



Life in the Tri-Valley makes it attractive to young, talented workers, says FunMobility's Adam Lavine (center) pictured here on the Bishop Ranch campus with Daniel Miranda and Danielle Merz.

# The Tri-Valley Innovation Lives Here



**Philip Wente**

Collaborative culture a hallmark of Tri-Valley leadership.



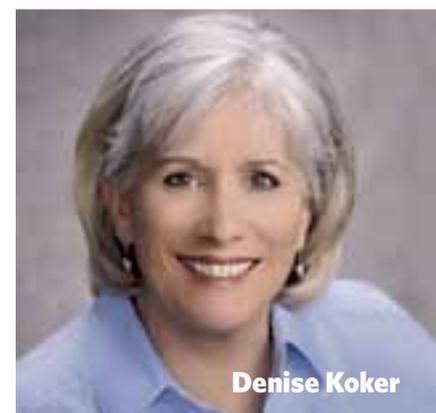
**Lynn Fischer**

Empathy for workers is a core value.



**Alex Mehran and Alex Mehran Jr.**

Quality building creates a legacy for future generations.



**Denise Koker**

Science, technology are the DNA of Tri-Valley innovation.

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# The Tri-Valley is thriving on innovation & good living

Skilled workers at every level find a wealth of opportunities among the Tri-Valley's industry-leading companies and entrepreneurial ventures

**W**elcome to the Tri-Valley, one of the most dynamic innovation hubs in the country and one of the most desirable places to live and raise a family.

**The innovation ecosystem is expanding.** With two National Laboratories, the Livermore Valley Open Campus, a concentration of knowledge-based companies, a State of California-designated innovation hub, cutting-edge startups and the Innovation Tri-Valley Leadership Group, the Tri-Valley continues to add to its network of innovation assets.

**Jobs are in abundance.** In fact, according to the most recent UCLA Anderson Forecast, the Tri-Valley is at essentially full employment. As a result, wages are competitive and cities are building more workforce housing. And there's a concerted community effort to keep the Tri-Valley family-friendly.

**Entrepreneurs are inspired by the Tri-Valley's culture of innovation.** They are drawing on the region's resources and expertise to bring bold new ideas to market.

**Investment capital is flowing in.** The Tri-Valley attracts funds from Silicon Valley and Bay Area venture capital firms, high-net-worth individuals and from as far away as New York, Toronto and London.

**Top talent is drawn to the Tri-Valley** – from all over the world, and from colleges and universities close to home. Tri-Valley residents also tend to be much more highly educated than the national average and the median income in four out of five of the Tri-Valley cities is more than double that of the U.S. as a whole.

**Information, ideas and connections flow freely.** The region's business community successfully manages the tension between collegiality and competitiveness.

With its Mediterranean climate, scenic beauty, first-rate cultural venues, cosmopolitan ambiance, world-class wineries, bountiful opportunities for recreation, a range of housing options and exceptional schools it's now wonder the Tri-Valley is a highly desirable place to live.

## CONTENTS

- 3** Welcome to the Tri-Valley
- 4** 'Ecology of innovation' powers Tri-Valley growth
- 4** Tri-Valley by the numbers
- 6** Innovation breeds innovation (graphic)
- 7** Innovation Tri-Valley Leadership Group
- 8** National Labs propel Tri-Valley innovation
- 14** POC Medical: Early detection saves lives
- 14** LAM Research: In growth mode
- 16** New City Center at Bishop Ranch
- 18** Cities share vision for innovation economy
- 22** Chevron
- 22** Topcon: Precision positioning
- 23** Las Positas College - Doing what matters
- 26** Incubators, accelerators & open labs
- 27** World of Children
- 28** Veeva expanding in Pleasanton
- 28** Mobile brands that engage audiences
- 30** Live/Work at the Hacienda
- 32** Wineries & Craft Beers
- 34** Title 21 improving patient safety & outcomes
- 34** Leading-edge health care

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Stories by Carol Piasente

Design and layout by Carol Collier

Main cover photo by Paolo Vescia



### Educational Excellence | Curriculum Relevancy | Community Collaboration

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT

Chabot and Las Positas Colleges both provide an educational foundation for transfer to a four-year college/university, career and technical education (CTE) certificates, and life-long learning opportunities. A combined student population of more than 29,000, they represent the Bay Area and Central Valley, as well as other states and more than 40 foreign countries.

- **Educational Excellence** forms the foundation of our district and governs the planning, implementation, and evaluation of everything we do
- **Curriculum Relevancy** ensures that our students benefit from the latest and most innovative curriculum available; this requires constant, active improvement
- **Community Collaboration** with local business, government, educational institutions, civic organizations, community groups, science, and industry partners results in a team effort to provide educational opportunities that best serve our students and our community



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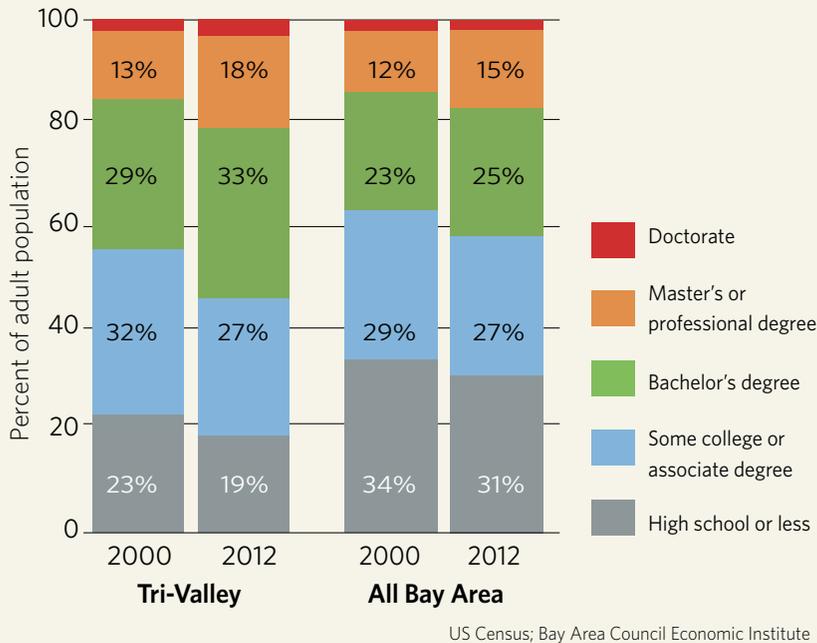
3000 Campus Hill Drive  
Livermore CA 94551-7623  
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www.laspositascollege.edu

# TRI-VALLEY BY THE NUMBERS

Data as reported in the Bay Area Council Economic Institute Report, "The Tri-Valley Rising," 2014.

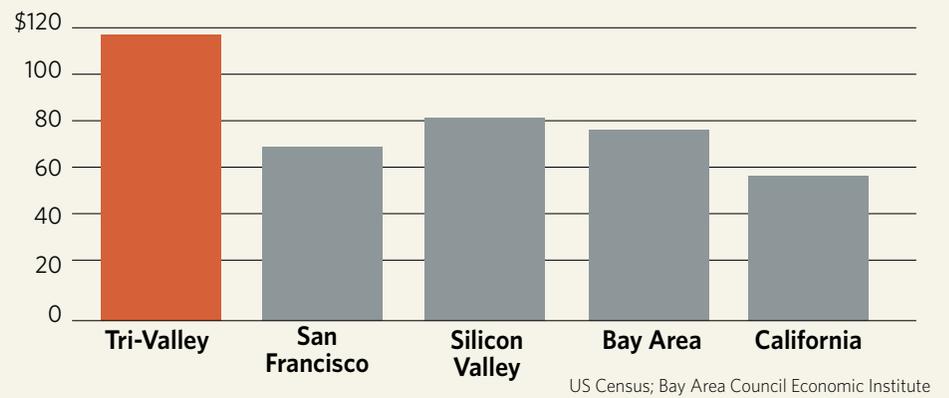
## Educational attainment

Highest degree earned

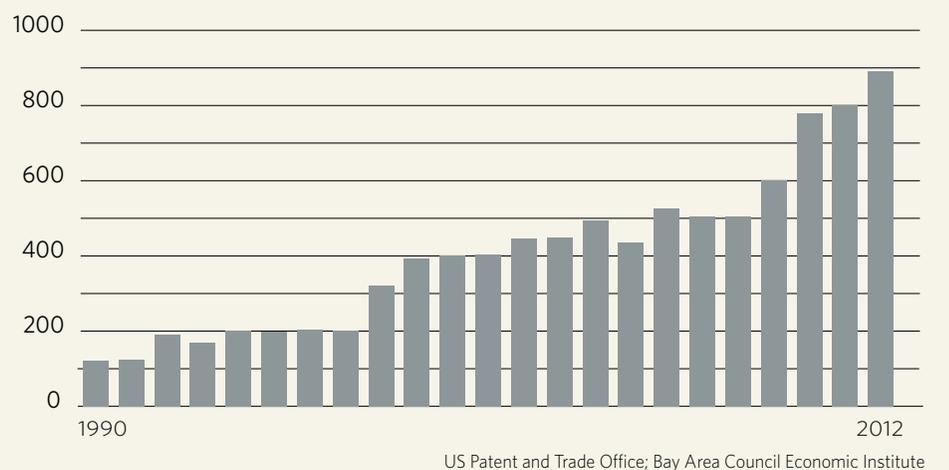


## Median household income

In thousands; 2012 figures



## Patent registrations in the Tri-Valley



# 'Ecology of innovation' powers

**"We know that people who are looking for a job are also making a decision about what they want in a quality of life. To the extent business realizes that, regional collaborations to create a great quality of life and a great educational system becomes a no-brainer."**

Philip Wente,  
winemaker

**A**nchored by major company headquarters and two national labs that are expanding the commercial uses of their facilities and the applications of their R&D, the Tri-Valley is attracting new, entrepreneurial businesses and boasts the second-largest concentration of computer engineers in the Bay Area.

### Two world-class national labs

The influence of the labs cannot be underestimated – no other place in America has two national laboratories in such close proximity.

LLNL, with an annual budget of \$1.42 billion, employs some 5,800 at its Livermore campus. Almost half of these employees reside in the Tri-Valley. Home to the Sequoia, one of the world's fastest supercomputers, and the world's largest beam laser, LLNL is noted for its leadership in high-performance computing, lasers and optics.

Sandia California, also in Livermore, employs another 1,150 fulltime and contract workers. Sandia is breaking new ground in energy research and helping to develop next-generation biofuels.

Originally funded for defense work, these world-class research institutions have broadened their focus to include commercial applications and are largely responsible for the Tri-Valley's accelerated growth, which is expanding at a faster rate than the Bay Area as a whole, according to the Bay Area Council (BAC) report, "Tri-Valley Rising."

### Major cutting-edge corporations

One of the assets setting the Tri-Valley apart is the availability of land, which has allowed for the construction of corporate campuses, office parks and business centers close to local amenities and transportation. Bishop Ranch in San Ramon and Hacienda in Pleasanton together house approximately 20 million square feet of office space.

Add to the mix a highly educated labor pool, central Bay Area location and diverse housing options from single-family homes to transit-centric condos and apartments and it's easy to see why the Tri-Valley is home to some of the nation's largest companies.

A notable dynamic is the role of top talent in continuing to expand the circle of innovative companies in the Tri-Valley. Many of the region's startups are the result of business leaders and entrepreneurs leaving one business to run with a new idea or to take up leadership roles in other Tri-Valley businesses.

### Diverse business base

The Tri-Valley's diverse business base helps to buffer the region from economic ups and downs.

In addition to the large companies based in the Tri-Valley, the region, like the rest of the Bay Area and on trend with the rest of the country, has a growing number of small businesses. Tri-Valley establishments with fewer than 10 workers are concentrated in the professional services, health care, real estate and construction industries.

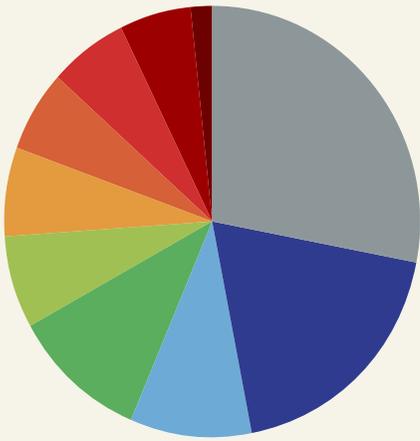
From 1994 to 2008, Tri-Valley employment expanded by 65 percent, with strong growth in manufacturing and construction. In comparison, Bay Area employment grew by 17 percent over the same period.

Information jobs in software, telecommunications, publishing and data processing have increased by 86 percent since 1994. Between 2008 and 2011, the information sector jobs grew by 51 percent.

### Educated, enterprising labor pool

The Tri-Valley is a magnet for highly skilled people who come to the region to work at the national labs, corporate headquarters and entrepreneurial ventures. The area also boasts some of the highest levels of educational attainment for its youth.

**Employment by sector**



- Professional and business services
- Trade, Transportation, utilities
- Manufacturing
- Education and Health
- Information
- Leisure and hospitality
- Financial services
- Construction
- Other services
- Natural resources and mining

National Establishment Time Series, 2012  
Bay Area Council Economic Institute



# Tri-Valley growth

As the Tri-Valley continues to attract new businesses and established companies grow and expand their employment bases, the region will continue to attract a growing number of workers from around the Bay Area.

**Extraordinary collaboration**

From CEOs of major companies to startup entrepreneurs and city staff from Livermore to Danville, there’s widespread agreement that the Tri-Valley profits from an extraordinary culture of regional collaboration.

“Regionalism is hard,” admits Philip Wentz, winemaker and one of the Tri-Valley’s most influential leaders. “But the Tri-Valley has found a way to make it work.”

“When people stop to think about what makes the Tri-Valley competitive, we know that people who are looking for a job are also making a decision about what they want in a quality of life. To the extent business realizes that, regional collaborations to create a great quality of life and a great educational system becomes a no-brainer.”

Dale Kaye, CEO of the Innovation Tri-Valley Leadership Group adds that “instead of thinking in silos, thought leaders have now eliminated any kind of artificial boundaries.”

“As a region we have identified an elegant ecosystem of innovation that encompasses San Ramon’s Bishop Ranch, with its environment for some of the most progressive companies in the world, like GE Digital; Danville, a place where CEO’s choose to live; Dublin with its wealth of software companies; Pleasanton, home to companies from Clorox and Kaiser Permanente to Oracle and Safeway; and Livermore, the only place in the country where two national labs sit side by side, both producing game-changing technology that impacts the world.”

