Circulation: 4,127

KSBY

Web Circulation: 882

KTVN

Web Circulation: 1,200

Red Bluff Daily News

Web Circulation: 816

Sacramento Bee

Web Circulation: 23,871

KIONrightnow.com

Web Circulation: 467

KMPH FOX 26 (kmpfh.com)

Web Circulation: 956

SportingNews

Web Circulation: 38,306

KGET

Web Circulation: 1,076

CBS 47

Web Circulation: 604

San Diego 6

Web Circulation: 756

News10.net

Web Circulation: 7,432

KRON4

Web Circulation: 860

San Luis Obispo Tribune

Web Circulation: 3,357

San Jose Mercury News

Web Circulation: 50,514

Contra Costa Times

Web Circulation: 12,268

Times-Standard

Web Circulation: 756

San Jose expects 1,000 jobs, \$130M from A's move

<http://sacramento.bizjournals.com/sacramento/stories/2009/08/31/daily76.html>

Sacramento Business Journal, David Goll

September 3, 2009

Daily Circulation: 2,742

Ballpark would give San Jose a \$130M boost

<http://sanfrancisco.bizjournals.com/sanfrancisco/stories/2009/08/31/daily72.html>

San Francisco Business Time, Eric Young

September 3, 2009

Daily Circulation: 5,620

New ballpark would generate jobs, revenue

http://abclocal.go.com/kgo/story?section=news/local/south_bay&id=6997574

KGO-TV, David Louie (Online and Broadcast)

September 3, 2009

Daily Circulation: 4,657

Is an A's Ballpark in SJ a Go?

<http://www.kgoam810.com/Article.asp?id=1486147&nId=6&spid=30365>

KGO-AM, Ed Baxter

September 3, 2009

Daily Circulation: 4,657

San Jose's Field Of Dreams Could Be A Good Investment

<http://www.ktvu.com/news/20718923/detail.html>

KTVU (Online and Broadcast)

September 3, 2009

Daily Circulation: 19,816

Also ran in:

FoxReno.com

Daily Web Impressions: 3,133

Report: San Jose Would Net Millions for San Jose

<http://www.kcbs.com/Report--San-Jose-Would-Net-Millions-for-San-Jose/5145831>

KCBS (Online and Broadcast)

September 3, 2009

Daily Circulation: 2,279

The A's May Find A Way To San Jose

<http://www.forbes.com/2009/09/03/baseball-san-jose-business-sports-oakland-as.html>

Forbes, Tom Van Riper

September 3, 2009

Daily Circulation: 375,255

Athletics Owner Wolff Says He Wants to Move Team to San Jose

http://www.bloomberg.com/apps/news?pid=20601079&sid=aI_ApL8B6yM

Bloomberg News, Erik Matuszewski

September 3, 2009

Daily Circulation: 186,719

Also ran in:

Toronto Star

Daily Web Impressions: 8,424

Real GM Baseball

Daily Web Impressions: 3,122

Still no love for Oakland from A's owner Lew Wolff

http://www.sfgate.com/cgi-bin/blogs/inoakland/detail?&entry_id=46882

SFGate.com in Oakland Blog

September 4, 2009

Daily Circulation: 84,158

A's ballpark in San Jose would bring \$130M a year in benefits to city, report finds

http://www.mercurynews.com/politics/ci_13261705

San Jose Mercury News, Tracy Seipel

September 3, 2009

Daily Circulation: 290,145

Also ran in:

Santa Cruz Sentinel

Daily Web Impressions: 3,018

Tri Valley Herald

Daily Circulation: 12,625

Marin Independent-Journal

Daily Web Impressions: 3,018

Contra Costa Times

Daily Web Impressions: 14,499

Oakland Tribune

Daily Web Impressions: 12,625

Report: A's stadium benefit to San Jose would total only \$65 million

http://www.fieldofschemes.com/news/archives/2009/09/3811_report_as_stadi_1.html

Field of Schemes

September 4, 2009

Daily Circulation: 1,455

San Jose releases economic impact analysis

http://www.sfgate.com/cgi-bin/blogs/athletics/detail?blogid=21&entry_id=46849

SFGate.com, Vlae Kershner

September 3, 2009

Daily Circulation: 84,158

A's Worth \$130M a Year to San Jose: Report

<http://www.nbcbayarea.com/news/local-beat/As-Worth-130-Mil-per-Year-to-San-Jose-Report-57090522.html>

NBC Bay Area, Jose Kukura

September 4, 2009

Daily Circulation: 19,627

Do the Athletics Know the Way to San Jose?

<http://online.wsj.com/article/SB10001424052970203440104574398862307228506.html>

Wall Street Journal, Reed Albergotti

September 8, 2009

Daily Circulation: 2,094,931

Airport

New Baggage Screening Gets Test in San Jose

<http://online.wsj.com/article/SB10001424052748704388504575419483723844478.html>

Wall Street Journal

August 12, 2010

Daily Circulation: 2,094,931

Silicon Valley Airport Finally High-Tech

<http://www.investors.com/NewsAndAnalysis/Article/544512/201008201808/Silicon-Valley-Airport-Finally-High-Tech.aspx>

Investors Business Daily

August 20, 2010

Daily Web Impressions: 13,973

Daily Print Impressions: 27,746

Miscellaneous

San Jose Mayor Chuck Reed on the current economic difficulties facing the Golden State.

