



Stanford
M E D I C I N E

Emergency Medicine

Send to:

mike.wasserman@bos.sccgov.org
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boardoperations@cob.sccgov.org
Sylvia.gallegos@ceo.sccgov.org
jeff.smith@ceo.sccgov.org
CommunityRelations@stanford.edu

October 10, 2019

President Joe Simitian
Members of the Santa Clara County Board of Supervisors
70 W. Hedding Street
San Jose, CA 95110

Dear President Simitian and Members of the County Board of Supervisors,

I am writing to express my support for Stanford's proposed General Use Permit and request that you reach consensus with the university on a related Development Agreement and a set of reasonable and feasible Conditions of Approval. The General Use Permit will allow Stanford to develop the next generation of academic facilities that will foster its academic mission and leadership.

As an Associate Professor at Stanford, I have seen first-hand, lives saved, morbidity and mortality drastically reduced.

This is made possible by Stanford's culture of collaboration that drives innovative discoveries.

Stanford plays an important role in the life of our community by advancing teaching and research, providing world-class health care, inviting its neighbors to enjoy many on-campus amenities and working in the community to support local residents. As a member of our disaster response team, I responded to the California fires, Tahoe Gondola fires, emergency parking lot treatment of local residents during the H2N2 pandemic.

At Stanford, we take on the world's most pressing challenges and develop innovative solutions for the betterment of humankind. Our students are local as well as international without this permit these enthusiastic students will be lost to all of us and adversely impact future health care

Stanford has been purposefully building spaces to enhance collaboration. We believe that bold and surprising connections between different disciplines deepen our understanding of the world.



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Stanford's Development Agreement proposal reflects the university's commitment to its neighbors and addresses concerns about housing, transportation, and local schools. For Stanford to provide front-loaded community benefits and thousands of units of housing, the university must be confident that it will be able to complete its academic facilities over time and the rules governing future academic campus development will not be changed midway through implementation of a new General Use Permit.

Therefore, I ask that the County engage in constructive Development Agreement discussions with Stanford to provide benefits that address the interests of the community, while providing Stanford the necessary predictability to fulfill its academic mission. The Board should also work with Stanford to make sure that each of the conditions is clear and sets an objective, reasonable standard for compliance. It's impossible to anticipate every impact of development, but Stanford has proven to be a responsible neighbor and steward of its lands. I believe that further discussion is to all of our benefit especially if the rules governing on-campus development support teaching and research and the addition of much-needed housing.

I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County, and Stanford.

Sincerely,

Barbie J. Barrett MD, MS.
Associate Professor
Department of Emergency Medicine

Cc:

boardoperations@cob.sccgov.org

Sylvia.gallegos@ceo.sccgov.org

jeff.smith@ceo.sccgov.org

CommunityRelations@stanford.edu

From: [Bonnie williams](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Reach Agreement with Stanford
Date: Friday, October 18, 2019 1:05:59 PM

Dear Board of Supervisors,

I am writing to express my support for Stanford's proposed General Use Permit. I urge you to reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval that will deliver benefits to the community and allow Stanford to further its academic mission.

Stanford plays an important role in the life of our community by advancing teaching and research, providing world-class health care, inviting its neighbors to enjoy many on-campus amenities and working in the community to support local residents.

Housing and traffic are critical challenges in our region, and Stanford is stepping up to help address these pressing issues. Stanford's Development Agreement proposal will provide historic measures to more than meet its obligations in the community—building housing now and fully meeting future workforce housing demand; investing more in transportation programs that encourage sustainable commuting; and providing upfront and ongoing support to the Palo Alto Unified School District.

I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Bonnie williams

Sausalito, CA 94965

From: [mark.maxson](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Reach Agreement with Stanford
Date: Friday, October 18, 2019 12:07:56 PM

Dear Board of Supervisors,

I am writing to express my support for Stanford's proposed General Use Permit. I urge you to reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval that will deliver benefits to the community and allow Stanford to further its academic mission.

Stanford plays an important role in the life of our community by advancing teaching and research, providing world-class health care, inviting its neighbors to enjoy many on-campus amenities and working in the community to support local residents.