“We’re proud of the role Innovation Tri-Valley has played in aligning the assets of the region and we’re working to illuminate them nationally and internationally.”

**Nurturing an entrepreneurial ecosystem**

At the same time, the region has built a nurturing ecosystem to encourage and nurture entrepreneurial activity.

“Incubators, entrepreneurial co-working spaces and accelerators are magnets that collect people and resources,” says Brandon Cardwell, executive director of the i-GATE Innovation Hub. “What comes out is extraordinary and often completely unexpected.”

**Interconnectivity**

The Tri-Valley has been smart to cultivate high-value connections with the broader Bay Area, says the BAC. There is a mutually beneficial flow of labor in and out of the Tri-Valley, and a high-degree of collaboration with regional partners. In 2012, 886 patents were registered to primary inventors located in the Tri-Valley, reports the BAC. This represents significant growth over the last 20 years. Increasingly these patents have been registered with co-inventors located in other parts of the Bay Area.

The Tri-Valley is also attracting increasing capital investment. In 2012, the 925 area code, which includes the Tri-Valley and parts of Contra Costa County, ranked 19th in venture capital investment in the U.S., according to the BAC.

**Quality of life**

The Tri-Valley’s wide selection of housing, great public parks and open space, flourishing arts scene and excellent public schools attract a slightly different demographic from the young, single tech workers flocking to the more urban culture of San Francisco and Oakland. And, while still pricey, home prices have yet to meet the exorbitant cost of a single-family home in Silicon Valley.

“Given the BART line,” says Tim Hunt, a Pleasanton-Weekly.com columnist, “Pleasanton, Dublin, San Ramon and Livermore are ideal for tech workers who are a bit older and want a family-oriented community with quality schools.”

**“With its research and development infrastructure and its growing entrepreneurial environment, the Tri-Valley is no longer just a nice place to live—it has become a vital node in the broader Bay Area innovation system.”**

Bay Area Council Economic Institute report, “Tri-Valley Rising.”

# Taking a closer look at the Tri-Valley's

“Amazing things happen in our valley!” says Dale Kaye, CEO of the Innovation Tri-Valley Leadership Group. “A critical mass of knowledge-based businesses, highly ranked educational institutions, a high quality of life and a culture that welcomes diversity and change make the Tri-Valley ‘the heart of California innovation.’”

To emphasize the value of the Tri-Valley as a preferred destination for business and great place to live, Kaye points to:

- New initiatives from the national labs that are generating technology advancements and business opportunities on an unprecedented scale.
- The growing number of small companies with bold ideas and big companies that lead their industry choosing the Tri-Valley as their home base.
- The two business incubators, i-GATE and iValley, and the Innovate Pleasanton accelerator that are providing space and resources to encourage forward-thinking startups.
- And the remarkable degree of collaboration among Tri-Valley cities to make an exceptional quality of life even better.

## Calling attention to the Tri-Valley's assets

“Our job at Innovation Tri-Valley is to showcase the Tri-Valley’s economic advantages, its quality of life and its dynamic ecosystem of innovation,” says John Sensiba, ITV chair and managing partner, Sensiba San Filippo. “We want the world to know about all we have to offer.”



John Sensiba, ITV Chair and Managing Partner, Sensiba San Filippo

The Innovation Tri-Valley Leadership Group was founded following a conference hosted by the U.S. Chamber of Commerce and the Livermore Valley Chamber in 2011. Following a full day of presentations touting the commitment to innovation and the riches of the Tri-Valley, Marty Beard, then president of Sybase, and now COO of Blackberry, asked a leading question: “If we’re so great, why has no one heard of the Tri-Valley?”



“The Tri-Valley is where the best minds in the world are at work in a culture that sees the value of collaboration as far more productive than the culture of brutal competition found in other innovation hubs.”

Dale Kaye, Innovation Tri-Valley Leadership Group

“That was the beginning,” says Kaye. “The question became: What can happen if we put forth a concerted effort to make the Tri-Valley’s wealth of assets all work together?”

## Bringing all parties to the table

Innovation Tri-Valley (ITV) represents a growing partnership of public and private entities that have committed leadership, time and dollars to securing an even brighter future for the region.

“By bringing business, education and civic leaders to the same table, we’re creating a powerful dynamic that’s having a positive impact on job growth in the Tri-Valley, helping to sustain a healthy economy and contributing to a vibrant community,” says Kaye. “Our mission is to build an ecology of innovation and empathy by bringing everyone to the table.”

## More housing, better transportation

Tri-Valley business and government leaders identify building more housing for the region’s talented – and highly sought after – workforce and improving the transportation infrastructure as their top two initiatives.

“Long commutes are detrimental to quality of life and we are working with multiple agencies to come up with innovative ways to alleviate that problem,” says Kaye.

The ITV is advocating for better connections between BART and the Altamont Corridor Express (ACE) Train to the labs and surrounding businesses and encouraging Oakland International Airport to add to its international flight schedule.

ITV is also working with city governments to streamline the approval and permitting process to make it even easier for companies to locate and expand in the Tri-Valley – a region known for its business-friendly environment.

## Education and workforce development

ITV has several projects aimed at building STEM programs in the schools and at Las Positas College that can prepare students to take their place in an ever more technical economy.

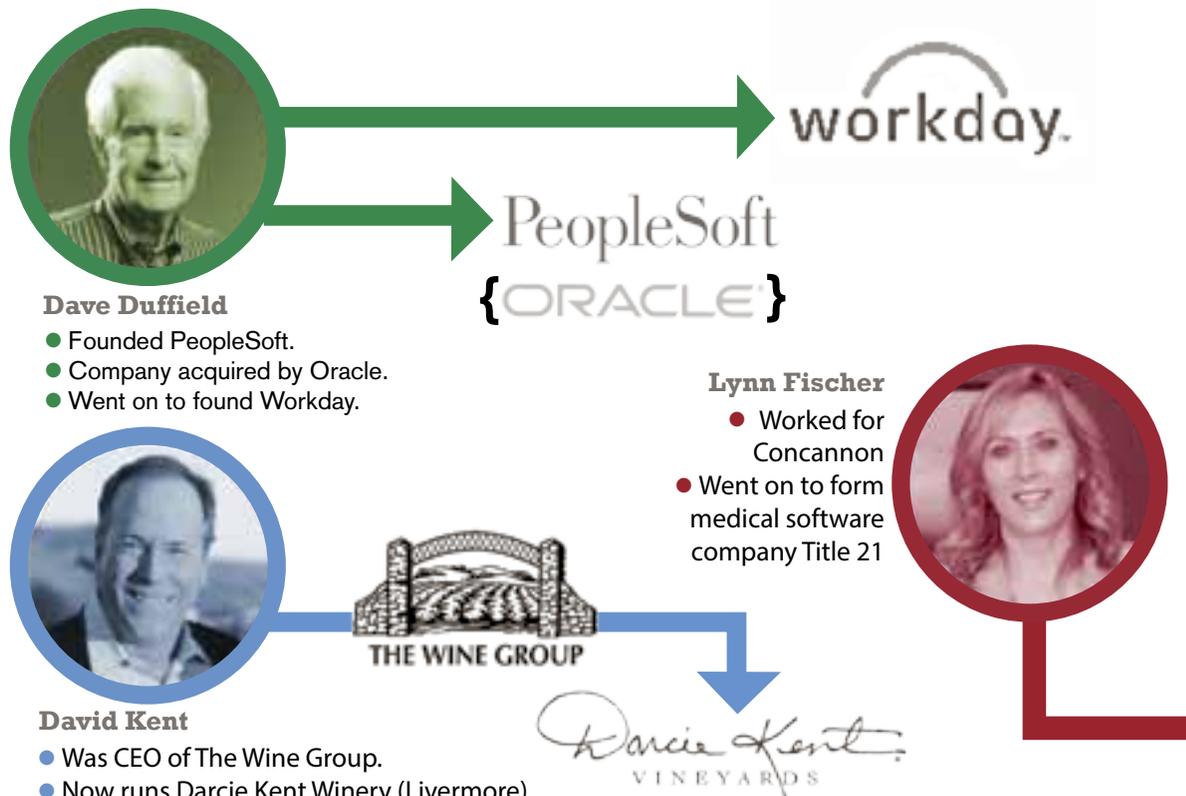
“We’ve created opportunities for businesses to connect with the schools and provide needed direction and advice on how to develop comprehensive programs that are relevant to employers,” says Kaye.

## INNOVATION BREEDS INNOVATION

### A genealogy of Tri-Valley companies and entrepreneurs

The Tri-Valley’s culture of collaboration, its R&D capacity, talented workforce, prestigious anchor institutions and diverse business base has indeed built a foundation for a growing innovation economy. The Tri-Valley is a place where business leaders get to know one another and share what they’ve learned to support aspiring new startups

Tri-Valley executives, company founders, new entrepreneurs and smart people want to stay. When they leave one company, they tend to land elsewhere in the Valley, whether it’s to startup a new venture or take a leadership in another company.

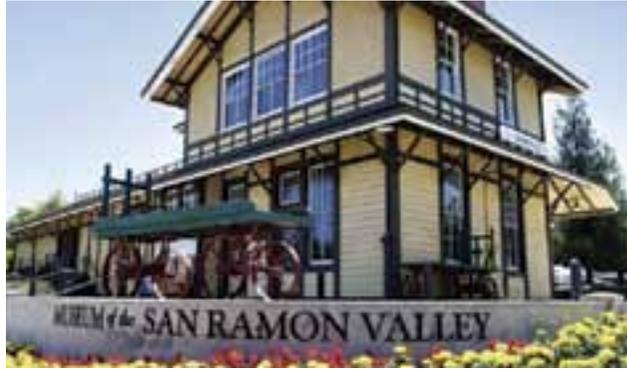


# abundance of assets



Before moving to the Tri-Valley area, I was in Southern California attending University of California, Irvine for my master's degree in Computer Science. I've been in the area for more than three years now and have loved it. The Tri-Valley is starting to become that place where you have the perfect balance between overall quality of life and cost of living. In my spare time, I enjoy biking and running on Iron Horse Trail, camping at Lake Del Valle, hiking at Little Yosemite, visiting the Livermore vineyard and exploring downtown Danville.

Chandra Jammi Shekhar, software engineer, Veeva System Inc.



Unique educational opportunities, cultural and historical attractions, two world-renowned national labs, and natural beauty are a few of the Tri-Valley region's assets.

The exchange gives educators a chance to learn about the present and projected workforce needs. Business leaders have stepped up to participate in shaping the curriculum and open access to financial resources, technology at their groundbreaking facilities and the expertise of their personnel.

"This level of participation, plus a growing number of internships, has made our education systems not just excellent but groundbreaking," says Kaye.

### Helping businesses scale up

ITV has been inspired by a statement from Intel's Andy Grove, who said that keeping the economy moving not only means public-private partnerships to welcome new entrepreneurs, but also to help businesses scale up.

Kaye cites as an example ITV's advocating for Bridgelux, a Livermore-based LED lighting company,

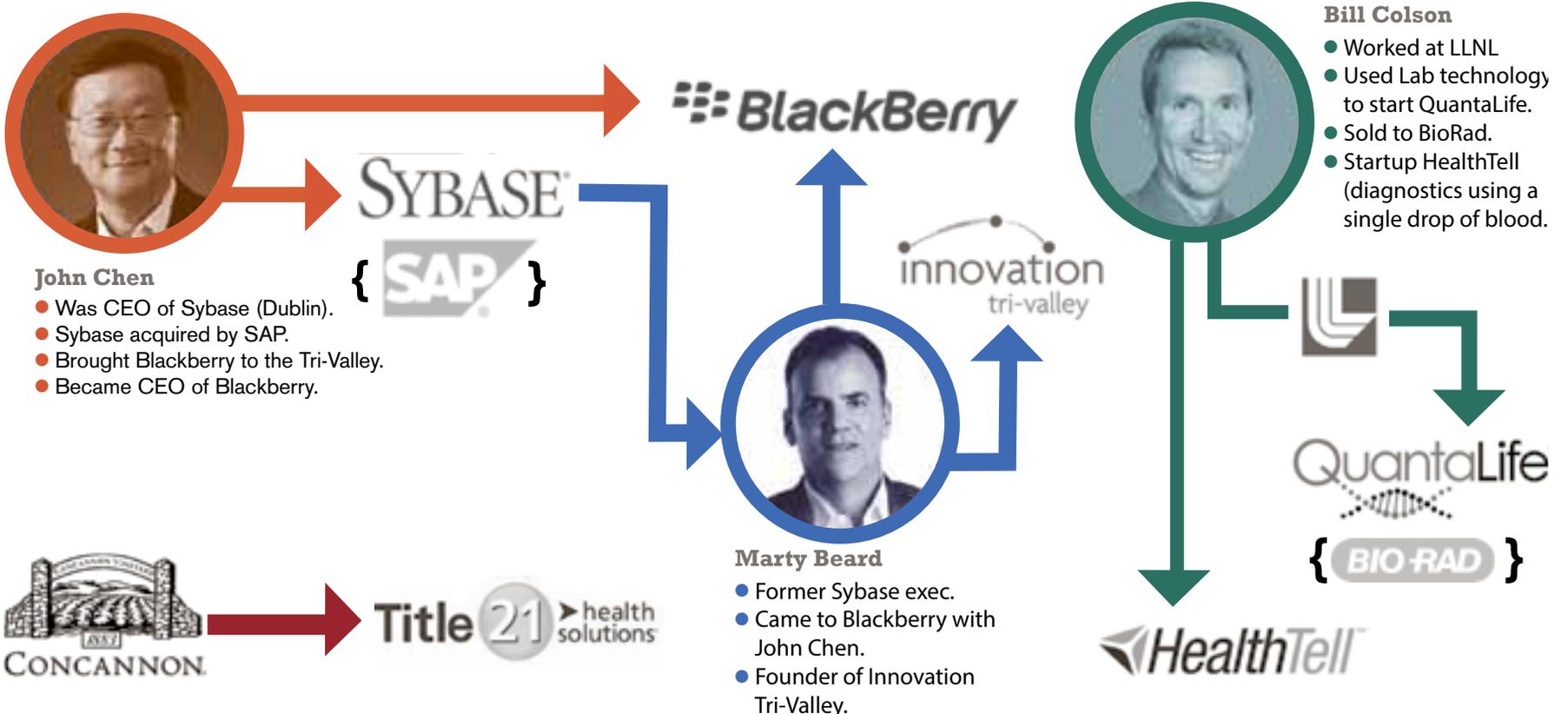
to become the vendor for new street lighting in Livermore. The project is part of the city's climate action plan with OpTerra, which designed and delivered a comprehensive energy savings program for the city.