http://video.foxbusiness.com/#/11231614/mayor-california-is-un-governable/?category_id=928437e04a88036d6b11eb7111e7a4c34079dce

FOX Business

November 2, 2009

Daily Web Impressions: 7,013

Benchmarks for Bikes

www.cyclecalifornia.com

Cycle California, Tracy Corral

March 2010

Daily Web Impressions: 233

Daily Print Impressions: 7

California Dreamin'

http://www.rollcall.com/issues/55_95/kfiles/43620-1.html

Roll Call, Matt Murray

March 1, 2010

Daily Web Impressions: 4,253

Daily Print Impressions: 4,595

San Jose Mayor Reed Discusses Governmental Insolvency: BLAW

<http://media.bloomberg.com/bb/avfile/Politics/Law/vysuPpNk87IE.mp3>

Bloomberg Law, Anthony Pacchia

February 24, 2010

Daily Web Impressions: 30,212

Mayors: Cities need lasting jobs

<http://americancityandcounty.com/admin/finance/arra-buy-american-clause-20100120/index.html>

American City and County, Ed Brock

Feb 17, 2010

Daily Web Impressions: 2,240

Daily Print Impressions: 2,511

San Jose ranks first for kids' cycling safety

<http://www.bikeradar.com/news/article/san-jose-ranks-first-for-kids-cycling-safety--25000>

BikeRadar.com. Kirsten Robbins

February 12, 2010

Daily Web Impressions: 677

Harmonic To Find The Way To San Jose

http://www.multichannel.com/article/444197-Harmonic_To_Find_The_Way_To_San_Jose.php

Multichannel News, Mike Reynolds

January 14, 2010

Daily Web Impressions: 1,114

Daily Print Impressions: 2,441

Harmonic HQ Making Way to San Jose

http://www.lightreading.com/document.asp?doc_id=186731&site=cdn

Light Reading

January 14, 2010

Daily Web Impressions: 83,696

Coverage Highlights

San Jose, PG&E lift veil on major Smart Grid collaboration

<http://green.venturebeat.com/2009/09/16/128418/>

VentureBeat, Camille Ricketts

September 16, 2009

Daily Web Impressions: 143,096

Pacific Gas and Electric announced today that it's partnering with the city of San Jose, Calif., to deploy a major project integrating smart meters provided by the utility with the city's well-developed solar energy infrastructure.

PG&E has been gradually rolling out smart meters in its California service areas. Just like traditional meters, they record how much electricity a household or business is consuming in real time. Only now, they transmit the data they collect to both the utility and the consumer over wireless networks, eliminating the need for monthly meter readers and allowing energy users to keep track of how much they are spending on energy as they use it.

PG&E, which applied for \$42.5 million in stimulus funding from the U.S. Department of Energy last month, says it will earmark some of the money it receives for the project in San Jose. The end goal of the collaboration is to equip 75,000 homes and commercial spaces in the area with smart meters, give PG&E control over more solar installations, and better manage grid loads to prevent brownouts and other disruptions.

San Jose Mayor Chuck Reed announced the partnership during a press conference today, backed up by representatives from IBM and Cisco Systems, two Silicon Valley companies working hard to grow their involvement in the development of a cleaner, faster and more efficient electrical grid. In fact, IBM also today announced the release of its new SAFE software package, providing Smart Grid startups with the IT infrastructure they need to accelerate their progress.

It's unclear how San Jose's solar facilities will be folded into the project. Just yesterday, the San Jose Mercury News reported that six major buildings in the city are newly running on solar power, including several community centers, two fire stations and a library. As home to industry leader Nanosolar, the city has placed emphasis on that form of renewable energy. But companies and municipalities are only starting to look at how best to draw renewables into Smart Grid efforts, so it will be interesting to see how San Jose proceeds.

Silicon Valley Powering Up For Cleantech Valley Conversion

<http://www.investors.com/NewsAndAnalysis/Article.aspx?id=528906&Ntt=%22Chuck+Reed%22>

Investors Business Daily, Jim DeTar

March 30, 2010

Daily Web Impressions: 13,973

Daily Print Impressions: 27,746

The Northern California tech mecca of Silicon Valley has lost some of its luster, but it's gearing up to bring the shine back, albeit with a green tinge.

The area has been hit harder than many others in job losses, real estate vacancy rates and more during the recession. The dot-com collapse in 2000-2001 proved to be a reality check from which many never recovered. And much of the valley's chip manufacturing moved elsewhere, mostly to Asia, in the 1990s.

California Gov. Arnold Schwarzenegger's plan for recovery would give the area a new moniker, cleantech valley.



Scientists collaborate at Nanosolar's solar cell manufacturing plant in San Jose, Calif. With tax incentives easing the way, Silicon Valley is... [View Enlarged Image](#)

Last week, at the San Jose headquarters of solar panel maker Nanosolar, the governor signed a bill to create a sales tax exemption for companies that buy greentech gear made in California. It's part of an initiative to create 100,000 jobs.

"I promised the people of California in my State of the State (address on Jan. 9) that my No. 1 priority is jobs, jobs, jobs," Schwarzenegger said. "So today we are acting on that, and we are signing this very important legislation."

Brian Sager, founder of privately held Nanosolar, says the exemption will save his company tens of millions of dollars. That, he said at the bill-signing event, will keep Nanosolar in Silicon Valley.

"We plan to substantially expand our solar cell factory and to grow jobs," Sager said.