Housing and traffic are critical challenges in our region, and Stanford is stepping up to help address these pressing issues. Stanford's Development Agreement proposal will provide historic measures to more than meet its obligations in the community—building housing now and fully meeting future workforce housing demand; investing more in transportation programs that encourage sustainable commuting; and providing upfront and ongoing support to the Palo Alto Unified School District.

I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
mark maxson

San Jose, CA 95148

From: [Laura Schaefer](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Reach Agreement with Stanford
Date: Friday, October 18, 2019 11:12:56 AM

Dear Board of Supervisors,

I am writing to express my support for Stanford's proposed General Use Permit. I urge you to reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval that will deliver benefits to the community and allow Stanford to further its academic mission.

Stanford plays an important role in the life of our community by advancing teaching and research, providing world-class health care, inviting its neighbors to enjoy many on-campus amenities and working in the community to support local residents.

Housing and traffic are critical challenges in our region, and Stanford is stepping up to help address these pressing issues. Stanford's Development Agreement proposal will provide historic measures to more than meet its obligations in the community—building housing now and fully meeting future workforce housing demand; investing more in transportation programs that encourage sustainable commuting; and providing upfront and ongoing support to the Palo Alto Unified School District.

I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Laura Schaefer

San Jose, CA 95128

From: [Pilli Alfonso Cruz-De Jesus](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Hold Stanford Accountable
Date: Friday, October 18, 2019 10:30:12 AM

Dear County Supervisors,

I am a Stanford student and I'm writing to express my support for Santa Clara County's draft Conditions of Approval (CoAs) regarding the Stanford 2018 General Use Permit (GUP), with an emphasis on preserving the number of below market-rate units. Furthermore, I believe that Santa Clara County should not enter into Development Agreement (DA) negotiations unless Stanford commits to the affordable housing units laid out in the CoAs as the minimum it will build over the period of the 2018 GUP. Stanford's suggested DA package only contains benefits for itself, not for our community. Time and time again, Stanford claims that it is "stepping up" to address housing and traffic issues in our region. But no matter how much it spends on advertising, Stanford refuses to invest in affordable housing and equitable transportation. Instead, it has sued Santa Clara County for affordable housing ordinances and has eliminated transit options to East Palo Alto, where many of its workers live. We can all agree that Stanford is an excellent institution of higher learning. However, during this General Use Permit process, Stanford should be treated on its merits as a developer. This means seriously considering the impacts Stanford's development will have (in addition to those it already has) on the surrounding community, especially with regards to the growing housing crisis. It is unconscionable that many of Stanford's workers have a 3+ hour commute every day, which generates harmful emissions and reduces their ability to spend time with their families. Moving forward, I ask that you please support the County's CoAs as the baseline for mitigating Stanford's impacts.

Sincerely,
Pilli Cruz-De Jesus

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From: [Vincent Martin](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Reach Agreement with Stanford
Date: Friday, October 18, 2019 10:30:00 AM

Dear Board of Supervisors,

I am writing to express my support for Stanford's proposed General Use Permit. I urge you to reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval that will deliver benefits to the community and allow Stanford to further its academic mission.

Stanford plays an important role in the life of our community by advancing teaching and research, providing world-class health care, inviting its neighbors to enjoy many on-campus amenities and working in the community to support local residents.

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I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Vincent Martin

Saratoga, CA 95070

From: [Carolyn Poe](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Sharing My Support for Stanford
Date: Friday, October 18, 2019 10:17:18 AM

Dear Board of Supervisors,

Stanford plays an important role in the life of our community. I am writing to express my support for the university's proposed General Use Permit and request that you reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval.

Housing and traffic are critical challenges in our region, and Stanford's Development Agreement proposal makes meaningful contributions to help address these pressing issues. The university's proposal delivers enough new housing to fully satisfy housing demand from its academic development and front-loads the delivery of 575 affordable workforce housing units. This demonstrates extraordinary leadership by a large employer in our community.