### Showcasing Tri-Valley businesses

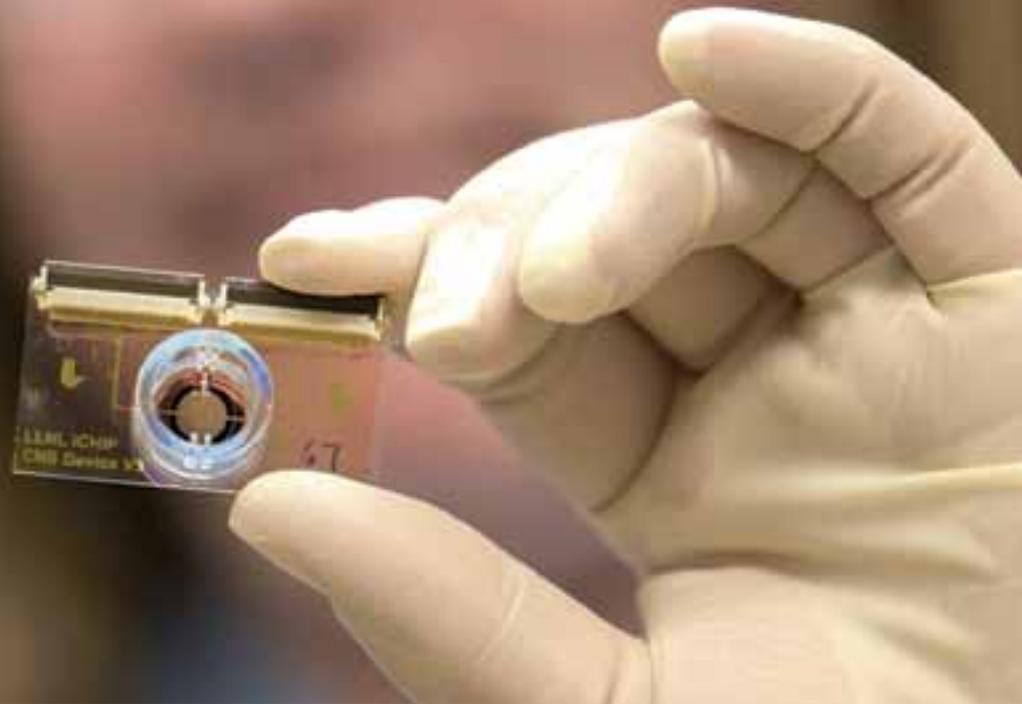
ITV has created numerous special events to "illuminate the Tri-Valley's abundance of assets," says Kaye.

The Annual Innovation Forum brings business leaders together to learn what's needed to thrive in today's fast-changing global economy.

The Dream Makers and Risk Takers luncheon salutes the young innovators "who are changing the world," says Kaye. This year's event salutes student entrepreneurs around the Tri-Valley.



# National Labs are engines of Tri-Valley innovation



PHOTOS / JULIE RUSSELL/LLNL

**The presence of Lawrence Livermore and Sandia draws top scientists and engineers to the Tri-Valley and brings international renown and investment to the region**

It's been called "the smartest square mile on earth" – and it's at the heart of the Tri-Valley's innovation economy.

No other place in the country can boast two federal research laboratories – Lawrence Livermore (LLNL) and Sandia California. For more than 60 years, LLNL and Sandia have been developing and applying cutting-edge science and technology to resolve the nation's most challenging security issues, from defense and counterterrorism communications technology to energy, environmental protection and transportation.

As the labs broadened their focus to include an array of technologies and opened their doors to commercialization, the Tri-Valley economy benefited. Access to research, personnel and facilities has resulted in a growing number of partnerships with industry and academia, licensing agreements and the formation of new business startups.



Denise Koker,  
Director, Sandia/  
California

"Our mission includes ensuring the technology we develop at Sandia is transferred to industry and that society as a whole benefits," says Denise Koker, director of Sandia/California's operations. "We haven't fulfilled that mission until the solutions we develop make it out to the commercial sector."

The Livermore Valley Open Campus (LVOC), a joint partnership between Sandia/California and LLNL, brings businesses and universities together with lab personnel "to



## Lawrence Livermore National Laboratory

**6.9**  
million sq. ft.

**820**  
acres

**5,800**  
employees

**2,600**  
scientists &  
engineers

**\$1.5 B**  
Annual budget

work shoulder-to-shoulder on common problems," says Koker. Now, both Sandia and LLNL are pursuing plans to build additional facilities on the site to accommodate a growing number of partners from industry, academia and other national laboratories.

The influence of the labs extends beyond these direct activities.

"Historically, the labs were the DNA of innovation," says Scott Gregerson, president of Stanford Health Care - ValleyCare. "That's where it all started. Brilliant people came from all over world to Livermore. Lawrence Livermore and Sandia/California seeded the entire Tri-Valley."

It's difficult to assess the full economic impact of the labs on the region. Both institutions procure hundreds of millions of dollars in resources, they attract top level talent from across the country and their employees, who live throughout the

region, have a huge ripple effect – they are buying homes, raising their families, purchasing goods and services and supporting local restaurants, movie theaters and other small businesses.

**Top: A team of scientists and engineers at Lawrence Livermore National Laboratory is developing "human-on-a-chip," a miniature external replication of the human body, that could replace animal testing.**

**Above: Ibo Matthews, Gabe Guss and Phil Depond research micro-scale laser-material interactions and material response dynamics at Lawrence Livermore Lab.**

*Continued on next page*

# VALLEYCARE IS NOW PART OF STANFORD HEALTH CARE.

(Expect outstanding.)



Welcome to a new era of care in the Tri-Valley. We've combined the expertise of local physicians with the innovative strength of Stanford Health Care. It's a partnership where there's daily collaboration between physicians and where we're deeply committed to providing leading-edge treatments, technology and care, now and in the future.



ValleyCare

Continued from previous page

**National Lab Impact Initiative**

In an effort to better utilize national laboratory resources nationwide, the Department of Energy launched its National Laboratory Impact Initiative in 2013. The idea is to build more effective relationships among government, academia, the national laboratories and the private sector. Lawrence Livermore and Sandia/California partner in several of these programs.

For example, the Small Business Voucher Program provides up to \$20 million in vouchers so that small businesses can request technical assistance from national labs to help bring the next generation of clean energy technologies to market. The third round of funding opens in late July.

LabCorps is a professional development program to help researchers move technology from their lab to the market. Teams from Sandia and LLNL participated in the LabCorps training this year and now have market-ready business plans for their technology.

**Economic development**

LLNL's Office of Economic Development is focused on public/private partnerships and growing high-technology business opportunities in the Tri-Valley area and greater San Francisco Bay region.

The office works closely with regional organizations like the Bay Area Council, East Bay Economic Development Alliance, Silicon Valley Leadership Group and Innovation Tri-Valley. Programs and services include the Livermore Valley Open Campus, a joint collaboration between LLNL and Sandia California, the High Performance Computing Innovation Center (HPCIC) and the Industrial Partnerships Office (IPO).

IPO is the conduit through which the laboratory connects industry partners with laboratory-developed technologies.



LLNL

**Sandia National Laboratories-Livermore**

**900**  
employees

**250**  
contractors, postdoctoral fellows & students

**410**  
acres

**\$29 M**  
Annual budget

The Lawrence Livermore IPO has active commercial licenses with some 116 companies in the U.S. and internationally, including 49 in California alone. Licensing and royalty income in recent years has topped \$10 million annually, representing more than \$400 million in annual sales of products based on LLNL technologies.

**High-tech business opportunities**

As the director of LLNL's IPO, Rich Rankin and his staff of scientists, engineers, attorneys and entrepreneurs are bringing laboratory-developed technologies to market.

Four companies founded by LLNL sci-

On the Livermore Valley Open Campus, Sandia has built the first "algae raceway" testing facility that contains pools of water that look like a miniature speedway to research how to turn algae into biofuel.

*Continued on next page*



**Powering the Tri-Valley Startup Community**

The Switch is a place for entrepreneurs and creatives to come together and launch new companies, products, and ideas.

Located in the heart of Downtown Livermore, The Switch offers shared and dedicated workspaces, a makerspace, and light industrial lab space to support our diverse community of entrepreneurs and innovators.



All that's missing is you.

[www.theswitch.io](http://www.theswitch.io)

a place to

# grow

centralized location • world-class innovation • scenic setting

## An ideal community for innovative businesses to thrive

Incorporated in 1876, the City of Livermore is the easternmost city in the San Francisco Bay Area. With just over 88,000 residents, Livermore's heritage is an eclectic blend of wine-making, cattle ranching and agriculture, cultural arts, and cutting edge technology. The city's renowned reputation in science, technology and innovation is showcased at Sandia National Laboratories and the Lawrence Livermore National Laboratory which has been internationally recognized for its work in creating Element 116 and having it placed on the Periodic Table – Livermorium. The Livermore Valley wine region with more than 50 wineries, the city's award-winning downtown with a vibrant art scene, and the premium outlets provide a wide range of shopping, dining, and entertainment opportunities for residents and visitors alike.

For more information, visit  
[cityoflivermore.net](http://cityoflivermore.net)

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entists – Cadence Design, Cepheid, Digital Globe and Rambus – now have a collective market value of about \$12 billion, as reported by the Bay Area Council Economic Institute.

“The labs are an innovation engine,” says Rankin, “but without businesses and a workforce made up of the best and the brightest to turn ideas into products and services, the impact on the economy wouldn’t be very exciting.”

He describes the area’s successful incubators and business accelerators as a kind of “catcher’s mitt.”

“If we’re going to pitch technology and ideas over the lab walls, they have to be caught and nurtured to take hold and grow.”

Rankin attributes the impact the labs have on the Tri-Valley’s economy to “a changed culture within the Labs themselves.”

And the benefit, he says, goes both ways: “For our employees, interacting with people from the business community and other stakeholders in the day-to-day mix of creating new technologies is stimulating; it adds another dimension that makes their jobs more rich.”

#### Programs of the IPO include:

The Laboratory Investor Knowledge Seminar-Silicon Valley was the first-ever Department of Energy Clean Energy Investment Center event aimed at bringing high-end investors in contact with the lab system.

The National Labs Entrepreneurship Academy is a highly focused boot camp for lab employees who get training in how to form a company or what’s involved in setting up a spin-off business.

“Lab employees are champing at the bit for

this kind of training,” says Rankin. “Even if they never start a business, they learn to speak the language, which is invaluable in collaborating with others and even in writing better proposals.” Go-to-market strategies offer lab personnel an opportunity to network with and make presentations to groups of individual entrepreneurs and investors.



Rich Rankin,  
Director, LLNL’s IPO

Because startups are risky, an Entrepreneurial Separation program enables LLNL employees to join a company for up to three years while preserving their option to return to laboratory employment.

In addition, business plan competitions are conducted in partnership with business schools and entrepreneurial centers to create opportunities for business students and entrepreneurs to develop strategies for a variety of LLNL technologies that are ripe for evaluation and business development.

#### Sandia/California’s economic impact

Both national labs play a big part in forming the clustering of technology firms that are so important to the growth of the Tri-Valley’s innovation economy.

“As we’ve seen with the number of biotech firms that have sprung up around Mission Bay in San Francisco, once you get to a certain threshold, businesses are attracted by the opportunity to be in proximity to like businesses,” says Koker. “The labs are bringing

that critical mass of firms based on sophisticated technology to the Tri-Valley.”

For example, because the State of California is a leader in energy renewables and alternative fuels, says Koker, “Sandia researchers at the internationally renowned Combustion Research Facility (CRF) have had a big impact on almost every car on the road, having worked with all the major automotive industry players for decades to improve efficiency and reduce emissions. Now they are moving to the next generation of fuels and engines by co-optimizing both to bring new technologies to the market sooner with better outcomes on efficiency and emissions.”

Promising research is underway in partnership with the Future Bio and Breakthrough Energy Coalition led by UC Berkeley on the acceleration of technology to impact global warming. While the project is just getting underway, it opens the way to expand to additional partnerships.

Sandia is also working with the Berkeley National Laboratory to develop the next generation of biofuels at the Joint Bioenergy Institute.

In another example, Sandia/California is investigating and demonstrating energy applications for hydrogen, including in maritime environments and is supporting California’s hydrogen infrastructure initiatives.

Sandia has also been instrumental in working with banks on network security and installing bio-threat detection at public facilities such as the Oakland Coliseum and San Francisco International Airport. Since 1994, Sandia researchers and projects have been associated with 95 new companies as spinoffs, incubator creations or others.

## A VILLAGE OF SCIENCE & ENGINEERING COLLABORATION

The Tri-Valley’s two national labs, once closed systems highly protective of their research, have flung open the doors to unprecedented collaboration.

The result is the Livermore Valley Open Campus (LVOC), an innovation hub where lab personnel work with scientists and analysts from private industry and academia to come up with the next generation of “big ideas” aimed at solving critical challenges, from carbon-free transportation and supercomputers to bioscience and cybersecurity.



#### High Performance Computing Innovation Center

Helping outside partners apply some of the world’s most powerful computing resources to solve their high impact real-world business problems.

For example, working together, IBM and LLNL have created the world’s most detailed simulation of the human heart in action.

#### Combustion Research Facility

Contributing to the development of more fuel-efficient vehicles in collaboration with industry.

#### ATDynamics

Applied LLNL research to introduce a rear-drag aerodynamics device that saves truckers 8+ gallons of fuel for every 1,000 miles traveled and reducing both greenhouse gases and dangerous diesel particulates.

#### Biotech Collaboration Center

Developing biomedical and biosecurity solutions. For example, a tool being developed by Sandstone Diagnostics is helping couples conceive by enabling rapid and private monitoring of male fertility.

#### Cybersecurity Technologies Research Lab

Developing, testing and implementing cybersecurity approaches in real-world situations.

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# POC MEDICAL: EARLY DETECTION SAVES LIVES

**POC Medical Systems, which is bringing the next generation of diagnostics to market, is a perfect example of the Tri-Valley innovation ecosystem at work**

**B**reast cancer is a leading cause of mortality worldwide. Now, POC Medical Systems (POC) has come up with an affordable, portable device that's revolutionizing the way breast cancer is detected.

While it's well established that early detection and intervention can save lives, the fact is that millions of women either cannot afford expensive mammograms or are in remote locations without access to testing facilities.

