



Austin  
Chamber

**2014 InterCity Visit**

***San Francisco***



*Rapid population growth. Boom and bust. Technology and innovation. Diverse opinions all around.*

**San Francisco or Austin?**

As the 2015 Chair of the Austin Chamber of Commerce, it's my honor to join you on our 11th InterCity Visit to San Francisco. From its establishment as a Spanish Mission in the late 18th century, to the 49ers in the mid-1800s, and its rebirth following the Great Fire of 1906, San Francisco has consistently been a destination for many to seek opportunity.

The City by the Bay is known for its many iconic places and landmarks: Fisherman's Wharf, Haight-Ashbury, Alcatraz, The Castro, Twin Peaks, Lombard Street, and too many more to name here. Whether you prefer Jefferson Airplane or Starship, San Francisco was built on rock and roll and more.

Following the gold rush and before the Summer of Love, San Francisco grew as a center of global commerce and finance. Bold engineering marvels such as the Golden Gate Bridge and the Bay Bridge were both completed during the Great Depression. Started in 1914, the Hetch Hetchy Project with its system of aqueducts and reservoirs provides water resources enjoyed by San Franciscans 100 years later.

San Francisco is not without its challenges such as affordability and homelessness. It is host to many world-class events, but some people choose to stay permanently rather than go home when the festivities are over. Sound familiar?

We will learn many new things together. What's more important is what will we do together when we return home to Central Texas? I invite you to join me in working with the Chamber next year to take on our biggest challenges together.

**Gene Austin**  
2015 Chair, Austin Chamber of Commerce  
CEO, Bazaarvoice

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# Facts and Figures: Regional Comparisons

## AUSTIN MSA | SAN FRANCISCO MSA

### POPULATION & POPULATION GROWTH

Metropolitan Rank 2013: **35** | **11**  
 Population, 2013: **1,883,051** | **4,516,276**  
 Population, 2003: **1,376,030** | **4,145,965**  
 Growth, 2003-2013: **36.8%** | **8.9%**

### LAND AREA & DENSITY 2010

Land Area: **4,220** | **2,326**  
 Persons per Square Mile: **407** | **1,231**

### AGE 2008-2012

Median Age: **32.7** | **38.3**  
 Under 25 Years: **36.6%** | **29.9%**  
 25-59 Years: **50.8%** | **51.7%**  
 60+ Years: **12.6%** | **18.4%**

### COST OF LIVING INDEX (USA=100)

2014 Q2: **92.1** | **159.5**

\* Population aged 25 years and older.

\*\* 5-year (2008-2012) income and home value estimates are in 2012 dollars.

### EDUCATIONAL ATTAINMENT 2008-2012\*

High School Graduate or Higher: **87.8%** | **87.4%**  
 Bachelor's Degree or Higher: **40.0%** | **44.1%**  
 Graduate or Professional Degree: **13.8%** | **17.3%**

### COMMUTING TO WORK 2008-2012

Mean travel time to work (minutes): **25.3** | **29.2**  
 Public transportation: **2.6%** | **14.7%**

### ECONOMIC INDICATORS 2008-2012

Median Household Income: **\$59,646** | **\$77,183**  
 Families Below the Poverty Level: **9.9%** | **7.2%**  
 Median Home Value: **\$189,200** | **\$595,400**  
 Daytime Employee Count: **873,377** | **2,153,441**

### BUSINESS ESTABLISHMENTS 2012

Total: **43,746** | **120,250**  
 Employing 1-19: **37,186** | **103,687**  
 Employing 20-99: **5,550** | **13,876**  
 Employing 100-499: **910** | **2,379**  
 Employing 500+: **100** | **308**

## FORTUNE 1000 HQ: San Francisco Metro Area

San Francisco is home to over 500 technology companies, 74 biotech & life sciences companies and over 200 cleantech & green businesses.

### (Ranking, Company, Location)

15 <sup>TH</sup> McKesson San Francisco	178 <sup>TH</sup> The Gap San Francisco	256 <sup>TH</sup> URS San Francisco	341 <sup>ST</sup> Facebook Menlo Park	521 <sup>ST</sup> Levi Strauss & Co. San Francisco	619 <sup>TH</sup> Del Monte San Francisco
29 <sup>TH</sup> Wells Fargo San Francisco	183 <sup>RD</sup> PG&E San Francisco	260 <sup>TH</sup> Synnex Fremont	346 <sup>TH</sup> Core-Mark Holding San Francisco	560 <sup>TH</sup> Williams-Sonoma San Francisco	620 <sup>TH</sup> Electronic Arts Redwood City
67 <sup>TH</sup> Safeway Pleasanton	238 <sup>TH</sup> Visa Foster City	277 <sup>TH</sup> Ross Stores Dublin	451 <sup>ST</sup> Clorox Oakland	577 <sup>TH</sup> Robert Half Intl Menlo Park	647 <sup>TH</sup> Lam Research Fremont
82 <sup>ND</sup> Oracle Redwood City	250 <sup>TH</sup> Gilead Sciences Foster City	337 <sup>TH</sup> Franklin Resources San Mateo	459 <sup>TH</sup> Charles Schwab San Francisco	599 <sup>TH</sup> salesforce.com San Francisco	





# Welcome to San Francisco

What you need to know even if they don't want you to know it!



## C.W. NEVIUS

C.W. Nevius has been a columnist at the San Francisco Chronicle for over 30 years, covering sports, reviewing movies, and spotting trends. He is currently a metro columnist. His column, "On San Francisco," appears three days a week.

As a sports columnist he climbed the ski jump at the Norway Olympics, ate bee larvae in Japan, and skied in the French Alps. In all he covered eight Olympic Games, from Australia to Spain to Korea. (And the strangest place of all, Los Angeles.)

He also wrote about riding the "Straight Talk Express" with John McCain during his first presidential bid, parachuting out of an airplane, and running the Boston Marathon. Although he only reviewed movies for a year, he did rate a blurb – "rip-roaring holiday fun" – with his byline on the DVD box of "Santa Clause II," to the undying embarrassment of his kids.

He co-authored "Splash Hit," about building the Giants' new waterfront stadium with Joan Walsh. His latest book is, "Crouching Father, Hidden Toddler. A Zen Guide for New Dads."

He has twice been nominated for the Pulitzer Prize and in 2009 was named best California columnist by the California Newspaper Publishers Association.



## EGON TERPLAN

Egon Terplan is SPUR's regional planning director. A regional planner and economic development specialist with more than 14 years of experience, he has authored or co-authored numerous reports and policy studies related to regional planning, economic development, transportation and government reform, including the first-ever report on the Northern California megaregion and a 2011 report on land use planning and high-speed rail in California.

Prior to joining SPUR, Egon spent more than five years with ICF International advising cities and regions throughout the world on economic development and competitiveness. His work included managing and writing collaborative regional strategies throughout California and in Alberta, British Columbia, Connecticut, Louisiana, Ohio, Ontario and South Carolina. His international work included designing and implementing competitiveness programs in Argentina, Bosnia & Herzegovina, the Dominican Republic, Jamaica and Nigeria.