San Jose Mayor Chuck Reed sees newer technologies like biotech, wireless network gear and cleantech fueling economic growth. Cleantech is the most promising, he says.

"We see companies like Nanosolar and SoloPower that are manufacturing their solar products here in San Jose and will continue to do that," Reed told IBD. "The No. 1 thing we (in San Jose) need to do is to capture the jobs that are going to be created by our cleantech companies."

Silicon Valley faces hurdles in its quest to be the epicenter of cleantech, biotech and other emerging technologies.

China is No. 1 in solar energy manufacturing. Boston and San Diego are hotbeds, along with Silicon Valley, in biotech research.

Silicon Valley officials say they must act fast. Russell Hancock, chief executive of a powerful public-private regional advocacy alliance called Joint Venture Silicon Valley Network, calls the area "a region at risk."

There's no guarantee the valley will fully recover from this latest downturn, says Hancock.

"It's not entirely clear that when the recession ends Silicon Valley will just resume its place as the hub of innovation," he said in an interview. "There are danger signs, like venture capital investing being down and the number of patents on new technology being off."

But though venture spending in Silicon Valley is down, the area still gets the biggest slice of VC funds. Last year it got \$17.6 billion, or 39% of the U.S. total, says PricewaterhouseCoopers. That's up from 38.3% in '08 and 35.5% in '07.

Other signs are more worrisome. A Bureau of Labor Statistics report in January says the six-county Silicon Valley region lost more than 108,400 high-tech jobs, or 19.9% of its total, from 2000 through 2008. The rest of the nation lost 6.2% of high-tech jobs in that span.

And office vacancy rates are the highest since 1998, JVSV says, to 33% as of year-end. Warehouse vacancy rates stood at 57%.

In the first three quarters of 2009, foreclosure sales as a percentage of home sales in some valley cities, including San Jose, jumped to more than 30%, among the highest rates in the country. On Jan. 28, RealtyTrac rated Silicon Valley No. 39 on its list of the metro areas with the most foreclosures in 2009.

Still, Hancock says he personally believes Silicon Valley will recover. It is, after all, home to such companies as Apple ([AAPL](#)), Intel ([INTC](#)), Oracle ([ORCL](#)), Cisco Systems ([CSCO](#)), Hewlett-Packard ([HPQ](#)), eBay ([EBAY](#)), Google ([GOOG](#)) and thousands of others.

"I still like our chances," Hancock said. "Silicon Valley has a tremendous array of assets and most of them are still working for us."

Among those assets, says JVSV:

- The valley has the highest number of doctorate degree holders of any region in the country.
- More than 70% of area adults have attended college, and more than half have a college degree.

- The region is still the patent king. True, the number of patents issued to Silicon Valley companies fell 1% last year, but U.S. patents fell 2.6% overall.

It's even not too late to see some chip manufacturing return, says George Scalise, president of the San Jose-based Semiconductor Industry Association, the chip industry's main trade group.

He says California needs to provide more incentives along the lines of the new greentech sales tax exemption.

"It's a matter of choosing to compete," Scalise said. "That's if (California) will implement the kind of investment — tax policy — that would make it more attractive to put a factory here rather than in Singapore or Ireland or other places."

Many analysts doubt chip manufacturing will ever return to Silicon Valley, but some U.S. regions have tried harder.

GlobalFoundries, based in the Silicon Valley city of Sunnyvale, is building a \$4.2 billion chip factory ... in New York. Its executives say they went there because the manufacturing business climate, including tax breaks, is better there than in Silicon Valley.

Paul Krutko, chief development officer for San Jose's Office of Economic Development, says the city is working to make the area more attractive to business.

"We recognize we have issues," Krutko said. "We're not letting the grass grow beneath our feet."

For example, in 2007, San Jose speeded its building permit process. "We are the best place in the world — I would argue — to get your project permitted and get it done on time," he said.

Today, it takes just days to get most building permits, he says. In many cities it takes weeks or months.

In addition, "We've invested substantive dollars in growing (tech) companies. We've worked out tax sharing agreements with them to underwrite that investment."

Eco economy could unlock billions

<http://www.ft.com/cms/s/0/b80b22b0-e5e4-11de-b5d7-00144feab49a.html>

Financial Times, Fiona Harvey

December 13 2009

Daily Web Impressions: 3,682,300

Daily Print Impressions: 146,334

For the past week, governments from around the world have been meeting in Copenhagen to discuss a new global framework on greenhouse gas emissions.

It is "the most important international gathering since the second world war", according to Lord Stern, the economist and author of a landmark review of the economics of global warming.

The ministers, negotiators and officials will soon be joined by heads of state and government, in the hope of finalising an agreement that will take over from the Kyoto protocol, the main provisions of which expire in 2012.

So complex are these negotiations that an outcome is still impossible to predict, but one thing is certain: to be successful, a Copenhagen agreement must include significant financial commitments.

Industrialised countries must assist the developing world to curb its emissions, by investing in low-carbon technology, and to adapt to the effects of climate change.

If an agreement is signed, developed countries must also look to their own economies, and set out plans for how to achieve substantial emissions cuts, through efficiencies, alternative energy sources and innovative technologies such as electric cars.

But rather than see these commitments as a cost, countries should view them as an opportunity, argues Lord Stern. "The low-carbon growth story is going to be the only economic growth story of the future," he says.

Achim Steiner, executive director of the United Nations Environment Programme, agrees: "Copenhagen could unlock billions of dollars across the global economy."