"POC's Pandora CDx Point-of Care System resolves both of these problems," says POC's Founder and CEO Sanjeev Saxena. "Pandora is highly efficient and can produce results at very low cost and in real time. The device can be used essentially anywhere and communicate results to physicians even if they're miles away."



**TRI-VALLEY  
INNOVATOR**

"Just imagine the relief in being able to walk into a doctor's office or to a test location and have your results within 10 minutes."

The Pandora system uses antibodies in a drop of blood to detect biomarkers using a novel, disposable microfluidics disk and a reading mechanism that resembles a common CD player. The system is simple to use and requires very minimal training. While currently being developed to test for breast cancer, the technology holds promise for screening for other life-threatening diseases, from Parkinson's and cardiovascular disorders to infectious diseases.

POC Medical Systems is a perfect example of the Tri-Valley innovation ecosystem at work. With technology licensed from Lawrence Livermore and Sandia, Saxena started up the company at the i-GATE Innovation Hub.

"i-GATE provided space and an environment where we could



interact with other entrepreneurs and potential investors," says Saxena.

"It's been three years and with some 120 test cases we now have break-through results for being able to screen women for breast cancer with a 90 percent specificity," says Saxena. Compare that to standard mammography, which has an accuracy rate of 75%.



**Sanjeev Saxena,**  
Founder and CEO,  
POC Medical Systems

Like other business leaders, Saxena chose the Tri-Valley for multiple reasons – proximity to the national labs, a great workforce, a vibrant community and affordable rents.

"We were able to lease space for \$1.50/sq. ft. It would have cost \$6.50/sq. ft. in Palo Alto and more in San Francisco. And our workers aren't stuck in traffic forever," he says.

POC is currently seeking investors for the product launch later this year in India and China, and by the end of next year in the U.S. and Europe.

**The Pandora diagnostic system resembles a common CD player, and uses a drop of blood to detect biomarkers of breast cancer. The device is portable, low-cost and easy to use.**

## LAM RESEARCH: IN GROWTH MODE

**L**am Research, makers of semiconductor manufacturing equipment, is headquartered in Fremont and manufactures its leading Etch products in a 120,000-square-foot facility in Livermore.

"There are three categories of business in the Tri-Valley," says Steve Lanza, Lam corporate vice president, "those that grew up in the region, the world-class companies like Chevron and Clorox that are headquartered here and the companies like Lam, Oracle and SAP that employ a lot of people in the Tri-Valley even if they are headquartered elsewhere."



**TRI-VALLEY  
INNOVATOR**

In all, Lam has approximately 500 employees working in Livermore with additional support of hundreds of workers at its third-party logistics and warehouse supplier.

The fact is, says Lanza, "the Northern California megaregion is an amazing opportunity for all of us."

According to the Bay Area Council's Economic Institute, the Northern California megaregion, which includes San Francisco and Silicon Valley and extending out beyond the Tri-Valley, has a gross regional product of \$875 billion, which as a stand-alone economy would rank among the top 20 countries in the world. This creates enormous opportunities, but also challenges.

Lam Research is in a growth mode, explains Lanza. The company has just converted its Livermore facility to run 24/7



**"The challenge (is) finding top employees and then being able to support them with housing and good transportation."**

**Steve Lanza,**  
Corporate Vice President,  
Lam Research

seven days a week and has announced a planned merger with complimentary technologies focused on helping their customers continue to expand the industry's capability.

But future Tri-Valley expansion is dependent on being able to attract employees with the qualifications and experience needed for advanced manufacturing.

"The challenge for everyone becomes finding top employees and then being able to support them with housing and good transportation," says Lanza.

"People should be able to get on the ACE train in the Central Valley, transfer to BART and reach anywhere in the Tri-Valley and greater Bay Area."

On the plus side, says Lanza, the Tri-Valley is a great place to live: "There are great schools and more of a community feel than you'll find in a big city. At the same time, we're building more urban-type housing that appeals to a segment of our workforce and several cities now have vibrant downtowns."

With more BART stations serving the Tri-Valley, younger residents can live in the Tri-Valley and easily visit San Francisco or on the flip side can choose to live in Oakland and commute to jobs in the Tri-Valley.

In addition, says Lanza, the Tri-Valley benefits from the number of large, sophisticated technology companies in the area and from the presence of the two national research labs.

"As a Livermore resident, I believe there's a prestige from having that think-tank capability in our area," says Lanza.

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A new City Center at Bishop Ranch is under development.

# New City Center at Bishop Ranch

**B**ishop Ranch in San Ramon is built on a legacy of sound planning and smart growth. The largest mixed-use business park in Northern California, Bishop Ranch is a diverse, dynamic business community that's flourished in the East Bay for more than 30 years.

Now, Sunset Development Company, developer and owner of Bishop Ranch, is taking the next big step.

Designed by world-renowned architect Renzo Piano in collaboration with BAR Architects, the new City Center promises to transform Bishop Ranch into a seven-day-a-week living, working, shopping and entertainment environment.

City Center will create "a sense of place for the community that's never existed before," says San Ramon's assistant city manager, Eric Figueroa. "People are excited about the project."

The transparent walls of City Center's six pavilions are designed to enhance a sense of openness and capture the light.

The project includes 300,000 square feet of quality shops, restaurants and a 10-screen luxury cinema all surrounding a one-acre, open air, tree-lined piazza for outdoor concerts and public events. Also in the works is a 169-room hotel, 487 apartments and 50,000 square feet for additional retail.

Unlike other suburban business campuses constructed in the '80s and

**City Center will create "a sense of place for the community that's never existed before."**

Eric Figueroa,  
San Ramon Assistant  
City Manager

'90s, Sunset Development Company built Bishop Ranch to the highest standards and has continued to innovate and make improvements to keep up with a changing clientele and the demands of the marketplace.

"We are a family business, and that makes us deeply committed to making Bishop Ranch a great, inviting place to work and live," says Alex Mehran, Jr., son of Alex Mehran who had the vision for developing a place for businesses to locate that could integrate the best of what the Tri-Valley has to offer.

Mehran Jr. also credits his father for having the inspiration to engage Piano's Design Workshop.

"For Renzo, the site offered an essentially blank canvas," says Mehran Jr. "He wanted a retail location that would be iconic and enduring, not just a typical mall."

"City Center will become the heart and soul for Bishop Ranch, a place for its 30,000 employees, the residents of San Ramon and the surrounding region to experience the energy, culture and quality of the city."

Construction is underway with the recent demolition of existing office buildings on the site; grading and foundations will start later this fall. City Center Bishop Ranch is expected to open in late 2018.

*Continued on next page*

Architect  
Renzo Piano  
designed  
a new City  
Center to take  
advantage  
of the  
qualities of  
the California  
landscape.



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## RENZO PIANO

City Center architect Renzo Piano Building Workshop has designed such buildings as the California Academy of Sciences in San Francisco, New York Times' offices in Manhattan and the Kansai International Airport main terminal in Japan. His design for City Center at Bishop Ranch takes inspiration from the great Italian piazzas.

"It's something completely

different... The first impression of the site is of a very beautiful landscape with big trees and a blue sky. We wanted to make something that's very much of the California environment... playing with light, color, vibration to create a playful place," says Piano.

"Surprise is one of the qualities of urban spaces. It's not predictable. The garden (for example) is a legacy of our work at the Academy of Sciences."

Continued from previous page

**A preferred address for business**

Situated on 585 acres alongside I-680, Bishop Ranch is within easy transit access from all over the Bay Area. The surrounding community offers high-quality housing, excellent schools and a wealth of recreational opportunities.

With some 600 tenants employing more than 30,000 people, Bishop Ranch boasts an award-winning transportation system, including free BART shuttles, bike sharing and transit incentives. On-site “B2B” services range from seminars, networking opportunities and continuing education through the UC Davis Graduate School of Management, to a farmers market and child care.

Last fall, the new GE Digital division, which is leading the build out of the “Industrial Internet,” set up headquarters for 1,200 employees at Bishop Ranch.

“Our mix of high-quality buildings, lush grounds and amenities makes Bishop Ranch a place for companies of all sizes to attract and maintain the workforce necessary to succeed,” says Mehran Jr. “There’s a real sense of community.”

In addition, he notes, for every 100,000 square feet leased to a tech company, two or three smaller firms that help supply those companies locate either in or near the park.

In 2014, Sunset Development Company and MetLife expanded Bishop Ranch with the purchase and renovation of the 100-acre, 2 million-square-foot AT&T campus.

Bishop Ranch tenants include a healthy mix of Fortune 500 companies, including Chevron, IBM, Del Monte Foods, Hill Physicians and AT&T, GE Digital and enterprising smaller



ELIOT KHUNER

businesses in high tech, bio/clean tech and social software like Aon eSolutions, AGIS Network, Affiliated Computer Services and Austral Biologicals.

A key component in the Tri-Valley’s ecology of innovation, the San Ramon area has the second-largest concentration of computer engineering employees in the Bay Area, behind only Silicon Valley. Many if not most of these employees work at Bishop Ranch.

“We provide the framework – location, amenities, a vibrant mix of tenants of every size in a range of industries – that inspires entrepreneurs and allows them to get more done in the course of their day,” says Mehran, Jr.

**Alex Mehran, the original developer of Bishop Ranch, and his son Alex Mehran, Jr. By bringing in Renzo Piano to design City Center, the father-son team hope to create “a retail location that would be iconic and enduring, not just a typical mall.”**

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# Tri-Valley cities share vision for vibrant economy

**Pleasanton, Livermore, Danville, San Ramon and Dublin share Tri-Valley's blend of lifestyle and opportunity**

While the Tri-Valley enjoys an extraordinary degree of collaboration, each community has its own character and amenities.

Of the five Tri-Valley cities, three - Danville, Livermore and Pleasanton - have a unique downtown environment and culture that reflects their historical roots, while Dublin and San Ramon are products of more recent development.

"Collectively, our combined attributes, make the Tri-Valley a very attractive place to start and scale up a business," say Stephan Kiefer, Livermore's community and economic development director.

Whether you're a business looking for a great, business-friendly place to lay down roots, an employee seeking just the right place to live and work or a prospective resident who wants a great environment to raise a family, you're encouraged to get to know each of the Tri-Valley's unique communities.



Street arches at the Hacienda.

## TRI-VALLEY'S CITIES

# Knowledge-based industries thrive in Pleasanton

### Pleasanton at a glance

**74,000**  
Residents

**\$144,132**  
Median household income

**70%**  
Homeownership

**\$910,000**  
Average single-family home price

**56%**  
BA or above

**55,000**  
No. of jobs

**N**amed among Money's Best Places to Live and Top Earning Towns, Pleasanton is a highly competitive employment center with an economy specialized in innovation and knowledge-based industry clusters.

"Every community in the Tri-Valley offers a different complement of commercial space," says Pamela Ott, Pleasanton's economic development director.

Pleasanton's 12.5 million square feet of office space and 3 million square feet of prime industrial space lends itself to businesses focused on professional and technical workers, computer engineers, software, and administrative, financial and professional services.

Pleasanton's innovation economy draws increasing amounts of entrepreneurial activity and venture capital investment. A survey of business executives found 91 percent rated Pleasanton as a good or excellent location for doing business.

"Pleasanton businesses across all industries strive to be disruptive in the most inventive and

*Continued on next page*



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positive ways they can,” says Ott.

Many businesses make their home in the nationally recognized Hacienda, where Rosewood Commons is an excellent example of a large headquarters campus that is being transformed to accommodate growing businesses and more flexible work patterns.

Large Bay Area companies headquartered or with research and development facilities and technology departments in Pleasanton, include Clorox, Kaiser Permanente, Thermo Fisher Scientific, Gap, Veeva, Oracle, Safeway, Workday and Roche Molecular Systems.

Pioneering tech/biotech firms include 10xGenomics, Fulcrum BioEnergy, Veeva, SFJ Pharmaceuticals and Blackhawk Network.

Downtown Pleasanton is a charming historic destination with a mix of unique shops, services and restaurants, while nearby Stoneridge Mall features 165 specialty stores and restaurants.

Pleasanton’s business community is well served by a variety of housing options to meet the preferences of today’s workforce and executives, and superior public schools. An abundance of year-round recreational experiences, and plentiful arts and cultural events contribute to Pleasanton’s highly desirable quality of life. Ninety-seven percent of residents rate the city as excellent or good, citing high quality of life, city services and public safety.

The city supports business development with a variety of assistance programs, from expedited processing to phased permitting for new construction projects to financing .



Researchers at LLNL examine a “homemade” rare earth purification column.

JULIE RUSSELL/LLNL

TRI VALLEY’S CITIES

# Livermore Wine Country a hub for science, tech

**L**ivermore is a magnet for highly skilled people who come to the region to work at the national labs (LLNL and Sandia), corporate headquarters and numerous entrepreneurial ventures. Livermore’s central location enables businesses to draw workers from throughout the Tri-Valley, the East Bay, Silicon Valley and beyond.

Add to that a nationally recognized downtown, award-winning winemakers and plentiful open space and it’s a winning combination.

“We’re developing a culture where innovation and the entrepreneurial spirit are appreciated and nourished,” says Stephan Kiefer, Livermore’s director of community and economic development.

Historic downtown Livermore is enjoying a renaissance as a shopping, dining, entertainment and cultural district with a 10-screen cinema and a 500-seat performing arts center.

“The science created at the national labs makes this an attractive place to land. The quality of life, our wineries, craft breweries and lively downtown only make Livermore more desirable,” says Kiefer.

Livermore is focused on initiatives to encourage local entrepreneurship through partnerships with i-GATE and Innovation Tri-Valley, attract and retain a skilled workforce, develop strategic regional partnerships and leverage the city’s outstanding quality of life as a driver of the innovation economy. Tech and bio firms building their business in Livermore include Topcon, Lam Research and the first U.S. location of Admedes Schuessler, a German biomedical firm.

The 144-acre Oaks Business Park has attracted major employers. Gillig, the nation’s second largest builder of transit buses moved its offices and manufacturing from Hayward to Livermore. Trammell Crow Company recently completed three buildings totaling 1.3 million square feet. Tesla is moving its staging facilities for its Fremont assembly plant to the site.

San Francisco Premium Outlets®, the state’s largest outdoor outlet shopping attracts some 6 million regional, national and international visitors a year.