Prior to ICF, Egon worked with several labor unions, including SEIU and UNITE. He was also a NYC Urban Fellow working on economic development for Mayor Giuliani in New York City and a public school teacher on Rikers Island, Queens.

Egon earned a Master's degree in city and regional planning from UC Berkeley's College of Environmental Design. He received a Bachelor's degree, Phi Beta Kappa, from Swarthmore College, where he wrote a thesis comparing street vendor political organizing in Bogotá, Colombia, and New York City.

### SESSION INFO

Sunday, September 21 | 1:00 pm  
Merchants Exchange Club  
75 Leidesdorff Street | San Francisco, CA 94104  
415-421-7730

SESSION SPONSOR: HNTB

# Transforming Medicine

## Principles for Dell Medical School's Beginnings



### CLAY JOHNSTON

Since March 2014, Clay Johnston has served as the inaugural Dean of the Dell Medical School at the University of Texas, Austin. In this position, he plans to build a world-class academic medical center focused on providing new models of education and healthcare delivery. He is also Professor of Neurology, specializing in stroke care and research.

Clay arrived in Austin from the University of California, San Francisco, where he directed the Clinical and Translational Science Institute, overseeing the planning, development, and implementation of a \$112-million, five-year, National Institutes of Health (NIH) grant award, the second largest among the 60-member national CTSA consortium. Working with a team of 300+ faculty and staff serving all four schools at UCSF, Clay positioned the Institute as a catalyst in efforts to accelerate research to improve health on campus and throughout the University of California system. He founded the Center for Healthcare Value at UCSF and he was also instrumental in cultivating and securing partnerships with leading biotech companies, foundations, and private funders. In his role as Associate Vice Chancellor of Research, Clay was integrally involved in efforts to realize the University's vision of being the world's preeminent health sciences innovator.

After receiving his undergraduate education at Amherst College, he completed medical school at Harvard University. He later received a PhD in epidemiology from the University of California, Berkeley, and was a resident in Neurology at UCSF, where he later trained in Vascular Neurology.



- ▶ **Scheduled to open in Summer 2016 with first class of 50 students**
- ▶ **Interdisciplinary training will include: cell and molecular biology, neuroscience, biomedical engineering, chemistry, nursing, pharmacy, public health, sociology, psychology, kinesiology, and health care policy**
- ▶ **Redesign academic medicine in the areas of clinical care, education, and innovation**
- ▶ **Annual financial resources:**
  - \$35 million: Central Health tax revenue
  - \$25 million: UT System appropriation
  - \$5 million (for eight years): UT System for faculty recruiting
- ▶ **Campus includes:**
  - Education and Administration building
  - Research building; Medical Office building; 1,120 space parking garage
  - Seton Medical Center with 211 licensed beds





# Creating a World-Class Research Medical School



## MICHAEL BLUM

Dr. Michael Blum is the Associate Vice Chancellor for Informatics, Chief Medical Information Officer, and a Professor of Medicine in Cardiology at the University of California, San Francisco. Dr. Blum is responsible for the strategic design and implementation of enterprise clinical and research information systems and technologies across UCSF. Dr. Blum is an active clinician, specializing in general and preventative cardiology as well as the care of patients with congestive heart failure and valvular heart disease. Dr. Blum also

leads UCSF's new Center for Digital Health Innovation (CDHI), a public-private partnership between UCSF and industry that incubates, validates, and commercializes novel digital technologies. The CDHI develops internal and external digital health innovations through the proof of concept and pilot phases, validates them in real-world clinical settings, and partners with industry to build the technologies to scale and commercialize them. The CDHI provides a resource center to educate UCSF faculty and trainees in technical, business, and IP issues involved with commercializing technologies. Dr. Blum received his BS in Engineering at Tufts University and his medical degree from NYU School of Medicine.



## MINI KAHLON

Maninder Kahlon (Mini) is the Vice Dean of Strategy & Partnerships for the new Dell Medical School, at University of Texas, Austin. In re-envisioning care, the Dell Medical School has embraced the goal of improving the health of the surrounding Travis County that will enable the growth of a digital health ecosystem. Against this backdrop, Mini brings partners together to create novel models of health education, research and delivery that can set new standards for the nation.

Previously, Mini was the Executive Director and Chief Information Officer of the Clinical & Translational Science Institute (CTSI) at the University of California San Francisco (UCSF). CTSI is an innovation arm of UCSF, addressing gaps and opportunities to accelerate research and improve health. With NIH funding of over \$200 million, it is also one of the largest in a network of 60 institutions charged with transforming biomedical research nationwide.

Mini received her PhD in Systems Neuroscience from UCSF, and brings management experience from technology start-ups in Silicon Valley and the philanthropic sector.



## JUNE LEE

June H. Lee, MD, is the Director of Early Translational Research at Clinical and Translational Science Institute (CTSI) and a Professor in the Division of Pulmonary and Critical Care Medicine in the Department of Medicine at UCSF. She is charged to facilitate and cultivate the early phase translational research at UCSF. Prior to UCSF, she worked at Genentech where as the therapeutic area head, she led early clinical development programs in Infectious Diseases, Cardiovascular/ Metabolic Diseases, and Respiratory Diseases. In that role, she was responsible for the clinical strategy and execution of programs in the early clinical development stages. She led programs

in various stages of drug development including pre-IND, post-IND, early clinical, late-clinical, and post-marketing stages. Prior to Genentech, she was on faculty at UCSF in the Pulmonary and Critical Care Division engaged in independent research on airway biology with funding from the NIH and American Lung Association. She also served previously as the Medical Director of High Risk Asthma Clinic at San Francisco General Hospital.

### SESSION INFO

Sunday, September 21 | 6:30 pm

The University Club

800 Powell Street, 3rd Floor | San Francisco, CA 94108

415-781-0900

SESSION SPONSOR: Seton Healthcare Family

# UCSF Medical Center

## History Mission Future



### JOSHUA ADLER

Dr. Josh Adler is Chief Medical Officer of UCSF Medical Center and UCSF Benioff Children's Hospital. As Chief Medical Officer, he oversees the quality, safety, and effectiveness of medical care and the integration of patient care, education and research. He also oversees care coordination, clinical resource management, compliance, medical staff affairs, quality assurance and risk management. Prior to taking his current position as Chief Medical Officer, Dr.

Adler served for seven years as the Medical Director of Ambulatory Care at UCSF, overseeing 95 ambulatory care practices. Dr. Adler is a practicing internist and professor of clinical medicine at UCSF.

He earned a medical degree at UCSF and completed a residency in internal medicine at UCSF, followed by a chief resident year at the San Francisco Veteran Affairs (VA) Medical Center. In the VA system, he served as Assistant Chief of Medicine, Assistant Chief of Staff and Chief Medical Officer of the six-hospital Sierra Pacific VA Network. At the VA, he directed the implementation of an electronic medical information system.



### MARK LARET

Mark Laret has been chief executive officer of UCSF Medical Center, including UCSF Benioff Children's Hospital, since April 2000. He represents the interests of major academic medical centers before Congressional and Administration officials and federal agencies on issues of quality, safety and financing of medical care; innovations in health care delivery; access for the underserved; and the training of medical residents.