The economic stimulus packages put in place around the world in the wake of the financial crisis are expected to result in finance flows of more than \$500bn to green projects, according to estimates from HSBC. These projects range from renewable energy development and high-speed rail systems to insulating homes.

Public money is only part of the story. Mr Steiner also points out that investors, venture capitalists, bankers and other companies are waiting to see the outcome at Copenhagen before making investments in low-carbon infrastructure.

"There has been a period already where businesses and investors have been holding back," he says. "This means a very significant amount of money is in a holding pattern in the global economy."

The risk is that if there is no deal, this money would be diverted to other investments, including high-carbon infrastructure, such as new coal-fired power plants.

"If Copenhagen does not come up with a good signal, then a lot of that money will disappear. It will go on other things," Mr Steiner warns.

Also at the Copenhagen meeting are a large group of other leaders – the mayors, governors and council leaders who make up local government around the world. The mayor of Copenhagen will welcome dignitaries from dozens of countries, including famous names such as Arnold Schwarzenegger, governor of California, and Michael Bloomberg, mayor of New York. The mayors of London, Stockholm, Johannesburg, Buenos Aires, Sydney and about 50 other major cities will also be present.

What they must discuss is how to take any overarching goals on emissions cuts arising from the summit, and translate them into action at the regional and local level. Implementing such cuts must involve local government because so many of the tasks involved can only happen at that scale – from schemes to encourage householders to insulate their homes, to changes to street lighting, to public transport and cycle routes.

For instance, delegates will hear how in New York, efforts to cut emissions are focusing on retrofitting existing buildings, including the Empire State Building. Copenhagen's own district heating system will be shown off, there will be a report on Johannesburg's new public transport system, and London's aim to host a green Olympic games in 2012.

Michèle Sabban, president of the Assembly of European Regions, the biggest organisation of regional authorities in Europe, says: "National governments must recognise and take advantage of the crucial role regions play in tackling climate change and energy challenges. If they fail to secure a truly multi-level response to these challenges, our national leaders will be putting our environment and economic security at grave risk."

But none of these initiatives are possible without financing. Although most of the funds needed to kickstart the green economy are being allocated at a national, and in some cases even at an international level, there will also be a role for local fund-raising, for instance through local taxation and rates, and special charges to encourage "green" behaviour.

One striking example is London's congestion charge, a fee levied daily on cars entering a zone in the centre of the city. The scheme has cut car use relative to the levels that were being predicted without such restrictions. The revenues raised are not dedicated to environmental ends, but there is no practical reason why they should not be. Other cities looked at emulating the system.

Some funds from national governments will also cascade down to local governments who will decide the detail of how they are spent.

Some generate savings immediately. Chuck Reed, mayor of San Jose in the US, says: "Some of our efforts are being financed through energy savings that are recycled into additional efficiency and conservation measures. We place two years of savings from energy efficiency and conservation into a separate account to fund additional efforts [which] creates a revolving fund to keeps our efforts going in tough budget years."

Developing nations have another route open to them. Under the Kyoto protocol, rich countries can meet their targets to cut greenhouse gas emissions by investing in projects – such as solar panels or wind turbines – that reduce emissions in the developing world. They do so by buying carbon credits, each representing a

tonne of carbon dioxide avoided, which are awarded to the project developers under a UN system known as the clean development mechanism.

One example of the CDM in practice is Jakarta. There, so-called "carbon finance" of this kind has allowed the city to raise funds to cut greenhouse gases, which officials say has also helped the local economy by creating new jobs.

At the Copenhagen talks, the CDM will come under discussion, and in the next few years is likely to be subject to sweeping reforms. This may make it easier for local governments to gain access to the finance it offers, for instance by allowing whole sets of projects to be grouped together to apply for funding, instead of having to be considered for funding one by one, as is the case at present. This should significantly cut the administrative costs of such developments.

If a strong deal emerges from Copenhagen, local governments can hope that at least some of the finance they need to cut emissions will be unlocked. For that reason, they are lobbying hard at the summit. "Our citizens and cities will help implement the agreement signed by government officials at [Copenhagen]," says Sten Nordin, mayor of Stockholm. "We urge the decision-makers to sign [an] agreement, and to use this opportunity for real change. We need the legislation and economic means to put [the] words into action."

San Jose expects 1,000 jobs, \$130M from A's move

<http://sacramento.bizjournals.com/sacramento/stories/2009/08/31/daily76.html>

Sacramento Business Journal, David Goll

September 3, 2009

Web Circulation: 87

Print Circulation: 2,655

Moving the Oakland A's to downtown San Jose could bring about 1,000 jobs and \$130 million in economic benefits, according to a report released Thursday.

The report by consultant firm Conventions Sports & Leisure International for the city's Redevelopment Agency said a major league ballpark near Diridon Station neighborhood could have a cumulative economic impact over 30 years of \$2.9 billion, with personal wages paid exceeding \$1.3 billion. It said the stadium would generate \$3 million in annual tax revenue for the city of San Jose and another \$2 million a year for Santa Clara County, including its schools and other local agencies.

Mayor Chuck Reed welcomed the findings, saying, "San Jose is ready to play ball."

Lew Wolff, co-owner and managing partner of the A's -- the parent club of the Triple-A Sacramento River Cats -- said while the team can't yet conduct its own stadium economic study, he said what he has seen of the findings from the city-commissioned evaluation is in line with his expectations.