**Livermore at a glance**

**88,138**

Residents

**\$99,683**

Median household income

**70%**

Homeownership

**\$689,600**

Average single-family home price

**39.5%**

BA or above

**54,588**

No. of jobs



PHOTO / JOHN JOH

## TRI-VALLEY'S CITIES

# Danville's big on small-town charm

**D**anville's small-town atmosphere and convenient location offer the perfect blend of upscale amenities and small town charm. An historic downtown features boutique shopping, galleries and both upscale and family-style restaurants.

The community also enjoys natural creeks, hiking and biking trails, and dedicated open space. Nestled in the hills above Main Street is the famed Tao House, once home to Eugene O'Neill, America's only Nobel Prize winning playwright.

Residents are drawn to Danville's highly rated schools, executive-style homes and an array of community events from farmer's markets and street fairs to holiday celebrations.

"Danville is about the experience," says Economic Development Manager Jill Bergman. "Danville is where people come for a 'day-cation.' Great restaurants, boutique shopping, spas and plenty of opportunities for recreation attract visitors and residents looking for an alternative to the big malls."

"Our challenge is to promote what we have, not to try to be something different," says Bergman.

Rather than offering major business parks and retail centers, Danville is oriented toward small-scale commercial development. Because it's such a great place to live, Danville 9,000 home-based businesses and consultants are a notable feature of the town's economy.

Danville's quality of life is its strong point, says Bergman. A recent Gallup-Knight study that found communities boasting an authentic character, attractive aesthetics, expansive social offerings and valued services benefit from enhanced economic vitality.

In fact, Danville employers say quality of life was a



VISIT TRI-VALLEY

## Danville at a glance

**43,691**

Residents

**\$129,720**

Median household income

**84%**

Homeownership

**\$1,043,597**

Average single-family home price

factor in close to 70 percent of business location decisions.

To help Danville's retailers and small businesses compete, a Business Concierge Service provides one-on-one consultation with new and existing businesses, from planning to market.

Incentives for retail businesses, cooperative advertising opportunities and grants for façade improvement assistance help attract customers and keep local businesses vital.

The Town of Danville also encourages corridor shopping centers, including Castle Square, Rose Garden, Green Valley, Tassajara Crossings and Village at Tassajara to expand to invest in common area improvements that match local and regional quality.

**Danville's small-town flavor is one of the keys to its economic success.**

**“ I love the Tri-Valley - and even more now that I'm married with young children. You get the benefits of the suburbs - easy traffic, easy parking, lots of room, great parks and family activities - and at the same time you get the things you think you would only get in the city, like really amazing food and diversity. ”**

Elaine Yang, technical manager, Sandia

## TRI-VALLEY'S CITIES

# A new City Center for San Ramon

## San Ramon at a glance

**78,363**

Residents

**\$124,014**

Median household income

**71%**

Homeownership

**\$800,000**

Average single-family home price

**58.3%**

Bachelor's degree or above

**T**he San Ramon Valley has long been considered one of the most desirable living areas in the Bay Area because of its scenic beauty, good climate, excellent schools and parks, and proximity to the Bay Area's major employment centers.

The development of Bishop Ranch in 1982 transformed San Ramon into a regional employment center. Employees come to San Ramon from as far away as Sacramento and San Joaquin counties.

And now Sunset Development Company, developer and owner of Bishop Ranch, is building a new City Center in San Ramon. Recently completed is a new City Hall at the 35-acre Central Park adjacent to the City Center Project.

In addition, San Ramon's library just across from City Hall is being renovated and expanded.

"People in San Ramon are excited about the development of City Center," says Eric Figueroa, San Ramon's assistant city manager. "What this community has lacked was a place for people to gather and having a central plaza gives us that central core that hasn't existed before."

Businesses in information technology, professional, scientific and technical services, health care and the visitor industry represent the core of San Ramon's economy, making up some 45 percent of the city's total jobs.

"While Bishop Ranch is an important driver of our local economy, we're also

undertaking initiatives to revitalize other commercial areas of the city," says Figueroa. "There's an emphasis on attracting exciting new retail businesses to town."

One of the big attractions that makes San Ramon so attractive as a place to live and raise a family is Central Park, one of 50 parks in the city. Central Park features play structures, a beautiful new water feature, a skate park, walking paths, four basketball courts and five baseball fields, soccer fields, lighted tennis courts, a grass amphitheater and several rose gardens.

"It's all part of the city's attention to our total population - everyone that lives, works and plays here - from our business-friendly services to a whole array of community benefits," says Figueroa.

TRI-VALLEY'S CITIES

# Dublin - The New American Backyard

**D**ubbed “the Bay Area’s New American Backyard,” Dublin enjoys its own casually sophisticated style.

Long a center of commerce, Dublin, is emerging as a desirable address for a wide range of businesses, including technology firms, due to the city’s outstanding geographic location near both I-580 and I-680, educated workforce, compelling demographics, upscale buying power and two BART stations.

“Dublin has been strategic about planning for growth near our transit stations,” says Economic Director Lori Taylor.

“We’re attracting mixed-use projects, retailers and business seeking to locate near transit.”

Downtown Dublin, near the West Dublin BART station is home to new transit-oriented developments like Connolly Station that are attracting young commuters to the community. Educated and affluent, these new residents are drawn to Dublin’s great shops, restaurants and local recreational opportunities.

“We also have an unprecedented opportunity to develop Class A commercial office space on 30 acres directly adjacent to the Dublin/Pleasanton BART station,” says Taylor. The land is pre-zoned for 2 million square feet of office space.

Dublin’s current 2.7 million square feet of office can accommodate businesses of all types, from R&D to retail and professional services. Resident firms include Ross



Stores headquarters, Callidus Cloud, iTrade, TRIA Beauty, Fluor Technologies and MicroDental.

In addition, Dublin has 2.2 million square feet of industrial development space that houses a range of businesses from startups to multinational companies.

The city’s more than 3.65 million square feet of retail development and major retail centers include Hacienda Crossings, Waterford Place, Dublin Place Shopping Center and the new Persimmon Place, which includes a Whole Foods with a pizza venue, tap room, tasting area and an outdoor patio with space for live music and performances. Other retailers at Persimmon Place include Nordstrom Rack, HomeGoods and a variety of eateries.

Centrally located, close to transit and major highways, and home to abundant space for development, Dublin has seen strong growth in recent years.

**Dublin at a glance**

**55,124**

Residents

**\$121,062**

Median household income

**63%**

Homeownership

**\$950,000**

Average single-family home price

**53%**

Bachelor’s degree or above

**24,013**

Jobs



Living in Dublin makes for a very easy commute. And after leaving work, I can choose to bike home, meet at a friend’s place, go to a restaurant, or play soccer at a local park — and no matter where it is, it will take under 30 minutes to get there.

Charlie Shaeffer, software engineer, Veeva Systems Inc.



“What this community has lacked was a place for people to gather, and having a central plaza gives us that central core that hasn’t existed before,” says Eric Figueroa, San Ramon’s assistant city manager

San Ramon’s planned City Center.

# CHEVRON VALUES INNOVATION CULTURE

In 2002, following the merger between Chevron and Texaco, Chevron was one of the first major companies to move its headquarters to the Tri-Valley, taking up residence at Chevron Park at Bishop Ranch. Today, more than 3,000 employees work at Chevron Park and in the adjacent Bishop Ranch 1 building.

"As the company grew in the late 20th century, it was clear that it needed more space to house its operations," says Marian Catedral-King, Chevron representative for policy, government & public affairs. "Not wanting to leave the Bay Area, Chevron saw potential in the Tri-Valley area to be the next great hub for businesses and innovation."

All of Tri-Valley's assets – the national labs; the cluster effect of diverse businesses with a commitment

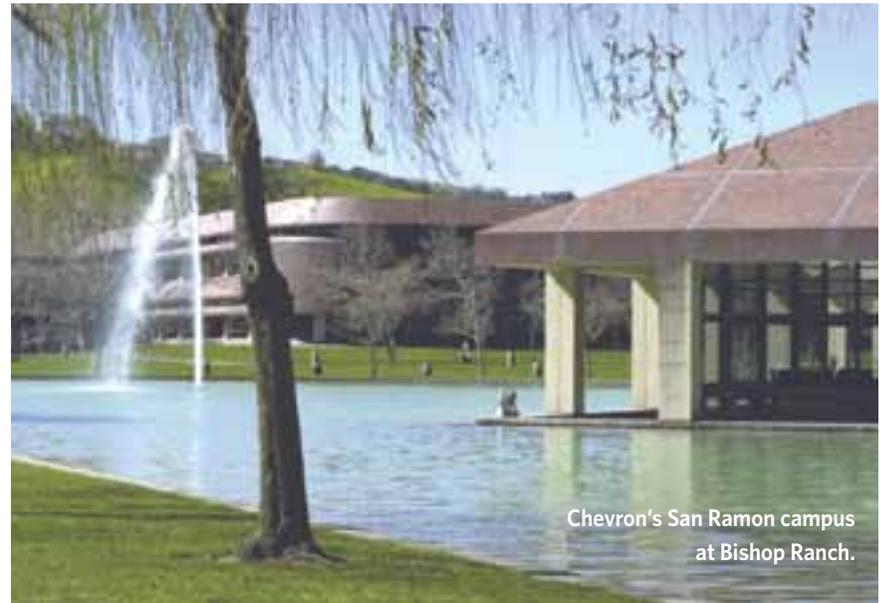
to innovation; a well-educated, well-prepared, experienced workforce – "contribute to an ecosystem of innovation and improvement that cannot be found many other places in the world," says Catedral-King.

Chevron's dedication to learning from the strengths and successes of others was behind the decision to become a founding member of the Innovation Tri-Valley Leadership Group.



"We believe that ITV bolsters the cutting-edge spirit of the Tri-Valley," says Catedral-King. "The group is unique because it provides a forum for the public and private sector to begin conversations on how innovation can improve the Tri-Valley."

Because the company places great value on innovation and attributes its success in the energy industry to its diverse and ingenious workforce, it was important to find the right location



Chevron's San Ramon campus at Bishop Ranch.

**"Chevron saw potential in the Tri-Valley (as) the next great hub for business and innovation."**

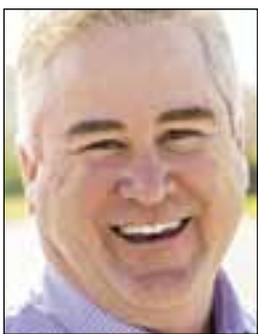
Marian Catedral-King, Public Affairs Representative, Chevron

for attracting top talent.

"Our workers want to come to the Tri-Valley, not only to work for us, but also to be a part of our safe and thriving communities," says Catedral-King. "Our employees ultimately stay in the area because of the quality schools, convenient commercial areas and high standard of living."

For its part, Chevron is a good neighbor. The company participates in the Chambers of Commerce in San Ramon, Livermore, Pleasanton, Dublin and Danville. Chevron also supports various local nonprofits such as the School of Imagination, the San Ramon Historic Foundation and the Tri-Valley YMCA.

# PRECISION POSITIONING FOR FARMING, BUILDING



**"The application of our state-of-the-art laser technology makes working off GPS satellites infinitely more exact."**

Mark Contino, Vice President/Global Marketing, Topcon Positioning Systems

The next time you see a bulldozer scraping earth from one spot to another or a planter seeding a field of soybeans, you just may be witnessing the latest in precision laser mapping technology.

Topcon Positioning Systems, headquartered in Livermore, is focused on two things that have great impact on society: the way things are grown and built.

"We live in a specialized niche industry that centers around our 3D position on earth and the relationship of that position to everything around it," says Mark Contino, Topcon's vice president for global marketing.

"While land surveying and more scientific farming are nothing new, the application of our state-of-the-art laser technology makes working off GPS satellites infinitely more exact."

"When mounted on a piece of machinery, we're able to measure exactly where to cut or where to apply the right product at the right rate at the right time in the right place," he adds.

"Whether it's laying out a new subdivision, building roads and bridges or



Cab-mounted Topcon monitoring device makes agricultural applications more precise.

increasing the productivity of farming operations, Topcon puts precision positioning to work in the field."

Cab-mounted Topcon technology enables a paver to lay down asphalt to the precise level where wear and tear are greatest, greatly increasing the longevity of the surface. Farmers using Topcon's tractor-mounted, ultrasonic sensing technology can reduce spraying to just what's needed in a defined area, making it a win-win for the grower, who saves money, and for the environment.

Unmanned aerial systems that can fly in windy conditions and carry lightweight equipment are the latest applications for



TRI-VALLEY  
INNOVATOR

Topcon technology.

Topcon Positioning Systems employs more than 1,500 people, about half of them in Livermore.

"The Tri-Valley is an up and coming competitor to Silicon Valley," says Contino. "It's got the whole package – the national labs, tech outreach programs, top talent, a collaborative business environment, a great quality of life and great schools – without the traffic and congestion."

Contino has special praise for Innovation Tri-Valley. "They're the catalyst that's bringing companies together for the betterment of the entire region."

Plus, he adds, "Coming from upstate New York, I love the weather!"

# *IF IT'S WORTH BUILDING, IT'S WORTH BUILDING WELL*



**CITY CENTER BISHOP RANCH, SAN RAMON**

Las Positas prepares students for four-year institutions as well as focusing training in technical and vocational education.



## Las Positas College is doing what matters for jobs & the economy



**“We spend a lot of time talking with industry leaders to make sure our programs are connected to what businesses need.”**

Dr. Barry Russell,  
Las Positas President

**S**et amidst Livermore’s rolling hills and picturesque vineyards, Las Positas College is a key component in preparing workers to take their place in the Tri-Valley’s skill-based economy.

Las Positas continues to excel in its mission to prepare students for four-year institutions and to help others improve basic math and English skills, but the college also puts a strong emphasis on technical and vocational education.

While Las Positas has been training the workforce for 40 years, “there has been a revival of support at the state level for workforce development,” says Dr. Barry Russell, Las Positas president. Governor Jerry Brown has earmarked \$200 million for community colleges to renew their focus on jobs industry identifies as important. At the federal level, schools are now required to show the potential of specific programs for gainful employment.

The reasons are clear: At the same time many Californians are struggling to find a good job, employers are frustrated by the lack of workers with the right skills and education to fill job openings. By 2025, 30 percent of all job openings in the state will require some form of postsecondary education short of a four-year degree.

Las Positas’ career and technical programs prepare students for entry-level employment and enable those currently employed to upgrade their skills to keep up with changes in technology.

“We spend a lot of time talking with industry leaders to make sure our programs are connected to what businesses need,” says Russell.

Because Las Positas has such a long history of reaching out to the community, the partnerships they’ve built with area businesses have deep roots.