He is a past chair of the Association of American Medical Colleges, former chair of the national Council of Teaching Hospitals and has been a member of the board of directors of the University Health System Consortium and Accreditation Council for Graduate Medical Education.

Prior to joining UCSF, Laret served at UCLA Medical Center as medical center deputy director and chief executive officer of the 900-physician UCLA Medical Group. Previously, he was CEO of UC Irvine Medical Center, where he led a business turnaround that resulted in improvements in quality of care, patient satisfaction and financial performance.

Laret earned a bachelor's degree at UCLA and a master's degree at the University of Southern California, both in political science.

### ABOUT UCSF

- ▶ **Only campus in the University of California system devoted exclusively to health sciences**
- ▶ **Second-largest employer in San Francisco: 22,800 (2,400 faculty and 20,400 staff)**
- ▶ **Five UCSF faculty are recipients of the Nobel Prize in Physiology or Medicine**
- ▶ **Annual funding:**
  - UCSF Medical Center services – \$2.2 billion
  - Grants/contracts (including NIH) – \$1.1 billion
  - Private support – \$250+ million
  - State appropriations – \$188 million
- ▶ **Innovation:**
  - 2,300+ patents issued
  - 90+ companies created with 40+ at Mission Bay
- ▶ **Student body:**
  - 2,940 students in degree programs; 1,620 residents; 1,030 postdoctoral scholars

### SESSION INFO

Monday, September 22 | 7:30 am  
Hotel Nikko – Monterey Room, 3rd Floor  
222 Mason Street | San Francisco, CA 94102  
415-394-1111

SESSION SPONSOR: St. David's HealthCare



# Funding Innovation

## Silicon Valley Bank



### MIKE MAPLES, JR.

Mike Maples, Jr. is the managing partner of FLOODGATE and was recently named as one of "8 Rising VC Stars" by Fortune Magazine. Before becoming a full-time investor, Mike was an entrepreneur and operating executive who worked in a variety of senior management roles in high-growth companies. Mike began his technology career in high school when he started a software company that developed games and educational products for the original IBM PC. He

has been passionate about the technology industry ever since. Mike co-founded Motive, Inc., the world's leading broadband software company and played key roles in its growth from raw start-up through sales of more than \$75 million. Prior to Motive, Mike was responsible for worldwide product marketing at Tivoli Systems where he managed the company's product portfolio from its early-stage development through its 1995 IPO and growth to a \$750M line of business within the IBM Software Group. Mike began his career at Silicon Graphics. He holds an Engineering degree from Stanford University and an MBA from Harvard Business School.

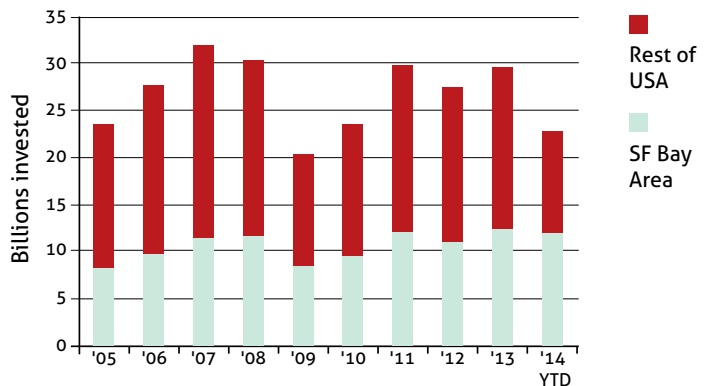


### JIM MARSHALL

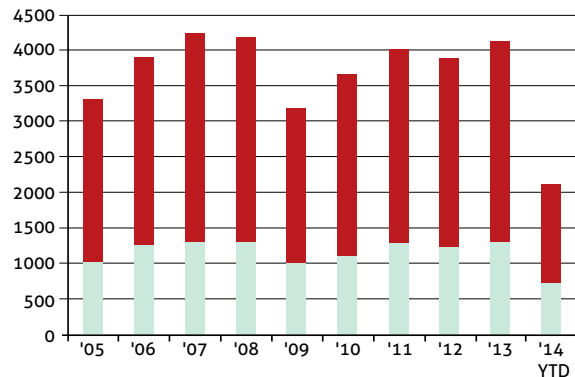
Jim has been working in the start-up ecosystem in Silicon Valley for over 20 years and re-joined (after spending five years early in his career) Silicon Valley Bank (SVB) in 2012. At SVB, Jim strives to be a trusted partner and resource for a new class of emerging venture firms such as Baseline, Felicis, Floodgate, Softech, SVAngel, and TrueVentures (to name a few) that have reshaped the venture landscape and become the "go-to" investors for seed and early stage entrepreneurs.

Previously at Selby Venture Partners, Jim raised and managed more than \$130M from a variety of corporate and institutional investors around the world—including the U.S. Government—helping to establish it as one of the premier seed and early stage venture funds in Silicon Valley. After an initial Selby investment, portfolio companies went on to raise more than \$1.5 billion in follow-on financing. Jim is proud to have been an early investor in category defining companies like Pandora, BigFix, Coremetrics, and Sugarsync. Jim received a B.S. degree in Finance from Santa Clara University, and an MBA from Pepperdine University, where he was honored as a Distinguished Alumnus in 2007.

### VENTURE DOLLARS INVESTED



### VENTURE DEALS



#### SESSION INFO

Monday, September 22 | 9:30 am

WeWork: The Mezz

25 Taylor Street | San Francisco, CA 94102

855-593-9675

SESSION SPONSOR: Silicon Valley Bank



# Funding Innovation

## QB3



### DOUG CRAWFORD

Douglas Crawford's goal is to help entrepreneurial scientists create successful startups to meet California's needs for better health, a sustainable environment, and economic growth—particularly jobs. Crawford and his colleagues have lowered the barriers between great ideas and successful companies. Crawford created and manages the first incubator within the University of California, the QB3

Garage@UCSF which has grown to five sites and 62 companies. He has created a partnership to build a new 24,000 square foot life-science incubator in Mission Bay and a program to help entrepreneurs create companies to pursue government grants and private funding. In the first 23 months this program has helped launch 146 companies, 31 of which are already operational. Crawford is also a founder and managing director of Mission Bay Capital, an \$11.3M seed-stage venture fund that makes pivotal early-stage investments in bioscience companies. He is a board member of Atreca (observer), Delpor, Ethonova, Magnamosis, and Ocular Dynamics. Crawford received his PhD in biochemistry from UCSF.



### REGIS KELLY

Dr. Regis B. Kelly is the Director of QB3 and a General Partner of Mission Bay Capital venture fund. Previously, Dr. Kelly served as Executive Vice Chancellor at the University of California in San Francisco, where his major responsibility was the new Mission Bay campus. Dr. Kelly received his undergraduate degree in Physics from the University of Edinburgh in Scotland

and his Ph.D. in Biophysics from the California Institute of Technology. He is Chairman Emeritus of the Bay Area Scientific Innovation Consortium (BASIC) and is on the San Francisco Mayor's Biotechnology Advisory Group, the ChinaSF Program, among others. In 2011, Dr. Kelly was inducted into the Bay Area Business Hall of Fame. He is a fellow of the American Academy of Arts and Sciences and has received an OBE from the British Government.