Wolff's proposed 32,000-seat Cisco Field project would be built on a 14-acre site bounded by San Fernando Street on the north, Park Avenue on the south, Autumn Street on the east and Caltrain railroad tracks on the west. At this point, its fate rests with a three-member committee formed by Major League Baseball to look into the issue of the San Francisco Giants territorial claims to Santa Clara County, established in the early 1990s.

Bill Neukom, the Giants' managing partner, said recently he will zealously defend those rights in an effort to block an A's move to San Jose, saying the team should concentrate instead on building a new stadium somewhere in the East Bay.

San Jose became an option for the team after Wolff pulled out of plans last spring to build a new stadium on several different proposed sites in south Fremont. He cited strong opposition to one of the sites for the proposed project by a citizens group in the city's Mission San Jose district, as well as anchor tenants at the Pacific Commons shopping center to his original proposed location along Interstate 880.

Wolff has said he is no longer interested in pursuing stadium sites in either Fremont or Oakland.

"We need to determine whether Major League Baseball will work out a way for our team to move to San Jose," Wolff said, adding he won't speculate on when a decision on the Giants' territorial rights will be reached.

"Yesterday would be fine, but I'm just not speculating on the timing," he said. "We are doing what we can, and if we get a green light, we would be ready to move."

Though the study says the \$461 million ballpark could be completed by 2013 and ready for the 2014 Major League Baseball season, Wolff said he thinks the stadium could be ready one year earlier.

"A new ballpark would be a crown jewel for downtown San Jose, providing a much-needed boost to nearby businesses, and with the new high-speed rail and BART stations planned, will have phenomenal access to the whole Bay Area," Harry Mavrogenes, executive director of the San Jose Redevelopment Agency, said in a statement. "Creation of a ballpark will transform a blighted area and encourage further investment in this critical area of downtown."

According to the study, the most significant cost resulting from ballpark operations would be day-of-event activities like traffic management and security, facility operations and maintenance. Members of the San Jose City Council have already said both event and operational expenses would have to be fully covered by the team. The study estimated that the city's share of remaining day-to-day costs for public services during non-event times would be about \$50,000 a year.

Reed contends the study illustrates why the time is right for big-league baseball to come to the nation's 10th-largest city, which eclipsed the 1 million population mark earlier this year.

"As the largest city in Northern California and one of the most dynamic markets in the U.S., the time is right for professional baseball to turn its attention to San Jose," Reed said in a statement.

The A's May Find A Way To San Jose

<http://www.forbes.com/2009/09/03/baseball-san-jose-business-sports-oakland-as.html>

Forbes, Tom Van Riper

September 3, 2009

Web Circulation: 217,683

A new report gives the go-ahead for new stadium. Will Major League Baseball bless the deal?

The beleaguered Oakland Athletics appear a big step closer to getting a much-needed new ballpark in a brand new hometown.

The San Jose, Calif., Redevelopment Agency released a report Thursday on the economic impact of building a new park on 14 city-owned acres downtown, touting baseball over alternate development plans like retail and residential units, more complex projects that would take far longer to begin. The study estimates that baseball would bring enough people into the downtown area to stimulate \$86 million annually in new direct spending, plus close to 1,000 jobs.

"The report tells us it's a good deal for San Jose; a privately financed ballpark works for us," says San Jose Mayor Chuck Reed. A public hearing is set for Sept. 15 to let locals voice any last concerns.

Of course public officials looking to lure a baseball team can always tinker with projections in order to get a finding that suits them. But Reed says he's seen little public resistance to a downtown stadium, thanks to the A's agreement to pay for it privately. Construction costs are estimated at \$461 million, according to the report.

The only thing still holding up a deal: Major League Baseball, which designated San Jose as territory officially belonging to the cross-bay San Francisco Giants. MLB would have to bless the A's move to San Jose, a move that would likely involve a sweetener for the Giants. The territory distinction has always rankled A's owner Lew Wolfe, who points out that all three of baseball's other two-team markets (Los Angeles, Chicago and New York) are designated by MLB as shared territories. Only the Bay Area is carved out separately.

"I just think it's a little unfair," says Wolfe, who believes that the bum economy could well lower the \$461 million estimated price tag thanks to the lower bids going out all over the construction industry.

The report couldn't have come soon enough for Wolfe, who hastily pulled out of a potential ballpark site in nearby Fremont over frustration with a constant drumbeat of local opposition. The denser San Jose locale, which would likely include a new light rail stop, has attracted little concern over traffic. Wolfe says he'll negotiate land lease costs with San Jose, but won't be requesting any public bond issues.

"We're committing to doing something as close to a privately financed ballpark as possible," he says.

There's almost no chance he'll keep the team in the Bay Area if he doesn't get it. As new, revenue-producing ballparks have popped up around the league over the past 15 years, the A's have been stuck in Network Associates Coliseum, a 43-year-old, multipurpose relic they share with the NFL's Raiders. The Athletics are perpetually near the bottom of the league in attendance, ranking 29th of 30 teams this year at 18,000 a game. Only through revenue sharing did the team squeaked out a \$26 million operating profit last year. The club's \$319 valuation places it 27th in baseball, according to the most recent Forbes valuations.

Wolfe, along with his partner in waiting, Cisco Systems (CSCO - news - people), needs to move the ball club into the 21st century sports economy of luxury suites, club seats and small capacity that drives higher ticket prices and revenue. Wolfe says he expects about \$4 million annually in naming rights from Cisco to help defray construction costs. He just needs the commissioner's office to play along. Otherwise, he says, "We're out of options in Northern California."