Advisory committees made up of faculty, administrators and industry experts help ensure the latest standards and technology are integrated into the programs, which include applied technology, automotive technology, computer science and viticulture/enology/horticulture.

“At the same time we’re reaching out to businesses and



industry groups, they are reaching back. It’s a two-way street,” says Russell.

For example, in response to Lawrence Livermore National Laboratory (LLNL) and Sandia National Laboratories, Las Positas is developing new programs in cybersecurity. It’s working with advisors like Philip Wente and David Kent to revamp its viticulture curriculum.

Adam Lavine, founder and CEO of FunMobility says he often turns to Las Positas students when he’s recruiting because they not only have great technical skills but also come to the job ready and willing to learn.

Other area business like Chevron, Oracle, Tesla and PG&E provide Las Positas students with internships and opportunities for job shadowing that give them a chance to apply what they’re learning.

In addition, places like LLNL find that engaging senior level scientists in mentoring students or new hires reinvigorates an excitement in their own work.

Las Positas has always been very strong in STEM education, but has more recently worked with LLNL and Sandia to build a STEM-based program in Engineering Technology.

“It’s a growing need,” says Russell. “The labs tell us they will be adding some 300-400 of those types of jobs over the next couple of years. Our students will be prepared.”

The Tri-Valley is a community of thinkers and doers that is uniquely attractive to young talent looking for careers fueled by collaboration, innovation and a high quality of life.

# WHY JOIN THE INNOVATION TRI-VALLEY LEADERSHIP GROUP?

BECAUSE THE PRESENT SHAPES THE FUTURE, we need to act now to ensure a bright horizon for the Tri-Valley, its people and its businesses.

We advocate for...

- Better regional transportation
- An improved water infrastructure
- More flights to and from OAK
- Faster, better broadband
- More housing
- Creating and educating a 21<sup>st</sup> century workforce
- Streamlining permitting to help businesses get started and scale up

## ITV events illuminate the Tri-Valley's star talent



Software Stars of the Tri-Valley from ITV's Innovation Forum 2015.



Panel from September 2015 luncheon, Path to Sustainability.



Dreammakers & Risktakers 2016: The Raffield brothers from San Ramon Valley Unified School District, recognized for leading tutoring programs and for their innovative and creative ways of contributing to the community.

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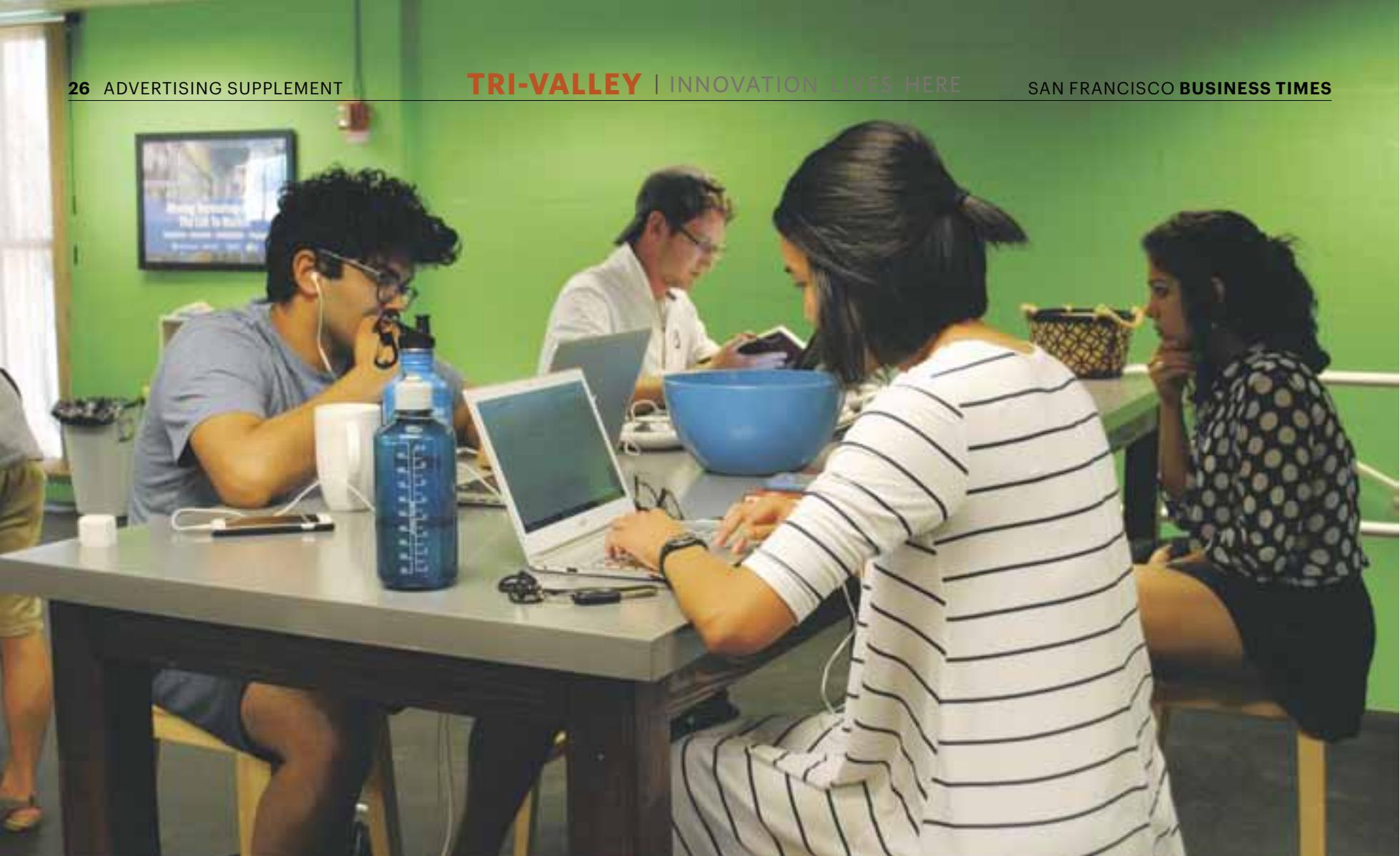
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A special thank you to John Sensiba, ITV chair and managing partner, Sensiba San Filippo, for his leadership and vision for the Tri-Valley.



Join us by contacting  
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 or visit [www.innovationtrivalley.org](http://www.innovationtrivalley.org)



The Switch provides space where entrepreneurs can launch a startup.

# Innovation starts here: Incubators, accelerators & open labs

**T**he Tri-Valley is rich in talented tech engineers, biotech innovators and software visionaries with brilliant new ideas and a network of incubators, accelerators and the Livermore Valley Open Campus that help to bring those ideas to the marketplace.

The result has been to spur technological advances and the launch of new companies.

“Creating a community of entrepreneurs who have roots here in the Tri-Valley not only sets the stage for them to be successful in their current company, but also creates a lasting network of people who will continue to work together in their next venture,” says Brandon Cardwell, executive director of the i-GATE Innovation Hub. “We don’t create jobs, companies create jobs, but we create opportunities for those companies to grow their networks and achieve success.”

## Innovate Pleasanton

Innovate Pleasanton is a 30,000-square-foot accelerator privately funded by Tri-Valley Capital for companies in the early stages of commercialization.

Resident entrepreneurs enjoy the benefits of working in a dynamic environment with access to expert advisors and the Tri-Valley Capital network of “mentor capital”, which includes a full range of business-re-

lated services, allowing the entrepreneur to focus on technology.

## i-GATE Innovation Hub

i-GATE is dedicated to building the Tri-Valley’s startup and innovation ecosystem.

“Our members are very early stage entrepreneurs who are looking to connect and network with peers and mentors who can help them make progress,” says Cardwell.

Founded by LLNL, Sandia and the City

**“Innovation hubs are ‘places for entrepreneurs and innovators with big ideas to come together and create new things.’”**

Brandon Cardwell, Executive Director, i-GATE Innovation Hub

of Livermore as part of California’s iHub program, i-GATE has evolved from a top down, government-centric focus on industrial technologies to a more community-oriented, peer-to-peer collaborative model, says Cardwell.

“One of the hallmarks of Silicon Valley has been its network of people with skills and connections who can get a deal done

very quickly and are willing to pay it forward,” notes Cardwell. “That’s what we’re building in the Tri-Valley – an infrastructure that allows people to access other entrepreneurs, founders of successful companies, advisors, mentors, talented employees and investors.”

At The Switch, i-GATE’s innovation space located in the heart of downtown Livermore, entrepreneurs can access shared and dedicated workspaces, prototyping equipment and light industrial lab space to launch new companies, products and ideas.

“The mentors (at i-GATE) are people who have been through successful startups, raised money, and know what it takes to get your business off the ground and sustainable. Success is contagious,” says iGate member Chris Riley, founder of Fixate IO, which provides technical marketing content and strategies.

As part of its network-building mission, i-GATE also hosts Startup Tri-Valley, network-focused meet-ups for the local startup community – founders, investors, incubators, accelerators, government agencies, service providers, research institutions and more.

Through technology showcases, startup education and shared lab and workspaces, LLNL and Sandia continue to partner with i-GATE to bring lab technology into the market.

“The labs are epicenters of technological innovation, but don’t typically interact directly with the market in the same way that a company like a Topcon or Veeva Systems or a startup like Waygum might,” says Cardwell. (Waygum is mobilizing the industrial Internet of Things.)

“Rich Rankin, director of industrial partnerships at LLNL, refers to the partnership with i-GATE as a ‘catcher’s mitt,’” says Caldwell. “If the labs throw ideas and innovations out to the community, there needs to be a network of talented entrepreneurs and people with skills and connections to receive them.”

Since its founding in 2009, i-GATE has launched six successful start-ups; there are currently 25 member companies working at The Switch.

Alumni include battery-company Kalp-Tree Energy, TerrAvion, computer sensor system company USLadar, industrial coatings company C2D Technology, POC Medical Systems and SafeTraces, whose ground-breaking edible barcode technology received the prestigious R&D 100 Award.

Looking toward the future, Cardwell believes the Tri-Valley will need specialized programs for specific industry focuses. For example, for biotech to continue to grow in the Tri-Valley there’s a need for more flexible, wet-lab space that can support new discoveries.

**iValley Innovation Center**

Located at Bishop Ranch, iValley is a startup incubator that provides value-added services to augment a new enterprise’s innovation and R&D.

Networking events and other forms of outreach facilitated by iValley are advantageous to both entrepreneurs and more established companies that are on the



**Brandon Cardwell,** executive director, i-GATE Innovation Hub: “We’re building an infrastructure for entrepreneurs.”

lookout for innovative solutions that can help them keep a leading edge.

“We’re trying to combine the traditional industries with the innovation that’s happening in the Valley,” Paddy Ramanathan, iValley co-founder told San Francisco Business Times’ tech reporter Annie Gaus. “And I think we have the perfect storm to make this happen.”

Members of iValley range from ENACT Systems, which is developing software to power solar sales and financing, to Mind-Blown Labs, a nationally recognized education technology social enterprise that creates game-based learning tools.

“My commute is absurdly easy... Having a short, consistent commute gives me time to commit to other activities outside of work (like coaching) cross country and track at my little brother’s high school... After work we’ll occasionally have happy hour at one of the microbreweries in town. When Sandstone cleared FDA trials, we celebrated at Eight Bridges Brewing with a pizza party. I’m a fan of stouts and porters so that was a great evening.”

Jon Epperson, research associate, Sandstone Diagnostics

# WORLD OF CHILDREN GLOBAL AWARDS



World of Children Award invests in young lives worldwide.

Since 1998, World of Children Award has invested \$8 million in cash grants and support to programs serving vulnerable children worldwide.

“We search the globe to find social innovators who are changing young lives forever,” says Lynn Wallace Naylor, executive director of World of Children Award. “Social change for children is our passion.”

A 19-year-old philanthropy, World of Children Award identifies leaders who have a track record for success serving children exclusively. “We share Awards with remarkable leaders worldwide, yet they are bestowed only on those few individuals with the highest performance standards. Most of our 110 honorees are working for very little pay and risking their lives every day to help vulnerable children,” says Naylor.

“Our annual selection process is heralded by leading philanthropies because it includes a boots-on-the-ground audit performed by an independent investigative agency, reports Naylor. “We prove out the impact of every dollar we invest.”

Headquartered in Dublin, World of Children Award is driven by a national board of governors, including executives in the fashion, media, finance and health care sectors. The organization was co-founded by executives from Procter & Gamble and Victoria’s Secret.

World of Children Award rewards social change agents leading programs in Child Protection, Education, Health, Humanitarian Aid and Youth Leadership.

For more, visit [www.worldofchildren.org](http://www.worldofchildren.org).

# FunMobility: Mobile brands made to engage

**W**hen Chiquita wanted to attract repeat shoppers to their Banana brand, they turned to San Ramon's FunMobility.

FunMobility built a campaign that encouraged consumers to scan banana labels with their smartphones to unlock exclusive "Minions" movie content, play games, win prizes and learn about new banana recipes.

The campaign drove millions of unique engagements with the brand, including 75 percent of moms of young kids. These enviable marketing results were due to FunMobility's ability to create an on-demand, mobile marketing experience "that's fun, interesting and rewarding," says Founder and CEO Adam Lavine.



In another example, Ace Hardware dealers used a FunMobility platform that combined coupons and product promotions with how-to content. The mobile coupon redemption rate was ten times that of Ace's print advertising.

"FunMobility runs on a very sophisticated technology platform," says Lavine. "But we also have the capability to create top-tier branding experiences."

"Basically, we're all nerds with good art skills," he laughs.

The Tri-Valley, says Lavine, has plenty of homegrown talent to power innovative businesses.

**"We can tap local talent (with all the) left brain/right brain skills that make the magic happen."**

Adam Lavine, CEO, FunMobility

"The diversity of our team – I have expertise in computer animation, our head of marketing is a former screenwriter, our business development executive once organized Korean pop concerts and our COO used to run scale mobile content businesses servicing major carriers, labels and publishers – represents the diversity of the Tri-Valley's workforce," says Lavine.

"We can tap local talent in technology, art, storytelling and other left brain/right brain skills, all of which contribute to 'making the magic happen.'" He credits the Tri-Valley's "great work-life balance" for making it easy to attract and hold onto top talent.

"We enjoy all the benefits of Silicon Valley – savvy people, capital, a strong innovation infrastructure – without the intensity," says Lavine. "The Tri-Valley culture has a lot of heart; people really care about each other and the community and are willing to help one another succeed."