In addition, Stanford is proposing to significantly expand its sustainable commute programs and invest \$30 million in local transportation improvements. And in keeping with its academic mission, the university has also offered \$138 million in support for Palo Alto schools.

I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

It is to all of our benefit if the rules governing on-campus development support teaching and research and the addition of much-needed housing. I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Carolyn Poe

West Menlo Park, CA 94025

From: [jessica mao](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Sharing My Support for Stanford
Date: Friday, October 18, 2019 9:38:39 AM

Dear Board of Supervisors,

Stanford plays an important role in the life of our community. I am writing to express my support for the university's proposed General Use Permit and request that you reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval.

Housing and traffic are critical challenges in our region, and Stanford's Development Agreement proposal makes meaningful contributions to help address these pressing issues. The university's proposal delivers enough new housing to fully satisfy housing demand from its academic development and front-loads the delivery of 575 affordable workforce housing units. This demonstrates extraordinary leadership by a large employer in our community.

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I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

It is to all of our benefit if the rules governing on-campus development support teaching and research and the addition of much-needed housing. I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
jessica mao

Palo Alto, CA 94304

From: [Laura Cabrera](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Sharing My Support for Stanford
Date: Friday, October 18, 2019 8:02:57 AM

Dear Board of Supervisors,

Stanford plays an important role in the life of our community. I am writing to express my support for the university's proposed General Use Permit and request that you reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval.

Housing and traffic are critical challenges in our region, and Stanford's Development Agreement proposal makes meaningful contributions to help address these pressing issues. The university's proposal delivers enough new housing to fully satisfy housing demand from its academic development and front-loads the delivery of 575 affordable workforce housing units. This demonstrates extraordinary leadership by a large employer in our community.

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It is to all of our benefit if the rules governing on-campus development support teaching and research and the addition of much-needed housing. I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Laura Cabrera

Newark, CA 94560

From: [Jay DLR](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Sharing My Support for Stanford
Date: Friday, October 18, 2019 6:39:50 AM

Dear Board of Supervisors,

Stanford plays an important role in the life of our community. I am writing to express my support for the university's proposed General Use Permit and request that you reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval.

Housing and traffic are critical challenges in our region, and Stanford's Development Agreement proposal makes meaningful contributions to help address these pressing issues. The university's proposal delivers enough new housing to fully satisfy housing demand from its academic development and front-loads the delivery of 575 affordable workforce housing units. This demonstrates extraordinary leadership by a large employer in our community.

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I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

It is to all of our benefit if the rules governing on-campus development support teaching and research and the addition of much-needed housing. I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Jay DLR

Castro Valley, CA 94546

From: [Debra Cassell](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Sharing My Support for Stanford
Date: Thursday, October 17, 2019 8:06:37 PM

Dear Board of Supervisors,

Stanford plays an important role in the life of our community. I am writing to express my support for the university's proposed General Use Permit and request that you reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval.

Housing and traffic are critical challenges in our region, and Stanford's Development Agreement proposal makes meaningful contributions to help address these pressing issues. The university's proposal delivers enough new housing to fully satisfy housing demand from its academic development and front-loads the delivery of 575 affordable workforce housing units. This demonstrates extraordinary leadership by a large employer in our community.

In addition, Stanford is proposing to significantly expand its sustainable commute programs and invest \$30 million in local transportation improvements. And in keeping with its academic mission, the university has also offered \$138 million in support for Palo Alto schools.

I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

It is to all of our benefit if the rules governing on-campus development support teaching and research and the addition of much-needed housing. I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Debra Cassell

Redwood City, CA 94063

From: [Cleopatra Ewing](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Reach Agreement with Stanford
Date: Thursday, October 17, 2019 6:59:12 PM

Dear Board of Supervisors,

I am writing to express my support for Stanford's proposed General Use Permit. I urge you to reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval that will deliver benefits to the community and allow Stanford to further its academic mission.

Stanford plays an important role in the life of our community by advancing teaching and research, providing world-class health care, inviting its neighbors to enjoy many on-campus amenities and working in the community to support local residents.