San Jose, Calif., takes a private sector tip for city planning

http://americacityandcounty.com/admin/economic_dev/chief-strategist-city-position-san-jose-200903/index.html

American City and County Magazine

Mar 1, 2009

Daily Web Impressions: 3,389

Daily Print Impressions: 2,668



Nearly one year ago, San Jose, Calif., City Manager Debra Figone created a new administrative position for the city: chief strategist. The city tapped Kim Walesh — a former economic development consultant and researcher for Stanford Research Institute — for the job, which is commonly found in the private sector. Walesh spoke with American City & County about her role in guiding San Jose's development and why other cities may want to create similar positions in their governments.

Q: What is the role of a chief strategist?

A: "My role is to work with the city manager, her executive team, the department heads, the mayor and the council on three things: strategic planning, strategic partnerships and strategic innovations. So much of city or county government is dealing with the pressing crisis, or the politics of the moment or what's happening on the next council agenda. But, cities and counties increasingly need to look outside their organizations and they need to look out over the long term. By having a chief strategist, the intention is to carve out some time and attention to make sure that the leaders and the organization are focused on the right things for the long term."

Q: How common are strategists in local government?

A: "I don't know of any other city or county government that has a chief strategist. That doesn't mean they don't exist, but I believe it's very rare. Over the last 10 years, the role of chief strategy officer, what they call CSO, in the corporate sector has really evolved. So, they're very common in the private sector as part of an executive team."

Q: What is the difference between the role of CSOs in the public sector and the private sector?

A: "I think it's a very similar role. The issues are obviously different. CSOs in the private sector are advisors to the CEO. They serve on the executive team. They assist with the long-term planning and positioning of the company. And, perhaps most importantly, they make sure that the organization aligns with the strategy that is set from the top. That can be sort of the black hole in local government, also. You can have a terrific strategy or long-term plan, but then you have to be really good on execution. So, one of my roles is to make

sure that the decisions that the city council is making in our budgets and our actions in the department level are all, ideally, moving in the same direction toward the strategy and plans that we set. So, I think the role is very similar."

Q: How is the San Jose business community responding to the new position?

A: "Our community and our business sector here loves the fact that the city has a chief strategist and is doing some pretty sophisticated thinking about the long term. For example, [in February] with our assistant planning director, I was on a panel with about 120 people who work in the corporate real estate industry in Silicon Valley, and we laid out some of these major forces of change that our city is trying to understand and harness to our advantage. It turns out some of these forces of change are really relevant to the corporate community also. So, we're able to wrestle with these together in thinking about the big shifts that are happening."

Q: What can other cities and counties learn from San Jose's use of a chief strategist?

A: "It's critically important in a time of change to understand what parts of the change are fundamental. By having a chief strategist or somebody who's focused on the long term, it helps you to understand the big things you're going to need to deal with that will either be opportunities or huge challenges. By having somebody who's bringing in those big outside factors, you have half a chance of addressing them and using them to your advantage rather than being buffeted about by them."

Q: What projects have you completed for the city?

A: "I went into city government mid-career. I joined the city six years ago to help them develop what was the first comprehensive economic development strategy. San Jose is the largest city in the [San Francisco] Bay area, it's the 10th largest city in America, they're really the urban center of Silicon Valley. But, to be honest, economic development just happened all around it, and it did not really have a concerted economic development strategy.

So, we put that in place, and I think what's unique about it is that it's really a comprehensive community development strategy. So, it focuses on some of the traditional things you would expect an economic development strategy to focus on, like the importance of small business or working with the driving industries, but also extends beyond that to include arts and culture, to include the evolution of our suburban landscape to becoming more urban, to include the airports. So, it's quite a comprehensive view. [Walesh is currently updating the city's general plan that plots San Jose's course to 2040.]

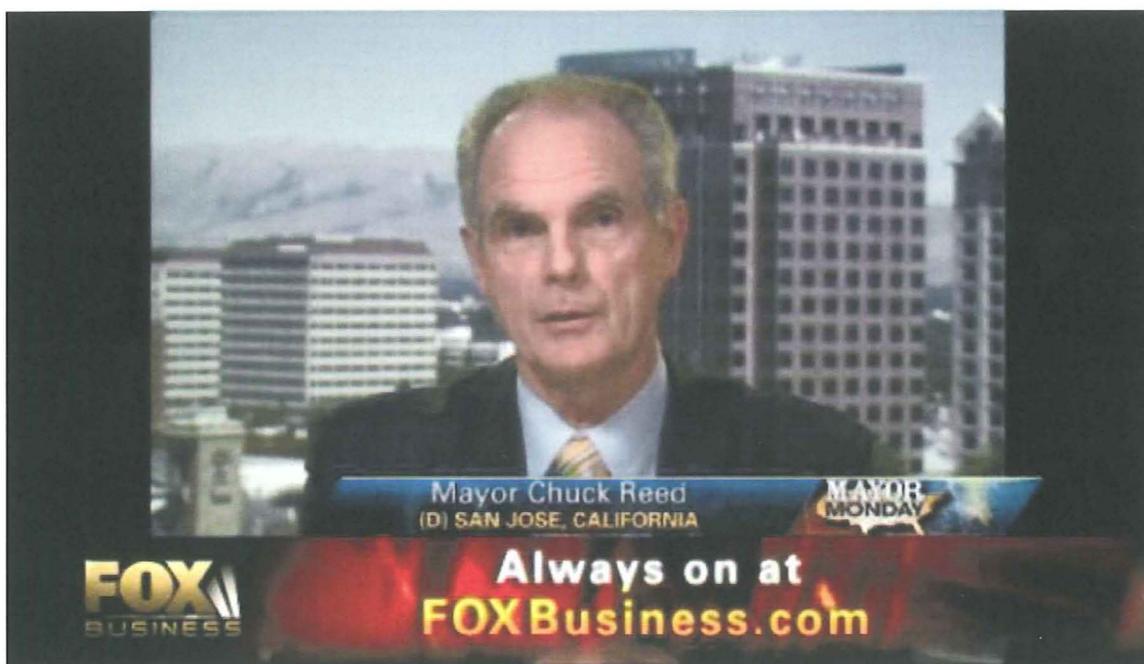
San Jose Mayor Chuck Reed on the current economic difficulties facing the Golden State.