Lavine's interest in helping companies find great talent has translated into an investment in a new venture, Motzie, a recruiting company that enables volume recruiters to target job seekers on their mobile devices.



Adam Lavine says his employees enjoy the Tri-Valley's work-life balance.

PAOLO VESCIA

# Veeva expanding as Pleasanton tech center grows



Tim Cabral likes the geographical advantages of the Tri-Valley and its growing reputation as a tech center.

**V**eeva Systems, a leader in cloud-based solutions in the global life sciences space, is invested in Pleasanton.

Since its founding in 2007, Veeva has added more than 400 customers worldwide, ranging from the largest pharmaceutical companies to emerging biotechs. Veeva now has more than 1,500 employees in 25 countries; more than 400 of those are in the Tri-Valley.

To accommodate that growth – and continue to expand – Veeva recently purchased and upgraded a 141,250-square-foot office building on 7.9 acres just down the street from its former location.

"Pleasanton and the Tri-Valley offer an interesting geographical advantage," says Veeva CFO Tim Cabral. "It's close enough to Silicon Valley and San

Francisco to tap into that talent market, but far enough away to be more competitive with those who want to live here, enjoy the high quality housing, good restaurants and great schools – and avoid a long commute."

"There's an excitement in the Valley," he adds. "We have an employee population that's talented, tech savvy and very smart who are attracted to the Tri-Valley's growing reputation as a tech center – and they're spreading the word to friends and colleagues."

In fact, says Cabral, of Veeva's 400-plus employees in Pleasanton, about 100 of them started at the company right out of college.

**"We have an employee population that's talented, tech savvy and very smart who are... spreading the word (about the Tri-Valley) to friends and colleagues."**

Tim Cabral, CFO, Veeva Systems

Much of that aura is due to the Tri-Valley's pioneering tech firms, nearby world-class universities UC Berkeley and Stanford and the effect of the national labs, which created opportunities to capitalize on cutting-edge research. Cities, too, are doing their part to support modern business parks where companies can grow at scale.

"Of course," he adds, "the company itself is an important variable. The opportunity to add value to a cool, innovative tech platform has its own appeal."

Veeva executives decided to buy not lease in order to "put our fingerprint on it," says Cabral. The company has since scrapped plans to sublease some of the space because their own faster than anticipated growth.

Veeva has targeted a billion-dollar run rate and 500 customers in 2020.

"We've laid the foundation and see great opportunities in the products we have in development," says Cabral. "We'll soon start selling our content management applications to regulated industries adjacent to life sciences where we believe we can add tremendous customer value."



TRI-VALLEY  
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PAOLO VESCIA

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location



business



innovation



talent





# Live, work and play at the Hacienda

**T**he 875-acre Hacienda in Pleasanton houses 650 companies employing more than 19,000 people locally occupy more than 11 million square feet of mixed-use, transit-oriented space.

Resident businesses enjoy easy access to resources, proximity to industry leaders and growing startups and being part of a region that leads the world in innovation.

World-class architecture and environmentally friendly design are Hacienda hallmarks. A diverse selection of structures and floor plans provide a home to everything from small offices to regional centers to large campuses for company headquarters.

Hacienda also features homes – from stylish rental units to single-family detached houses – for some 4,500 residents, with three new residential projects under construction.

Four major retail centers — Crossroads, Gateway Square, Metro 580, and Hacienda Plaza — along with a number of individual locations, put shopping, dining and entertainment within easy reach. Hacienda also includes four hotels with a total of 660 rooms that can comfortably accommodate both business travelers and visitors.

More than 12 acres of parks and pedestrian pathways and trails interconnect the areas within the development.

A nationally recognized commuter-assistance program provides a number of alternatives to help employees of Hacienda businesses get to work faster and cheaper.

## A nurturing startup environment

In 2012, two years after incorporating, Leaf Healthcare, which produces patient mobility technology, found the perfect home in Hacienda: an office with relatively affordable rent and light manufacturing space close to restaurants and an easy commute for employees in Silicon Valley and the East Bay.

“It always surprises me to realize how many people commute to Silicon Valley from here,” says Leaf COO Mark Weckwerth, a Pleasanton resident. “The most important thing is the time I’m not spending commuting. I’m able to do other things, see my family more or work more.”

## Attracting & retaining top talent

For tech giant Oracle, “the Hacienda location gives us a great leg up on acquiring and retaining top talent,” says Tim Roche, Oracle’s senior manager of facilities.



A variety of structures and floorplans at the Hacienda serve diverse business needs. For recreation, workers have their choice of bocce, basketball and volleyball courts – even a putting green.

The company has maintained office space in Hacienda for 15 years. Oracle’s 20-acre campus includes two five-story office buildings, totaling nearly 400,000 square feet, and a 350,000-square-foot parking garage. A third building is planned for future growth.

When Oracle, which is committed to corporate sustainability measures, began packaging to-go meals from their on-site café with compostable containers, straws, and cutlery, they found Hacienda to be a supportive environment for their initiative. Today, Oracle’s Hacienda campus diverts more than 90 percent of its waste from landfills.

## ‘Work beyond the desk’ at Rosewood Commons

With its purchase and investment in the 1-million-square-foot Redwood Commons campus in Hacienda, Swift is redefining the idea of a “headquarter campus.”

“Swift completed a significant repositioning effort that has created a office campus in the I-680 corridor, which has resulted in 600,000 square feet of leasing in less than two years,” says Brett Miles, asset manager with Swift Real Estate. “The project now features a completely redone conference center with auditorium seating for up to 400 people, along with several outdoor collaboration areas that invite employees to ‘work beyond the desk.’”

Thrive café, operated by Guckenheimer and a Peet’s coffee kiosk that serves up espresso drinks and gourmet teas are popular with employees. When recreation is what’s needed to fire up the brain, workers have their choice of bocce, basketball and volleyball courts – even a putting green.

An added bonus is a shuttle to/from the BART Dublin/ Pleasanton line and an onsite bike-share program for tenants.

“It’s been a successful formula for attracting business to the site and encouraging the growth of others,” says Miles.

Swift’s repositioning efforts are part of a broader trend in sub-urban offices, which are integrating more urban features including mass transit, food options and recreation features.

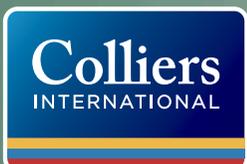
# LAUNCH PAD

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JULIE BROTHERS

Tasting vintage wines in the historic Wenté Vineyards sandstone caves.

# Wine and craft beer put the Tri-Valley on the map

**A**ward-winning wineries and a newly developing craft-beer industry have put the Tri-Valley (Amador, Livermore and San Ramon valleys) on the map for connoisseurs of top-quality beverages – and excellent pairings with a range of inventive dining choices.

## Award-winning wineries

The Livermore Valley wine industry dates back to the 1850s. In fact, the first Grand Prix Award for a U.S. wine was won by a Livermore winery at the 1889 Paris Exposition. When Prohibition put a stop to most of the production in the region, C.H. Wenté's and James Concannon's wineries survived by making sacramental wine.

Today, more than 50 wineries, from small family-owned operations to historic leaders of the California wine industry, are flourishing – and continuing to win international acclaim.



Philip Wenté

And there's room to grow. Thanks to the efforts of Philip Wenté, fourth generation Livermore Valley winemaker, and others involved in founding the Tri-Valley Conservancy, much of the region is zoned to preserve open space and agriculture. The base zoning is a 100-acre minimum, but property owners may subdivide into 20 acre parcels if a permanent agricultural conservation easement is put on the property. This has helped spawn new plantings and brought a new wave of interest into the Livermore Valley.

## The taste of the soil

One of the hallmarks of the Livermore Valley Wine Country is the terrior, or "taste of the soil," which has been favorably compared to the soils of the famous wine-growing regions of Europe, in particular the soils of the Bordeaux region of southern France. Livermore's vineyards are the source of vines planted all over Cali-

**"Livermore's climate, land-use regulations, land prices and water availability are all friendly to wine grape investment."**

Philip Wenté, winemaker

fornia and Oregon, including the vast majority of California Chardonnays. The Petite Sirah varietal was first introduced at Concannon Vineyard. The region has produced award-winning Sauvignon Blanc and Chardonnay for six decades.

Champions of the Valley's soil say it's gravelly, with excellent drainage. They also point to the region's east-west orientation, which is unique to other California wine regions. Warm days are cooled at night by coastal fog and marine breezes – ideal conditions for producing well-balanced grapes.

"The growing demand for more high-quality California wine means more coastal grapes are an economic necessity," Wenté told Wine.Com. "Livermore's climate, land-use regulations, land prices and water availability are all friendly to wine grape investment."

Wenté predicts the current number of wineries will triple over the next 20 years, from 50 to 150, to keep up with a U.S. wine consumption rate that continues to grow at about 3 percent a year.

"The Tri-Valley, which now has some 3,000 acres in grapes, can easily support the additional 10,000 acres of vineyard that will be necessary to accommodate that growth," says Wenté.

## Water, wine & innovative technology

While the region has long supported plentiful, high-producing vineyards, the realities of California's ongoing water issues has forged a symbiotic relationship with the Livermore Valley's famed tech industry. A healthy vine delivering a high-quality crop needs 24-30 inches of water a year. Depending on its exact location,

## TOURS AND TASTINGS

Livermore wineries benefit from the region's proximity to urban markets and draw visitors from around the Bay Area to tour their facilities. A sampling of Tri-Valley wineries includes:

### McGrail Vineyards and Winery -

Known for its Cabs; 2011 Cab Reserve is a gold medal winner.

**Concannon** – a landmark winery since 1883 with an enduring commitment to crafting exceptional award-winning wines.

### Big White House Winery and John Evans Cellars -

Longevity Wines – a boutique, family-operated urban style winery focused on quality not quantity.

**Ehrenberg Cellars** – making great award-winning wines since 2003.

**Nottingham Cellars** – family-owned and operated; promises to be influential in writing the next chapter in the history of Livermore Valley wine.

### The NC Collection: Vasco

**Urbano Wine Collection** – launched by Nottingham Cellars in 2014 to take advantage of the Livermore Valley's unique terrior, which is ideal for growing Rhône-inspired varieties.

### Garré Winery & Bella Rosa -

family hospitality in the heart of Livermore Valley.

**Las Positas Vineyards** – produces small-lot, estate-grown wines of exceptional character.

**Darcie Kent Vineyards** – A prized portfolio of wines includes traditional Bordeaux-inspired red blends, Cabernet Sauvignon, Petite Syrah, Syrah, Chardonnays, a field-blend of Zinfandel and Merlot, a rare Grüner Veltliner, Sauvignon Blanc and Pinot Noir.

### The Steven Kent Winery -

winemaker Steven Kent Mirassou's Lineage is recognized worldwide as one of the best single Bordeaux-style wines.

**Wenté Vineyards** – the oldest continuously operated family-owned winery in the U.S. and a world leader, known for the highest quality and integrity in every aspect of the wine industry.

### Winemakers Studio at Wenté Vineyards -

guests are invited to engage in hands-on, interactive, educational winemaking and grape-growing fun at The Winemakers Studio.

a Livermore Valley vineyard gets between 9-30 inches of rainfall a year.

Growers who need to make up the difference with irrigation have installed drip systems with high-tech sensors and constant monitoring to squeeze every drop out of the water that enters the vineyard. In fact, says Wente, the wine industry is on the cutting edge of water conservation.

“Growers need to use just enough water to ripen the crop and create the style and quality of wine they’re trying to achieve,” Wente explains. “We’re using sensor technology that’s come out of the national labs located here that gives us data on evaporation rates and water flow from the roots of the vine to the veins in the leaves. As growers, we can then adjust usage as needed for the vines to thrive.”

**A passion for the grape**

For winemaker David Kent the choice to start the Darcie Kent Vineyards, a family-owned and operated winery in the Livermore Valley, stated with the purchase of a 15-acre vineyard from Wente in 1996. Kent had been in the industry for 25 years, first with Gallo in Modesto and then with The Wine Group. His wife, Darcie, comes from five generations of winemakers

“Our dream was first to start a small winery in the Oregon Wine Country, where we had lived in the early 1980s when we were both with Procter & Gamble,” says Kent. “Livermore reminded us of those early days in Oregon: small family-owned



**Winemaker David Kent greets visitors to Darcie Kent Vineyards.**

wineries, many of which were operating out of old barns and garages, with incredible passion and unique wines at a great price.”

Darcie Kent tended the vineyards and designed the labels while a friend crafted the wine in various places in Sonoma. When David Kent retired, it was time to find a new place of their own to ferment the grapes and sell the wine.

The Livermore Valley, says Kent, has a very similar climate to the better growing regions of

Napa, Warm days and cool nights prolong the time it take for the grapes to ripen so the flavors and color of the wine is more intense.

“Our region is relatively unknown outside of Northern California, which is a double-edged sword,” says Kent. “Vineyard land is still relatively cheap compared to Napa, but unlike Napa, a Livermore Valley wine will not sell itself simply because of where the grapes were grown.”

Kent is concerned that the growing demand for housing in the Tri-Valley to support the tech sector is putting an unsupportable pressure on agricultural land.

“Some of the greatest vineyard land in the world sits underneath the housing developments of the San Ramon Valley,” says Kent. “Fortunately, we have the Ag Preserve to help protect the remaining vineyard land in the Livermore Valley.”

Much of the innovation at the local wineries deals with making the businesses sustainable in the face of increased operating expense, strict regulation and climate change, says Kent. Darcie Kent now uses solar power and steam for barrel washing to reduce energy consumption and water usage.

“One of the great attributes of the Livermore Valley Wine Country is that most of the wineries treat one another as collaborators rather than competitors,” says Kent. “We share what works with our neighbors because the more great wines that come out of our region it ultimately benefits every producer.”

**FOLLOWING THE TRI-VALLEY BEER TRAIL**

These days the Tri-Valley’s world-famous wines are not the only beverages drawing crowds.

Once home to one of the largest hop farms in the world, the Tri-Valley is returning to its roots with an emerging craft beer scene.

Before Prohibition, the Tri-Valley was one of the country’s largest producers of hops. The region is also home to what is thought to be one of the first craft beer-focused bars in the country: Lyons Brewery Depot in Sunol, which was owned by San Ramon resident Judy Ashworth.

“There are a lot of true publicans here,” says Ashworth of the Tri-Valley’s craft beer renaissance. “They’re in it for the passion, not the money.”