Housing and traffic are critical challenges in our region, and Stanford is stepping up to help address these pressing issues. Stanford's Development Agreement proposal will provide historic measures to more than meet its obligations in the community—building housing now and fully meeting future workforce housing demand; investing more in transportation programs that encourage sustainable commuting; and providing upfront and ongoing support to the Palo Alto Unified School District.

I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Cleopatra Ewing

Monte Vista, CA 95014

From: [Holly Lee](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Sharing My Support for Stanford
Date: Thursday, October 17, 2019 6:30:36 PM

Dear Board of Supervisors,

Stanford plays an important role in the life of our community. I am writing to express my support for the university's proposed General Use Permit and request that you reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval.

Housing and traffic are critical challenges in our region, and Stanford's Development Agreement proposal makes meaningful contributions to help address these pressing issues. The university's proposal delivers enough new housing to fully satisfy housing demand from its academic development and front-loads the delivery of 575 affordable workforce housing units. This demonstrates extraordinary leadership by a large employer in our community.

In addition, Stanford is proposing to significantly expand its sustainable commute programs and invest \$30 million in local transportation improvements. And in keeping with its academic mission, the university has also offered \$138 million in support for Palo Alto schools.

I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

It is to all of our benefit if the rules governing on-campus development support teaching and research and the addition of much-needed housing. I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Holly Lee

San Jose, CA 95118

From: [Nick Titterton](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] I Support Stanford's Proposed General Use Permit
Date: Thursday, October 17, 2019 5:50:29 PM

Dear Board of Supervisors,

I am writing to express my support for Stanford's proposed General Use Permit.

Housing is a critical challenge in our region, and Stanford is stepping up to help address this pressing issue. The university's plan to deliver enough new housing to fully satisfy housing demand from its academic development demonstrates extraordinary leadership by a large employer in our community.

I urge the county to engage in constructive development agreement discussions with the university to ensure the General Use Permit provides benefits that address the interests of the community, while providing Stanford the necessary certainty to fulfill its academic mission.

I hope you will support Stanford's future land use plans and work collaboratively with the university to create a General Use Permit that meets the needs of the community, the county, and Stanford.

Regards,
Nick Titterton

Sunnyvale, CA 94085

From: [Robert Valenti](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Sharing My Support for Stanford
Date: Thursday, October 17, 2019 5:43:34 PM

Dear Board of Supervisors,

Stanford plays an important role in the life of our community. I am writing to express my support for the university's proposed General Use Permit and request that you reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval.

Housing and traffic are critical challenges in our region, and Stanford's Development Agreement proposal makes meaningful contributions to help address these pressing issues. The university's proposal delivers enough new housing to fully satisfy housing demand from its academic development and front-loads the delivery of 575 affordable workforce housing units. This demonstrates extraordinary leadership by a large employer in our community.

In addition, Stanford is proposing to significantly expand its sustainable commute programs and invest \$30 million in local transportation improvements. And in keeping with its academic mission, the university has also offered \$138 million in support for Palo Alto schools.

I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

It is to all of our benefit if the rules governing on-campus development support teaching and research and the addition of much-needed housing. I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Robert Valenti

Palo Alto, CA 94301

From: [Christopher Manning](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] I Support Stanford's Proposed General Use Permit
Date: Thursday, October 17, 2019 4:30:27 PM

Dear Board of Supervisors,

I am writing to express my support for Stanford's proposed General Use Permit.

Housing is a critical challenge in our region, and Stanford is stepping up to help address this pressing issue. The university's plan to deliver enough new housing to fully satisfy housing demand from its academic development demonstrates extraordinary leadership by a large employer in our community.

I urge the county to engage in constructive development agreement discussions with the university to ensure the General Use Permit provides benefits that address the interests of the community, while providing Stanford the necessary certainty to fulfill its academic mission.

I hope you will support Stanford's future land use plans and work collaboratively with the university to create a General Use Permit that meets the needs of the community, the county, and Stanford.