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FOX Business

November 2, 2009

Daily Web Impressions: 7,013



Mayor: California is Un-Governable

San Jose Mayor Chuck Reed on the current economic difficulties facing the Golden State

Silicon Valley Airport Finally High-Tech

By TONY KONTZER

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Featured Stocks

San Jose International Airport's quaint Terminal C had long seemed at odds with the place surrounding it, California's tech mecca.

Travelers frequenting this 1960s-era relic may have been charmed by the walk across the tarmac to board or deplane. But the low ceilings, tight gate areas, two-station security checkpoint and puny baggage claim area often made for a miserable airport experience and poor reflection of Silicon Valley.

But Terminal C is no more, after the opening last month of a gleaming new Terminal B, the centerpiece of a \$1.3 billion face-lift that airport spokesman David Vossbrink says establishes the facility as "the most technologically advanced airport in the world."

The Wi-Fi, if not the handy armchair power outlets, at San Jose International comes in handy for HP exec and frequent traveler Sam Greenblatt.

While it's hard to validate Vossbrink's claim, there's a lot of evidence that the airport's near the head of the domestic pack.

There's free Wi-Fi. But that's almost a given, given its locale. But there's also the fact that 25% of the seats are equipped with power outlets that can play or recharge most any tech gadget.

The new San Jose International also is home to cutting-edge baggage-screening technology. And it soon will bring full-body scanners on line at security checkpoints.

The centerpiece of the baggage-screening system is a machine known as the CTX-9800 DSi, an explosive detection device made by Morpho Detection, a former General Electric subsidiary now owned by French military contractor Safran Group. The Transportation Security Administration owns just nine of the machines, eight of which are at the San Jose airport. The ninth is at a TSA testing facility.

The CTX-9800, which has much more powerful scanning and imaging capabilities than earlier scanners, is part of a new system of computer-controlled conveyor belts, barcode scanners, and automated-routing gear. The setup replaces a more manual process that required TSA officers to touch every piece of luggage at least three times.

"With the automated system, officers will only touch bags that require physical inspection," said Suzanne Trevino, TSA spokeswoman for Arizona, California and Hawaii.

The system has so far been free of the kinds of issues that made for a bumpy opening of the new computerized baggage system at Denver International Airport more than 15 years ago. So far, the only glitch at San Jose was a temporary one in which the system was over-detecting threats, resulting in extra bag searches, says Vossbrink.

Meanwhile, TSA officers at the new Terminal B's passenger-screening security checkpoint are waiting for

several new Advanced Imaging Technology devices to come online. The controversial scanners let security personnel "see" under passengers' clothing to spot weapons, explosives and other suspicious items. Passengers not wanting to be subjected to the scans once the machines are operating will be able to opt for a pat-down by a TSA officer.

Behind the scenes, the airport updated its technology infrastructure as part of its makeover, creating the kind of "shared resources" model that's been drawing businesses to cloud computing. All ticket and gate counters are now equipped with terminals that let employees log in and access their own airline's booking and gate-management systems.

The system also allows the airport to shift around ticket counters and gates on the fly, making it much less likely that an arriving flight will have to sit on the tarmac waiting for a gate to open, says Vossbrink. "We can adjust to changes rapidly."

Convenience, Comfort

Vossbrink says the airport's new technologies ultimately contribute to an improved passenger experience. "It's not just a convenient airport," he says. "Now it's a more comfortable airport."

The airport doesn't yet have figures for how fast people are moving through security checkpoints. The system was designed to get passengers through within 10 minutes, but TSA staffing levels play a big role. In the old terminal, waits of an hour weren't uncommon.

The new terminal even includes a focus on technology-themed public art. While that doesn't impact airport operations, any traveler can appreciate a sculpture in which a field of glass sheets suspended from the ceiling changes from clear to opaque and back again based on computer modeling of weather patterns in cities around the world. San Jose-based **Adobe Systems** (ADBE [<javascript:navigateToPage\('~'/StockResearch/Quote.aspx?Symbol=ADBE'\);>](#)) contributed \$100,000 to cover the ongoing costs of this artwork.

Whether San Jose International's new look will help the facility emerge from the shadow of its busier counterparts in San Francisco and Oakland remains to be seen. San Jose's passenger counts are well behind SFO's, and are a bit lower than Oakland's. Both cities are 50 miles north of San Jose, on either side of the San Francisco Bay.