### ADRIANA TAJONAR

Adriana Tajonar manages the QB3 Startup in a Box and QB3 Accelerator programs, a core part of QB3's initiative to launch life science companies and set them up for operational success. The QB3 Startup in a Box Program allows entrepreneurs to form well-structured companies and prepare competitive SBIR applications. In 34 months, the program has formed over 210 companies, 65 of which are already operational. Adriana also runs the QB3-BayBio Accelerator Program, which aims to make companies operationally efficient by providing advice, checklists, and connections to best-in-class service providers.

Adriana holds a PhD in Biological and Biomedical Sciences from Harvard University and a BS in Biology from MIT.

### ▶ ABOUT QB3

QB3 is one of four California Institutes for Science and Innovation, created by the California Legislature to strengthen the academic foundation of its technology-based industries. QB3 is the only one of the four devoted exclusively to biology and to the life science industries. It is an innovation center made up of over 200 quantitative biologists at three northern California campuses (UC Berkeley, UC Santa Cruz and UC San Francisco) converting its discoveries into practical benefits for society.

### SESSION INFO

Monday, September 22 | 1:15 pm  
UCSF - Genentech Auditorium  
600 16th Street | San Francisco, CA 94158

SESSION SPONSOR: Texas State University

# Mission Bay

## Setting the Stage for Innovation



### SETH HAMALIAN

Seth is the Managing Principal of Mission Bay Development Group. As the head of Mission Bay Development Group, Seth is responsible for all acquisitions and dispositions, transaction structuring and negotiations, asset management, and interface with public agencies, partners and capital providers.

Prior to founding Mission Bay Development Group, Seth spent 13 years in real estate private equity investing and lending, most recently as a Managing Director with Farallon Capital Management, LLC, a San Francisco-based hedge fund with \$20 billion under management. Prior to that he worked for iStar Financial, a publicly-traded mortgage REIT, and Starwood Capital Group, a real estate opportunity fund. This financial and transactional background provides Mission Bay Development Group with a unique understanding of and access to the capital markets, in addition to their deep development and public/private partnership expertise.

Seth attended the University of Pennsylvania where he received a bachelor of science in economics, with concentrations in real estate and finance, from the Wharton School, and a bachelor of arts from the college of arts and science in urban studies, and was elected to Phi Beta Kappa. Seth grew up in the San Francisco Bay Area in Oakland, California. He is a member of the Urban Land Institute, and serves on the boards of the East Bay College Fund, Youth Radio, and YMCA of the East Bay.



### ▶ ABOUT MISSION BAY

Mission Bay is a public/private partnership for the redevelopment of a 303 acre former rail yard along San Francisco's waterfront. At full build-out, Mission Bay will include 6,400 new units of housing, a new NBA arena for the Golden State Warriors, and 9 million square feet of new research, classroom, medical, lab, and office space, including the University of California, San Francisco medical center and biotech research campus. The project includes five light rail stops, a commuter rail line, and future high-speed rail stop, \$700 million of investment in utilities, a brand new street grid and parks, and a total of over \$12 billion of public and private investment.

### SESSION INFO

Monday, September 22 | 11:15 am

AT&T Park

24 Willie Mays Plaza | San Francisco, CA 94107

415-972-2000

SESSION SPONSOR: Catellus Development Group



## GREG WEAVER

Gregory J. Weaver, Executive Vice President of Catellus Development Corporation, is responsible for acquisitions and development throughout the country's Southern and Midwest regions.

He leads the following development projects: Mueller airport redevelopment, a 700-acre, sustainable, mixed-use development in Austin, Texas; Prairie Glen Corporate Center, a 92-acre corporate campus and part of the 1,200-acre Glenview Naval Air Station redevelopment situated 20 miles north of Chicago; and CirclePoint Corporate Center, a 65-acre, 1.3-million-square-foot office project in Westminster, Colorado.

Mr. Weaver joined Catellus in 2000. Roles included spearheading redevelopment at Mueller airport in Austin, TX and overseeing the development of Stapleton Business Center, a 300-acre, 3.5-million-square-foot business park in Denver, Colorado, and CirclePoint Corporate Center.

During five years of ProLogis ownership, Mr. Weaver served as Catellus' President and Managing Director and was responsible for all of the company's mixed-use developments and retail portfolio.

Mr. Weaver is actively involved with the Urban Land Institute locally and nationally. He currently chairs the Austin District Council and is a member on the CDC Green Product Council.

Additionally Mr. Weaver is a board member of the Lady Bird Johnson Wildflower Center and the Austin Chamber of Commerce.

Mr. Weaver began his commercial real estate career with CB Richard Ellis (CBRE) in its San Diego Office in 1992 and is a graduate of the University of San Diego with a business degree.