Brian Blackburn, founder and CEO of the Shadow Puppet Brewing Company in Livermore is another example of an entrepreneur drawn both to the Tri-Valley’s brew culture and family-oriented lifestyle.

“The quality of life is a big reason I love the Tri-Valley – the commutes are easy, my daughter can walk to school and the options for restaurants and housing is relatively affordable compared to much of



**The Tri-Valley Beer Trail maps out a growing collection of 16 craft breweries, taprooms and restaurants from Danville to Livermore.**

VISIT TRI-VALLEY

the Bay Area.”

Shadow Puppet’s customer base is pretty broad, says Blackburn. “Livermore is already known as an easy to get to wine destination and the addition of new craft breweries is a natural fit, making it a destination no matter what your beverage of choice.”

When Stephen Sartori, who was born and raised in Livermore, decided to open the Altamont Beer Works, his hometown was the obvious choice.

“Being located near the Lawrence Livermore Lab, we get a lot of “Labbies” coming in after work.

We have local regulars as well as craft beer fanatics that are endlessly in search of new and different beers and breweries.”

The Tri-Valley Beer Trail maps out a growing collection of 16 craft breweries, taprooms and restaurants from Danville to Livermore. Amateurs and aficionados alike are welcome to sample flights of local brews, learn about food pairings and meet with brew masters in a laid-back environment.

To download a free Tri-Valley Beer Trail Passport, visit [www.visittrivalley.com/tri-valley-beer-trail](http://www.visittrivalley.com/tri-valley-beer-trail).

**VISIT TRI-VALLEY INVITES YOU TO SEE WHAT YOU’VE BEEN MISSING**

Visit Tri-Valley encourages visitors to “break out of the ordinary tourist routines and venture to Northern California’s Tri-Valley.”

Set amidst rolling hills, vineyards and grand oak trees, the Tri-Valley hasn’t let the region’s explosive growth bury its classic American charm and undeniable wine heritage. Tri-Valley cities are bustling

with events, restaurants, cafés, galleries, theaters and shops, so there’s never a shortage of things to do.

From lively street festivals to the pastoral vistas of the Livermore Valley Wine Country, it’s no wonder Tri-Valley cities ranked in the top five of “America’s 50 Best Cities to Live In” (USA Today, 2014).

Located just 45 minutes east of the

Golden Gate Bridge, “the Sunny Side of the Bay” is a favorite getaway for people from all over who enjoy wine tasting, craft breweries, bucolic hiking trails and family-oriented fun.

Want to learn more about what you’re missing? Log onto [www.visittrivalley.com](http://www.visittrivalley.com) for a tour of where to eat and drink, stay and play – and more.

# Title 21 improving patient safety & outcomes

Ask Lynn Fischer, CEO of Title 21 Health Solutions, what sets the Tri-Valley apart and she's quick to point to the region's balanced lifestyle, plentiful local talent and "strong sense of camaraderie and community."

Located in the heart of the Tri-Valley, Title 21 delivers easy-to-use, flexible and integrated electronic data management solutions to support health science organizations improve efficiency, quality and patient care. Title 21 is a woman-owned and operated company that has grown into the go-to provider for laboratory-focused quality management solutions, including document control, training and error management.



"The Tri-Valley is a wonderful place to live and work," says Fischer. "Most of our employees have a commute of 30 minutes or less, allowing many of them to walk or bike to work. Because they live nearby, working moms – like myself – can take time to visit their kids at school and make it back to the office."

All in all it makes for a more balanced lifestyle – and it starts at the top, says Fischer: "A key differentiator of senior management in the Tri-Valley

**"Senior managers in the Tri-Valley want their team to have a great life as well as a successful career."**

Lynn Fischer, CEO, Title 21

is empathy for their workers. They want their team to have a great life as well as a successful career."

Title 21 benefits from being able to draw on the Bay Area's wealth of professionals with both health care experience and technical expertise.

"Our team is passionate about making a difference throughout health care as well as within our community," she says. "The Bay Area is home to many leaders such as Kaiser Permanente and Stanford Healthcare. It's rewarding that our innovations can make an impact to health care as a whole as well as to our community in the Tri-Valley."

Title 21 is known for such innovative technologies as the Title 21 Cellular Therapy Solutions, which streamlines and simplifies cell therapy data management through easy-to-use electronic solutions. The technology enables regenerative medicine organizations to go paperless while improving patient safety and outcomes.



Title 21 founder Lynn Fischer has brought together a team that shares her passion for patient safety.

## Hospital merger supports leading-edge health care



**"The partnership with Stanford Health Care allows us not only to keep up with the changes in health care but contribute to its evolution."**

Scott Gregerson, CEO, Stanford Health Care-ValleyCare

After 50 years of serving the Tri-Valley with quality, compassionate care, ValleyCare Health System joined with Stanford Health Care. The merger promises to advance the delivery of leading-edge and highly coordinated care to Tri-Valley residents.

"Our vision is to heal humanity, through science and compassion, one patient at a time. Together we will work toward realizing that ideal," said Amir Dan Rubin, president & CEO, Stanford Health Care, in a statement announcing the new partnership last year.

Stanford will support the development and operation of a broad network of health care providers and facilities in the Tri-Valley in collaboration with Stanford University and its School of Medicine.

Scott Gregerson, who had previously served as president & CEO of ValleyCare Health System, leads the day-to-day operations of the new Stanford Health Care-ValleyCare.

"Now, more than ever, health care is increasingly complex. The partnership with Stanford Health Care allows us not only to keep up with the changes in



The newly merged Stanford Health Care-ValleyCare will advance health care in the Tri-Valley.

health care but contribute to its evolution," says Gregerson.

Gregerson sees the merger with Stanford Health Care – "an incredible brand" – as a complement to a community that thrives on innovation.

"This is a very sophisticated community, which makes it a nimble environment to test new ideas as we continue to deliver pre-eminent care to Tri-Valley residents."

It's a sign of confidence that ValleyCare's corporate members, including some who were among the original founding group that paid to help build Valley Memorial Hospital in 1961, approved the merger.

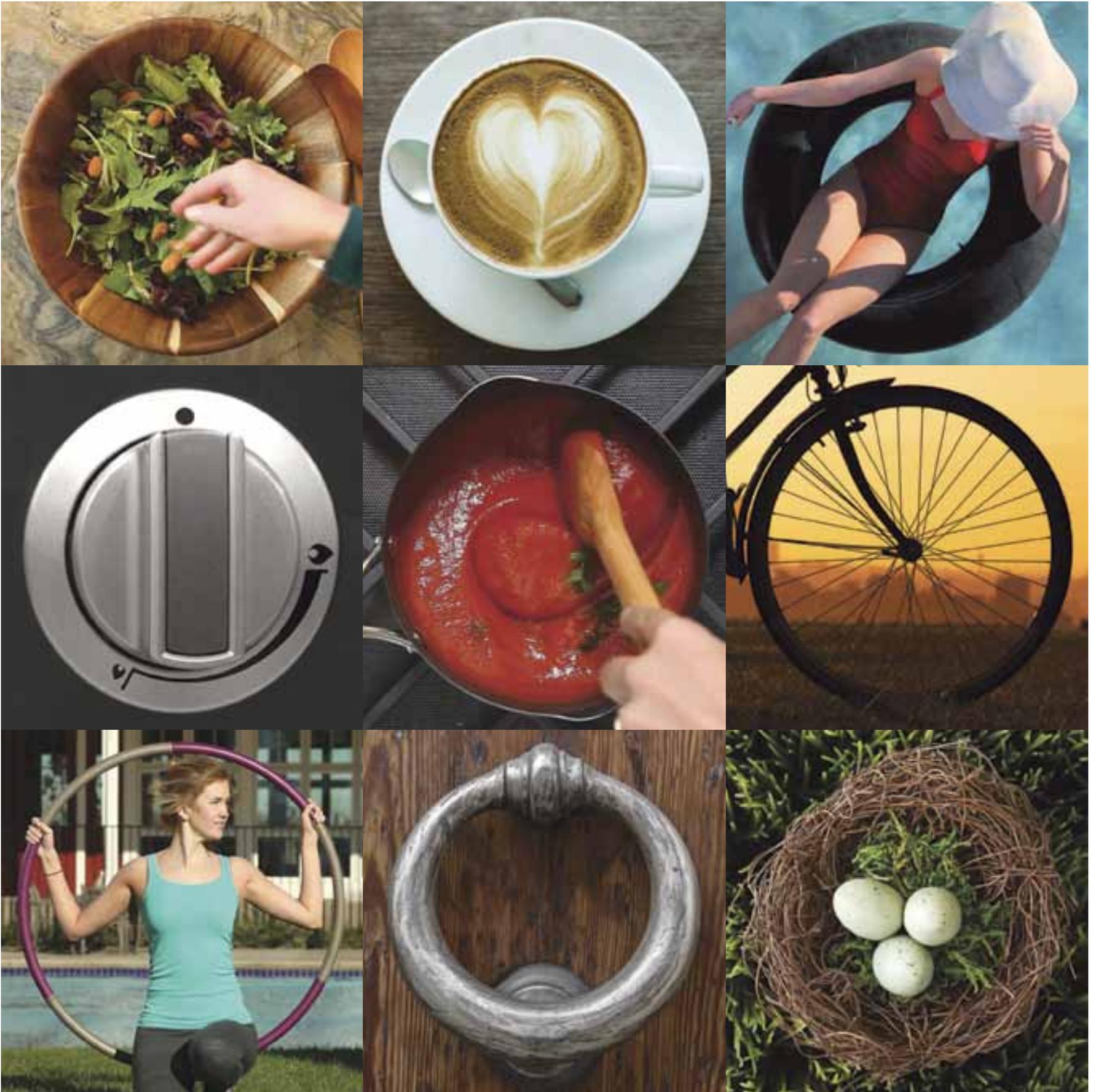
The opportunity to be associated with Stanford's School of Medicine and their cutting-edge clinical programs is a big advantage, notes Gregerson: "The

quality of the staff at Stanford Health Care-ValleyCare is the best I've ever seen. We started as an exception hospital and we're even better since the merger."

In turn, Stanford medical students benefit from having experience in a community hospital setting.

Stanford Health Care-Valley Care includes a 242-bed inpatient hospital in Pleasanton, urgent care facilities in Dublin and Livermore, and several medical office buildings, imaging centers and outpatient surgery facilities located throughout the Tri-Valley region. More than 519 medical staff are affiliated with the new health care system, of which 261 are fully active.

The transbay merger is mutually beneficial, giving Stanford a stronger foothold in the East Bay and providing a firm financial foundation to ValleyCare.



## New homes for a well-rounded life

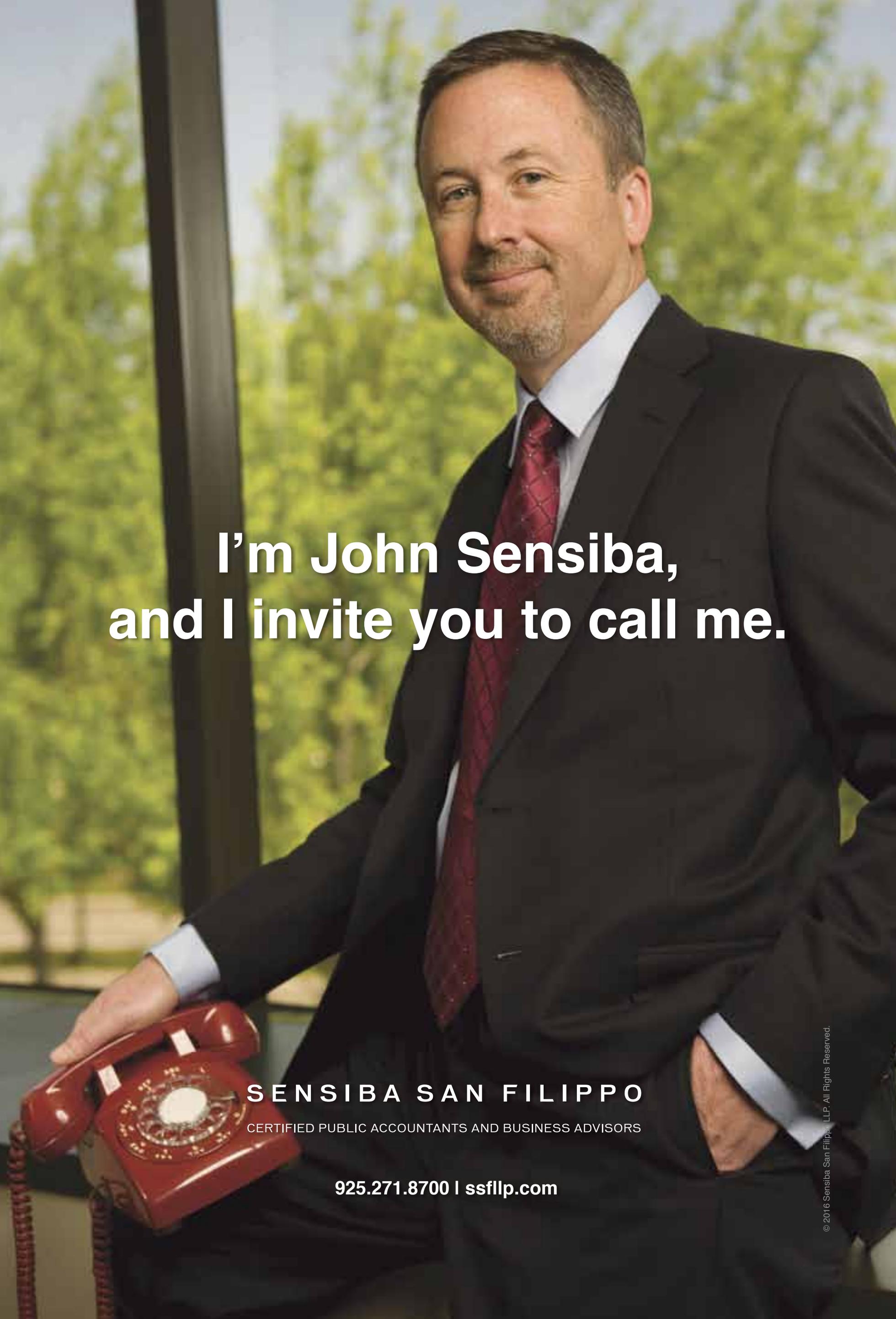
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A man in a dark suit, white shirt, and red tie is standing in front of a window with green foliage outside. He is holding a red rotary telephone in his right hand. The text is overlaid on the image.

**I'm John Sensiba,  
and I invite you to call me.**

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