Initial reviews are encouraging, with the airport's two largest carriers, **Southwest Airlines** (LUV [<javascript:navigateToPage\('~'/StockResearch/Quote.aspx?Symbol=LUV'\);>](#)) and **Alaska Airlines** (ALK [<javascript:navigateToPage\('~'/StockResearch/Quote.aspx?Symbol=ALK'\);>](#)), both confirming that the passenger experience seems smoother.

Mookie Patel, Alaska Airlines' manager of airport affairs, says many of the factors that make passengers unhappy are airport-related issues that are out of an airline's control — things such as long security checkpoint lines or delays in getting a shuttle from long-term parking. As such, any improvements to the airport experience pay a psychic dividend.

"A happy customer boarding a plane is a happy customer in flight," says Patel. "We don't want grumpy passengers."

At least one passenger waiting for a recent flight was pleased with the improved San Jose International, though it wasn't the technology that impressed him the most. San Diego resident Sam Greenblatt, who as chief technology officer in charge of **Hewlett-Packard's** (HPQ
<javascript:navigateToPage('~StockResearch/Quote.aspx?Symbol=HPQ');>) hp.com Web site travels more than 100,000 miles each year, says that while having access to Wi-Fi and power in the concourse was nice, that alone probably wouldn't lure him away from other airports.

"What really makes (San Jose International) attractive is the (new) car rental center being across the street," Greenblatt said.

Even while seated in a technological marvel in the heart of Silicon Valley, it's the simple things that matter.

New Baggage Screening Gets Test in San Jose

By MARIE C. BACA

SAN JOSE—Later this month, the Transportation Security Administration will begin a formal testing period for a new baggage screening system at Mineta San Jose International Airport. The state-of-the-art baggage-screening system, made by Morpho Detection, could be rolled out to airports across the U.S. if the machines perform well.

New screening machines at the San Jose airport are designed to process bags more quickly. The system is part of a federal initiative to replace older baggage-screening machines in U.S. airports with more efficient and accurate models. After a formal 45-day evaluation period, the agency will determine whether to purchase additional Morpho systems and at which airports they will be deployed, says TSA spokesman Nicholas Kimball.

Since the \$45 million system began a trial run in June, some problems have cropped up. Airport spokesman David Vossbrink says software issues led to dozens of lost bags and some delayed flights one weekend in June. In addition, baggage mishandling incidents—for example, when airport employees place a child car seat on a conveyer belt sideways instead of lengthwise—have slowed the system on several occasions, he says.

Overall, Mr. Vossbrink acknowledged there have been glitches in service. Neil Bloomfield, Morpho's general manager of Americas aviation, adds there have been "teething problems" with the new system. Both say software patches and additional employee training appear to have fixed the problems and that all parties are working together to make sure the system functions smoothly.

Such problems aren't abnormal when implementing a new generation of machines, said Douglas Laird, a Reno, Nev., airport security consultant. "It's one thing for a device to work in a TSA laboratory, but it's quite another for it to work in the real world," he said.

But minor technical issues can sometimes lead to bigger problems, said Charles Slepian, an aviation-security consultant in Lake Oswego, Ore. "If people are asked to search too many bags by hand because of a little glitch, eventually they are going to get fatigued and stop searching them thoroughly," possibly letting through items that are actually dangerous, he said.

Mr. Slepian said the logistics of deploying a baggage-screening system are more complicated than installing the controversial full-body scanners that have begun to appear in U.S. airports. The new baggage-screening machines "cost about double if not triple the price of body scanners," he said. "You're also talking about shutting down baggage flow during the installation process, so the whole thing is a much more involved process."

As part of a potential nationwide rollout of the machines, any issues could have repercussions beyond San Jose. Morpho has worked with the TSA to ensure that the equipment would meet the agency's airport certification requirements, says Morpho's Mr. Bloomfield.

The new screening system, dubbed the CTX 9800 DSi, was created by the Newark, Calif., security company formerly known as GE Homeland Protection Inc. and now part of privately held Safran Group. The company began developing the machine four years ago and the first units were delivered early this year.

The eight CTX 9800 machines deployed so far, which cost about \$1.5 million each, are similar to medical CT

scanners, says Mr. Bloomfield. When a passenger checks in a bag at the ticket counter, an airline representative places it on a conveyer belt where it travels to a detection machine. Unlike most baggage-screening systems that create two-dimensional images of objects inside luggage, these machines create three-dimensional images that can be digitally manipulated by personnel when a bag is deemed to be suspicious. The machines also use advanced software to detect suspicious items, says Mr. Bloomfield.

The technology reduces reliance on human observation and interaction with the bags, say Morpho executives. For the majority of bags, employee contact is only required when a piece of luggage is placed on or taken off the conveyer belt, in contrast to older systems that require staff to manually feed each piece of baggage through the detector.

As a result, where San Jose once used 28 machines to process 1,800 bags an hour, the new system will be able to process the same number of bags using eight machines and require fewer employees to supervise the process, says Mr. Vossbrink. The TSA says it is too soon to know what effect the system would have on staffing needs.

The new baggage-screening system are part of a \$1.3 billion renovation aimed in part at reducing congestion at the airport. To implement the new baggage-screening system, the airport received a \$20.6 million grant from the TSA and \$20.9 million in funding from the American Recovery and Reinvestment Act, which together covered about 90% of the costs. The TSA's Mr. Kimball says it chose San Jose for the pilot program based on an evaluation of its "pre-existing plans, airport readiness, operational suitability and risk."

The TSA expects to decide later this year whether to move forward with the system.

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