# Venues Map



**Legend**

- ★ Venues
- Major Roads
- County Boundary
- San Francisco
- Area Cities





# Itinerary

## SUNDAY, SEPTEMBER 21, 2014

**6:15 am:** American Airlines passengers arrive on own at the Austin airport.

**7:45 am:** Flight 1616 departs Austin (breakfast bistro at gate), arrives DFW 8:50 am, Flight 193 departs DFW 10:35 am

**12:15 pm:** Arrive San Francisco, CA

**1:00 pm:** Buses arrive at Merchants Exchange Club

**1:15 pm:** Opening Remarks

**1:30 pm:** "Bay Area: What You May Not Read About"

**2:15 pm:** "Bay Area by the Numbers"

**3:00 pm:** Buses depart for Hotel Nikko

**3:30 – 5:45 pm:** Hospitality Suite open, Hotel Nikko – Monterey Room, 3rd Floor

**6:00 pm:** Meet in hotel lobby

**6:15 pm:** Buses depart for The University Club

**6:30 pm:** Dinner

**7:00 pm:** "Creating a World Class Research Medical School"

**8:00 pm:** Buses depart for Hotel Nikko

**8:30-10:30 pm:** Hospitality Suite open, Hotel Nikko – Monterey Room, 3rd Floor

## MONDAY, SEPTEMBER 22, 2014

**7:00 am:** Coffee service available at Hotel Nikko – Monterey Room, 3rd Floor

**7:30 am:** Breakfast

**8:00 am:** "UCSF History, Mission and Vision for the Future of Healthcare to the San Francisco Community"

**9:00 am:** Buses depart for WeWork

**9:30 am:** "Important Elements of an Ecosystem for Innovation Startups"

**10:45 am:** Buses depart for AT&T Park

**11:15 am:** Lunch

**11:30 am:** "Mission Bay: SF's Mueller Development"

**12:30 pm:** Mission Bay Bus Tour

**1:00 pm:** Buses arrive at QB3: Bio/Life Sciences Incubator

**1:15 pm:** "QB3: History, Mission, Success"

**2:30 pm:** Buses depart for Lyft

**3:00 pm:** "Funding Transportation Priorities to Connect the Region"

**4:15 pm:** Buses depart for Hotel Nikko

**4:15 – 5:15 pm:** Hospitality Suite open, Hotel Nikko – Monterey Room, 3rd Floor

**5:15 pm:** Meet in hotel lobby

**5:30 pm:** Buses depart for Google

**6:00 pm:** Dinner

**6:15 pm:** "Opening Remarks"

**6:30 pm:** "Harnessing Consumer Desire to Save Energy"

**8:00 pm:** Buses depart for Hotel Nikko

**8:30-10:30 pm:** Hospitality Suite open, Hotel Nikko – Monterey Room, 3rd Floor

## TUESDAY, SEPTEMBER 23, 2014

**7:15 am:** Coffee service available at Hotel Nikko – Monterey Room, 3rd Floor

**7:45 am:** Breakfast

**8:00 am:** "Affordable Housing Initiatives"

**8:45 am:** Buses depart for Fort Mason Center

**9:15 am:** "Meeting IT and Healthcare Workforce Needs"

**10:30 am:** Buses depart for Terra Gallery

**11:00 am:** Lunch

**11:15 am:** "Staging Large Events in San Francisco"

**12:00 pm:** "Lessons Learned"

**1:00 pm:** Buses depart for San Francisco airport

**3:40 pm:** Flight 369 departs San Francisco, arrives DFW 9:10 pm, Flight 2386 departs DFW 10:35 pm

**11:25 pm:** Arrive Austin





## Connecting the Region



### ALIX BOCKELMAN

Ms. Bockelman is Deputy Executive Director, Policy for the Metropolitan Transportation Commission, the metropolitan planning organization for the San Francisco Bay Area. She oversees MTC's departments responsible for strategic financial planning; public affairs and legislative advocacy; and long-range planning. Bockelman joined MTC in 1998 and in 2003 she was appointed principal analyst to oversee the region's \$18 billion transit expansion program. Two years later, Bockelman was promoted to Director of Programming

and Allocations where she was responsible for overseeing MTC's strategic financial planning that managed the distribution of more than \$1 billion annually in federal, state and regional transportation funds.

Bockelman is chair of the Committee on Transportation Programming and Investment Decision-Making for the Transportation Research Board. She is a member of the Women's Transportation Seminar (WTS), and in 2007 was named "Woman of the Year" by the San Francisco Bay Area chapter of WTS. Bockelman is a registered Professional Engineer in California, and holds a bachelor's degree in Civil Engineering and a master's degree in Public Policy – both from the University of California, Berkeley.



### ANNA LAFORTE

Ms. LaForte has served as Deputy Director for the San Francisco County Transportation Authority since 2008. She is responsible for allocations of San Francisco's voter-approved revenue sources dedicated to transportation: the Proposition K half-cent sales tax and the Proposition AA vehicle registration fee. Ms. LaForte leads the development of Strategic Plan updates; programming federal, state, and regional funds for San Francisco transportation projects; and development of legislative strategy and policy input such as to the Regional

Transportation Plan/Sustainable Communities Strategy. Ms. LaForte served as key staff for the ballot measures to reauthorize the sales tax expenditure plan and, more recently, to pass the vehicle registration fee. Prior to the Transportation Authority, she spent over five years as Transportation Finance Analyst at the San Francisco Department of Public Works. In this capacity, she led the capital planning and budgeting for transportation projects and managed the federal, state, and local grants to the agency. Ms. LaForte previously oversaw transportation agency funding for the San Francisco Board of Supervisors Budget and Legislative Analyst's Office. Ms. LaForte obtained a Masters Degree in Public Affairs from the University of Wisconsin-Madison.

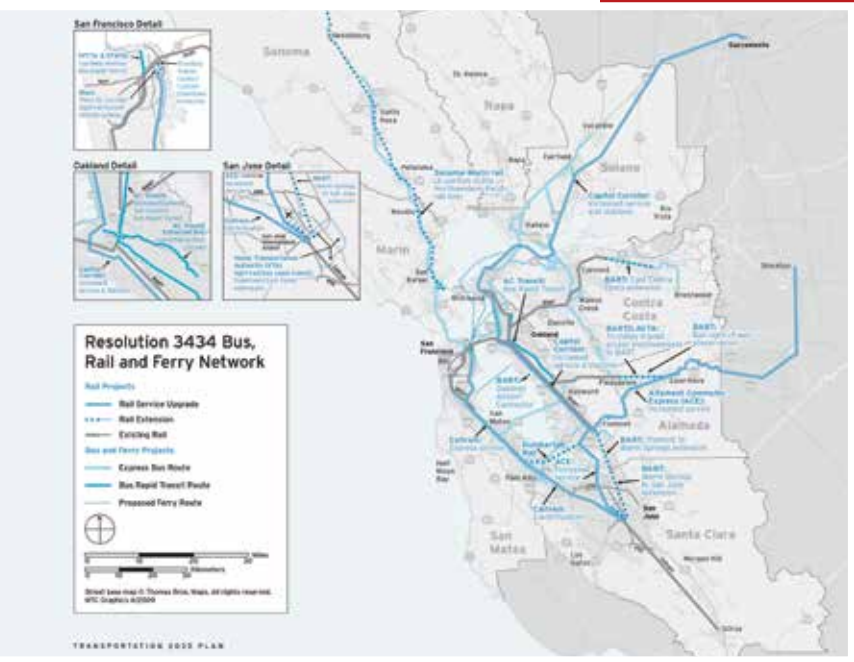


### MONIQUE WEBSTER

Ms. Webster is Senior Manager, Capital Finance, for the San Francisco Municipal Transportation Agency (SFMTA) which oversees Muni, bike and pedestrian programs, taxis, parking and traffic control operations in the city. She oversees SFMTA's sections responsible for strategic financial planning and programming of SFMTA's 5-year, \$3.3 billion Capital Improvement Program; securing and administering federal, state, regional, and local fund sources for transit, bicycle,

pedestrian, traffic calming, and traffic signal capital projects; and capital project and grants accounting for over 300 projects and 40 funding sources.

Prior to joining SFMTA, Ms. Webster served in the San Francisco Board of Supervisor's Budget Analyst's Office, conducted performance audits for the Los Angeles County Civil Grand Jury and other public agencies, and served as membership director for the national Program for All Inclusive Care for the Elderly (PACE). Ms. Webster holds a master's degree in Public Policy from Georgetown University and a bachelor's degree in Political Science from the University of California, Santa Barbara.



**SESSION INFO**  
 Monday, September 22 | 3:00 pm  
 Lyft  
 2300 Harrison Street | San Francisco, CA 94110

**SESSION SPONSOR: Lyft**

**GETTING AROUND THE BAY AREA**

► **Metropolitan Transportation Commission**

- 21 Board members (18 voting members representing cities, counties, organizations as follows: Oakland/Alameda - 3; San Jose/ Santa Clara - 3; San Francisco - 2; San Mateo -2; Contra Costa - 2; Marin - 1; Napa - 1; Solano - 1; Sonoma - 1; Association of Bay Area Governments - 1; Bay Conservation and Development Commission - 1)
- Serves 9 counties, 101 municipalities, and 7 million people within 7,179 sq miles
- Plan Bay Area: long-range (2040) integrated transportation/land use plan to accommodate future population growth and reduce greenhouse gas emissions from cars and light trucks

► **Regional transportation network**

- 1,420 miles of freeways and state highways
- 340 miles of carpool lanes
- 19,400 miles of local streets and roads
- 24 public transit agencies
- 475 million transit trips per year
- 750 miles of bikeways

► **Proposals to double city's existing funding - SF Transportation 2030 recommended measures**

- November 2014 - General Obligation Bond election: \$500 million (Improved transit - \$358 million; Safer streets - \$142 million)
- 2016 - Increase vehicle license fee from 0.65% to 2.0%
- 2018 - 0.5% sales tax dedicated to transportation funding
- 2024 - Second General Obligation Bond election

► **Municipal Railway (Muni) by the numbers**

- 700,000 weekday boardings
- 3,500 transit stops
- 217 miles of overhead wire systems
- 42% of riders use Muni to get to work





# Leader Perspectives



## CONGRESSMAN MICHAEL MCCAUL

Congressman Michael T. McCaul is currently serving his fifth term representing Texas' 10th District in the United States Congress. The 10th Congressional District of Texas stretches from Austin to the Houston suburbs, and includes Austin, Bastrop, Colorado, Fayette, Harris, Lee, Travis, Washington and Waller Counties. On January 3, 2013, the beginning of the 113th Congress, Rep. McCaul became Chairman of the House Committee on Homeland Security. The Committee has oversight of the Department of Homeland Security ensuring it is able to carry out its core mission of protecting the American people from terrorist attacks. Chairman McCaul will prioritize border security and elevate this as a national security issue. Congressman McCaul is co-founder and co-chair of the Congressional High Tech Caucus and the Cybersecurity Caucus. In 2008, Rep. McCaul co-chaired the Commission on Cybersecurity for the 44th Presidency which, along with the Center for Strategic and International Studies (CSIS), developed and presented recommendations to President Obama to secure cyberspace and protect our national interests.

Prior to Congress, Michael McCaul served as Chief of Counter Terrorism and National Security in the U.S. Attorney's office, Western District of Texas, and led the Joint Terrorism Task Force charged with detecting, deterring and preventing terrorist activity. McCaul also served as Texas Deputy Attorney General under current U.S. Senator John Cornyn, and served as a federal prosecutor in the Department of Justice's Public Integrity Section in Washington, D.C. A fourth generation Texan, Congressman McCaul earned a B.A. in Business and History from Trinity University and holds a J.D. from St. Mary's University School of Law.



## SCOTT MCGARAGHAN

Scott McGaraghan is the Head of Energy Product Development at Nest Labs, maker of the Nest Learning Thermostat. The Nest Learning Thermostat learns your schedule to automatically turn itself down when you're away, guides you to energy-efficient temperatures when you're home, and frees you from programming hassles by creating a customized temperature schedule.

Previously, Scott managed business development activities at EnerNOC, a leading provider of energy intelligence software, where he worked closely with utilities, regulators, and customers in demand response program design, and enrollment. Scott opened EnerNOC's UK office, establishing the company's first presence outside of North America.

Prior to that, Scott was a management consultant for Bain and Company, providing strategic and operational support for electric utilities and other international clients.

Scott received Bachelor's and Master's degrees in Engineering from Stanford University, and an MBA from the Stanford Graduate School of Business. He has been published and has spoken extensively on issues related to breakthrough approaches to energy management.

### SESSION INFO

Monday, September 22 | 6:00 pm

Google

345 Spear Street | San Francisco, CA 94105

415-736-0000

SESSION SPONSOR: Google



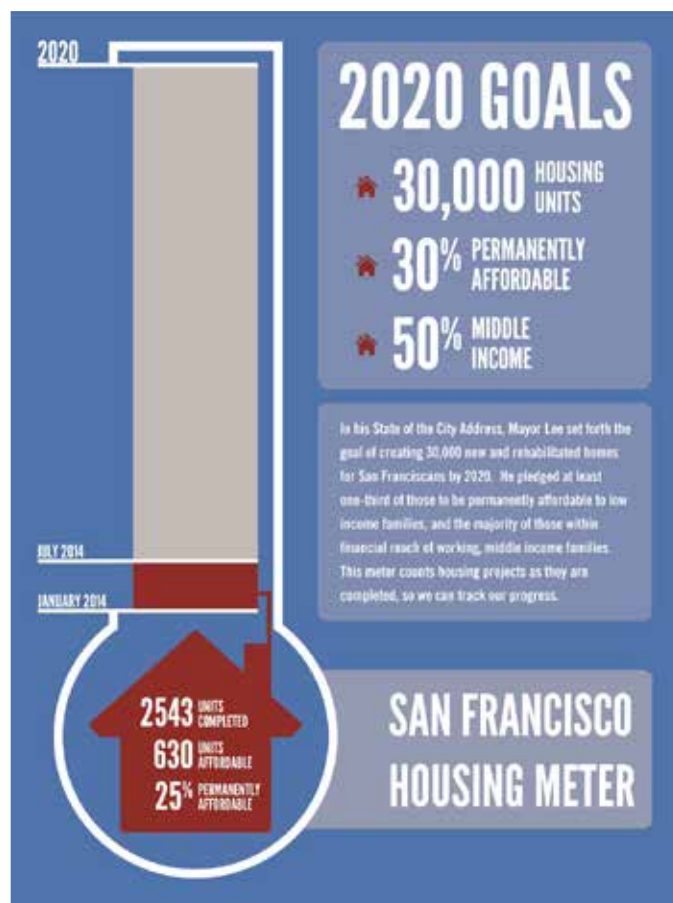
# Vision for San Francisco

Mayor Edwin Lee



## MAYOR EDWIN LEE

Edwin M. Lee, was sworn in on January 8, 2012 as the 43rd Mayor of the City and County of San Francisco. Lee is the first Asian-American mayor in San Francisco history. Lee was elected on November 8, 2011 by the people of San Francisco while he was serving as Interim Mayor, appointed unanimously as successor mayor by the Board of Supervisors on January 11, 2011 to fill the remaining year of former Mayor Gavin Newsom's term who was sworn in as California's Lieutenant Governor. While serving as Interim Mayor, Lee championed balancing the budget to keep San Francisco safe, solvent and successful, reforming City pensions, economic development, job creation and public safety as his top priorities. Mayor Lee has worked hard for everything that supports a thriving economic climate like parks, transit, housing, quality of life in neighborhoods and public safety. In 2010, Mayor Lee was appointed to a second term as City Administrator by Mayor Newsom and his appointment was confirmed unanimously by the Board of Supervisors. As City Administrator, Mayor Lee spearheaded government efficiency measures and reforms that reduced the size and cost of government, from reducing the vehicle fleet to consolidating departments and back office functions to save tax dollars. He implemented the City's move to cleaner vehicles and an infrastructure to support electric vehicles and green City government. Mayor Lee also developed and oversaw implementation of the City's first ever Ten Year Capital Plan to guide capital priorities and infrastructure investment. Prior to the City and County of San Francisco, Mayor Lee was the Managing Attorney for the San Francisco Asian Law Caucus. Mayor Lee was born in Seattle, Washington. He graduated Summa Cum Laude from Bowdoin College and from Boalt Hall School of Law, University of California, Berkeley.



## ► AFFORDABLE HOUSING PRIORITIES

1. Protect our residents from eviction and displacement
2. Stabilize and protect at-risk rent-controlled units
3. Revitalize and rebuild public housing
4. Double downpayment loan programs
5. Build more affordable housing
6. Continue to build market rate units, especially rental units
7. Make construction of new housing easier

## SESSION INFO

Tuesday, September 23 | 7:45 am  
Hotel Nikko – Monterey Room, 3rd Floor  
222 Mason Street | San Francisco, CA 94102  
415-394-1111

SESSION SPONSOR: Wells Fargo



# Developing San Francisco's Workforce



## JAY BANFIELD

After playing baseball in Europe, Jay began his career as a business development manager at Oracle. He built corporate volunteer programs and participated in the launch of the Clinton Administration's AmeriCorps program. Jay has worked on local, state and national political campaigns and has served in both the legislative and executive branches

of government. Jay was appointed the Assistant Treasurer for the City and County of San Francisco in 1999 where he spearheaded a national award-winning e-government initiative. He was awarded the city's Public Managerial Leadership Award and later was appointed an Assistant General Manager of the San Francisco Public Utilities Commission. Jay moved to the non-profit sector when he became the Executive Director of the San Francisco Parks Trust. He moved on to launch the San Francisco Bay Area office of Year Up as Executive Director.



## AARON CHRISCO

Mr. Chrisco is a Program Manager for the Salesforce Foundation, overseeing the organization's Healthy Communities program. In this role, Aaron administers all Foundation activities centered around education and youth workforce development. He also serves as the liaison to the community, business and

government organizations. Before Salesforce Foundation, Aaron spent six years with the California Department of Corrections and Rehabilitation (CDCR) supervising the Department's re-entry employment programs, with his final role serving as assistant to former Agency Secretary Matthew L. Cate. Aaron currently sits on a number of boards and advisory councils in the community. He is a graduate of California State University Sacramento with a BA in History.



## JENNIFER HERMANN

Ms. Hermann is the Executive Director of Human Resources at the University of California San Francisco Medical Center and has over 25 years of experience working in nursing, healthcare, and human resources administration. She is responsible for implementing strategic and business planning initiatives, policy formulation, program development and human resource operations for the University of California, San Francisco

Health System. She is a founding member of the Coalition for Nursing Careers in California, whose focus is to attract individuals into the profession of Nursing. She has represented UCSF on the San Francisco Mayor's Committee for Employment of Persons with Disabilities. She is an advocate for Lifelong Learning and has served as an employer champion for two demonstration pilots for healthcare employees. She serves as a member of the San Francisco Workforce Investment Board. Jennifer earned her undergraduate degree in nursing at Indiana University and her master's degree in administration at the University of California, San Francisco.



## RHONDA SIMMONS

As Director of Workforce Development for the San Francisco Office of Economic and Workforce Development, Ms. Simmons oversees a comprehensive workforce system and has developed a strategic framework that guides the City's resources on job training, employer engagement with the workforce

system, and overall workforce policy direction for the City. Her goal is to have a coordinated economic and workforce plan that ensures that all San Franciscans can participate in the city's vibrant economy. Previously she was Executive Director of the Seattle Jobs Initiative and held management positions at several nonprofits in the Seattle area. Ms. Simmons holds a Master's of Social Work and a Master's of Public Health from the University of Washington and is a native of Berkeley, California.



## ABBY SNAY

Ms. Snay began her career with JVS in 1975 as a part-time counselor to high school students and served as assistant director for several years before becoming Executive Director of JVS in 1984. Under Snay's leadership, the JVS budget has increased from \$300,000 to \$7 million, the staff has grown from 15 to a team of 60, and tens of thousands of JVS clients have built their skills and found new jobs. JVS now offers job search, computer, and occupational skills training & development to over 5,000 entry-level to senior level job seekers each year, including youth with physical and learning disabilities. The JVS sector-based approach to employment, which focuses on industries with opportunities for growth and advancement, gives the agency particular strength in placing clients in health care, business services and nonprofit jobs. In 2011, Snay was named the Bay Area's Most Admired CEO by the San Francisco Business Times. She was also honored in 2010 and in 2008 by the Business Times as one of the Bay Area's 100 Most Influential Women. A native of Chicago, Snay holds a bachelor's degree in English and a master's degree in Counseling from Washington University in St. Louis, Missouri.

### ► CITY WORKFORCE INITIATIVES

#### TRAINING PROGRAMS

Sector Academies designed to help job seekers develop skills, gain industry experience and knowledge, and secure employment in the targeted industry.

#### JOB SEEKER SERVICES

Ensure that San Francisco has a qualified workforce that attracts, retains and expands industries and enhances the quality of life in the City; a key initiative supporting job seekers is the network of Access Points located throughout San Francisco.

#### EMPLOYER SERVICES

Offer San Francisco employers the services and assistance they need with access to thousands of local job seekers from diverse backgrounds and all levels of education and experience while identifying options for retraining companies' workforces.

#### YOUTH SERVICES

Provide San Francisco's most disadvantaged youth access to a continuum of education and work experience opportunities and supportive services that lead to educational attainment, occupational skills development, and attachment to the workforce.

#### SESSION INFO

Tuesday, September 23 | 9:15 am

Fort Mason Center

2 Marina Boulevard | San Francisco, CA 94123

415-345-7500

#### SESSION SPONSOR:

University Federal Credit Union



# *Bringing the World to San Francisco*



## **LEAH TRAFFORD**

Leah is an international event marketing professional whose work spans Australia, UK, Europe and the USA. Prior to working with the San Francisco Giants, Leah was the Director of Commercial Engagement for the 34th America's Cup where she delivered a comprehensive onshore and on-water spectator experience for this global sailing event. Her experience before moving to America includes Formula 1, soccer, rugby, cricket, festivals and fashion, working with major brands including Vodafone, Manchester United

FC and Live Nation. Leah holds postgraduate marketing qualifications achieved in her home country Australia. She currently lives in the San Francisco Bay Area with her husband, Darren, and their dog Parker.

### **SESSION INFO**

Tuesday, September 23 | 11:00 am

Terra Gallery

511 Harrison Street | San Francisco, CA 94105

415-896-1234

**SESSION SPONSOR:** Texas Gas Service

# *What did we learn? What will we do?*



## **JOHN GARRETT**

After graduating from Pflugerville High School and Sam Houston State University, John Garrett began his newspaper career at the Houston Chronicle. He became the advertising director at the Austin Business Journal in 2002 and helped turn the publication into one of the top-performing American City Business Journals. John then decided to create a hyper-local, monthly publication with free distribution to everyone that would be delivered through the mail. In 2005, Community Impact Newspaper launched in Round Rock and Pflugerville. Currently, there are 16 editions of Community Impact Newspaper that are mailed to more than 1 million households and businesses in the Austin, Houston and Dallas-Fort Worth metro areas. More Texans receive a Community Impact Newspaper than any

other publication in the state. John has served as past chair of the Round Rock Chamber of Commerce and member of the Austin Chamber of Commerce Board. He was named the 2010 Concordia University Excellence in Leadership Honoree, the 2010 Sam Houston State University Distinguished Young Alumnus and the Pflugerville Education Foundation's 2010 Distinguished Alumni.

### **SESSION INFO**

Tuesday, September 23 | 11:00 am

Terra Gallery

**SESSION SPONSOR:** Community Impact Newspaper



# Facts and Figures

## City Comparisons

	AUSTIN, TX	SAN FRANCISCO, CA	ROUND ROCK, TX	OAKLAND, CA	CEDAR PARK, TX	FREMONT, CA
<b>POPULATION &amp; POPULATION GROWTH</b>						
Metropolitan Rank 2013	1	1	2	2	3	3
Population, 2013	885,400	837,442	109,821	406,253	61,238	224,922
Population, 2003	690,293	766,160	72,997	393,538	32,970	205,397
Growth, 2003-2013	28.3%	9.3%	50.4%	3.2%	85.7%	9.5%
<b>LAND AREA &amp; DENSITY 2010</b>						
Land Area	297.9	46.9	34.1	55.8	22.9	77.5
Persons per Square Mile	2,653	17,179	2,928	7,004	2,142	2,764
<b>AGE 2008-2012</b>						
Median Age	31.1	38.5	31.7	36.2	33.7	37.2
Under 25 Years	36.2%	22.7%	38.9%	30.9%	38.6%	31.5%
25-59 Years	53.0%	57.8%	51.7%	52.4%	51.2%	53.4%
60+ Years	10.8%	19.5%	9.5%	16.7%	10.2%	15.1%
<b>EDUCATIONAL ATTAINMENT 2008-2012*</b>						
High School Graduate or Higher	86.1%	85.9%	90.7%	79.7%	95.9%	90.5%
Bachelor's Degree or Higher	44.8%	52.0%	37.0%	37.9%	42.9%	49.5%
Graduate or Professional Degree	16.6%	20.3%	10.9%	16.2%	12.0%	22.0%
<b>COMMUTING TO WORK 2008-2012</b>						
Mean travel time to work (minutes)	22.8	29.9	23.9	28	26.1	29.4
Public transportation	4.7%	32.4%	0.1%	17.9%	0.5%	7.4%
<b>ECONOMIC INDICATORS 2008-2012</b>						
Median Household Income**	52,431	73,802	69,998	51,683	76,118	99,169
Families Below the Poverty Level	13.80%	8.10%	6.10%	16.90%	5.30%	3.60%
Median Home Value**	216,700	750,900	168,100	449,800	189,000	605,100
Daytime Employee Count	582,606	608,212	57,577	194,584	16,554	84,457
<b>SALES TAX RATE</b>						
	8.25%	8.75%	8.25%	9.00%	8.25%	9.00%

\* Population aged 25 years and older.

\*\* 5-year (2008-2012) income and home value estimates are in 2012 dollars.





	GEORGETOWN TX	HAYWARD, CA	SAN MARCOS, TX	CONCORD, CA	PFLUGERVILLE, TX
<b>POPULATION &amp; POPULATION GROWTH</b>					
Metropolitan Rank 2013	4	4	5	5	6
Population, 2013	54,898	151,574	54,076	125,880	53,752
Population, 2003	34,561	140,369	38,252	122,786	32,363
Growth, 2003-2013	58.8%	8.0%	41.4%	2.5%	66.1%
<b>LAND AREA &amp; DENSITY 2010</b>					
Land Area	47.9	45.3	30.2	30.6	22.3
Persons per Square Mile	990	3,181	1,486	3,996	2,103
<b>AGE 2008-2012</b>					
Median Age	43	33.5	23	37.3	34.5
Under 25 Years	30.6%	35.0%	59.3%	31.3%	37.6%
25-59 Years	36.1%	50.4%	31.6%	52.0%	51.1%
60+ Years	33.3%	14.6%	9.1%	16.7%	11.2%
<b>EDUCATIONAL ATTAINMENT 2008-2012*</b>					
High School Graduate or Higher	90.0%	79.6%	85.1%	87.8%	93.2%
Bachelor's Degree or Higher	39.6%	23.4%	30.6%	30.7%	35.1%
Graduate or Professional Degree	14.5%	5.9%	8.2%	9.7%	10.1%
<b>COMMUTING TO WORK 2008-2012</b>					
Mean travel time to work (minutes)	23.4	28.7	20.7	29.9	25.5
Public transportation	0.2%	7.7%	2.6%	9.6%	0.6%
<b>ECONOMIC INDICATORS 2008-2012</b>					
Median Household Income**	62,977	62,313	27,360	65,850	75,119
Families Below the Poverty Level	5.70%	9.70%	17.70%	7.90%	6.60%
Median Home Value**	182,900	336,300	121,200	373,900	165,000
Daytime Employee Count	21,077	64,847	30,212	57,332	10,169
<b>SALES TAX RATE</b>					
	8.25%	9.00%	8.25%	9.00%	8.25%

\* Population aged 25 years and older.

\*\* 5-year (2008-2012) income and home value estimates are in 2012 dollars.



BERKELEY, CA	KYLE, TX	RICHMOND, CA	LEANDER, TX	ANTIOCH, CA	HUTTO, TX	DALY CITY, CA	TAYLOR, TX	SAN MATEO, CA
6	7	7	8	8	9	9	10	10
116,768	31,760	107,571	31,717	107,100	19,728	104,739	16,233	101,128
104,936	13,011	101,322	14,061	95,239	5,587	100,182	14,056	91,772
11.3%	144.1%	6.2%	125.6%	12.5%	253.1%	4.5%	15.5%	10.2%
10.5	19.1	30.1	22.9	28.4	7.8	7.7	17.2	12.1
10,752	1,468	3,449	1,161	3,611	1,898	13,195	883	8,014
31.7	30	34.1	31.5	33.5	31.1	39.2	38.4	38.8
38.3%	40.9%	35.7%	39.8%	39.1%	37.9%	29.2%	33.2%	28.3%
44.2%	52.1%	49.0%	52.0%	46.9%	55.0%	51.0%	46.2%	52.1%
17.4%	7.0%	15.3%	8.3%	13.9%	7.0%	19.8%	20.6%	19.6%
95.0%	89.1%	78.5%	90.3%	85.9%	94.3%	86.0%	80.2%	88.4%
69.5%	25.0%	26.3%	29.9%	20.0%	17.5%	32.5%	16.0%	43.6%
37.9%	5.8%	9.8%	7.7%	4.8%	3.3%	5.7%	4.4%	16.9%
26.5	32.2	31.4	30.1	38.8	26	27.8	27.4	24.3
19.8%	0.4%	13.9%	0.7%	5.0%	0.2%	18.9%	0.2%	8.0%
63,505	75,470	54,657	70,247	65,494	63,833	72,762	45,924	87,662
7.60%	5.90%	15.10%	3.50%	11.30%	5.70%	5.20%	13.10%	3.70%
707,700	145,400	303,200	149,900	251,900	140,500	566,400	108,100	719,700
76,761	4,989	36,910	5,671	20,917	2,453	18,442	6,305	51,496
9.00%	8.25%	9.00%	8.25%	9.00%	8.25%	9.00%	8.25%	9.25%



# Thank you to our Sponsors