Regards,
Christopher Manning

Palo Alto, CA 94301

From: [Mo Oloumi](#)
To: [BoardOperations](#)
Subject: [EXTERNAL] Reach Agreement with Stanford
Date: Thursday, October 17, 2019 4:29:59 PM

Dear Board of Supervisors,

I am writing to express my support for Stanford's proposed General Use Permit. I urge you to reach consensus with the university now on a related Development Agreement and a set of reasonable and feasible Conditions of Approval that will deliver benefits to the community and allow Stanford to further its academic mission.

Stanford plays an important role in the life of our community by advancing teaching and research, providing world-class health care, inviting its neighbors to enjoy many on-campus amenities and working in the community to support local residents.

Housing and traffic are critical challenges in our region, and Stanford is stepping up to help address these pressing issues. Stanford's Development Agreement proposal will provide historic measures to more than meet its obligations in the community—building housing now and fully meeting future workforce housing demand; investing more in transportation programs that encourage sustainable commuting; and providing upfront and ongoing support to the Palo Alto Unified School District.

I encourage you to work collaboratively with the university to create a long-term land use plan that allows Stanford to continue its mission of taking the world's most pressing challenges and developing innovative solutions to benefit both our community and the world.

I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County and Stanford.

Sincerely,
Mo Oloumi

Hillsborough, CA 94010

October 17, 2019

President Joe Simitian
Santa Clara County Board of Supervisors
70 W. Hedding Street
San Jose, CA 95110
supervisor.simitian@bos.sccgov.org

Dear President Simitian,

I am writing to express my support for Stanford's proposed General Use Permit and request that you work now to reach consensus with the university on a related Development Agreement and a set of reasonable and feasible Conditions of Approval.

Approval of a General Use Permit with an associated Development Agreement will allow Stanford to develop the next generation of academic facilities that will foster its academic mission and leadership. The university's future outlined in the proposed Permit, *and now further supported by their offer of additional community benefits*, responsibly balances Stanford's interests, reflects the university's commitment to its neighbors and addresses concerns about housing, transportation, and local schools.

As the first and former VP/Deputy General Counsel of Google and the founder of Ulu Ventures, the first Latina-led VC firm in Silicon Valley, I have seen first-hand how Stanford has played a key role in the economy and diversification of this region, bringing the world's most talented people to serve the community in its hospitals, through world class art collections, music and sport, through research that supports local schools and industries, through thousands of hours of voluntarism that support local nonprofits and through a donor base for those nonprofits. Stanford-founded companies in the Silicon Valley 150 represent about half the market cap; by themselves they would comprise one of the top 10 economies in the world (not the nation, the world). The progeny of Stanford pay corporate taxes – and their employees pay millions of dollars of state, local, property and sales taxes annually – to fund a world economic power and a thriving community which Stanford has helped to birth. About a quarter of Stanford faculty start a company, most in this community. About half of all students who come to Stanford indicate that entrepreneurship is one of the reasons they come to Stanford and many of them build companies in this area, founding approximately 16,000 companies in the triangle formed by San Jose, San Francisco and Oakland. That's important because a recent research study by the Kauffman Foundation (on whose board I serve, full disclosure) indicates that it's companies under the age of 5 years, not all small businesses, that create the most jobs. Those companies provide good jobs to hundreds of thousands locally and those workers in turn provide jobs to millions who work in supporting fields like manufacturing, consulting, hospitality, retail, food and entertainment. All of those providing a strong tax base for our Bay Area communities. And do you know that Stanford alumni have also founded 15,000 nonprofits? Stanford is a community of citizens who give back to their community.

Please stop squeezing the goose that lays the golden eggs that fuel much of our corporate tax base, jobs and even the nonprofits serving the less fortunate in our community. Collectively, we have so burdened the ability of a landowning nonprofit like Stanford that it bought a million square feet of land in Redwood City! This saddens me because the University could have funded so many other academic, research and financial aid needs with scarce financial resource – to acquire land, something it didn't need! Further these policies contribute to urban sprawl and corporate land use instead of helping to create space for housing, something our community desperately needs. They also decrease the density of construction on Stanford lands, something every urban planner would advocate to reduce congestion and environmental impact, especially given Stanford's support of public transportation and its position as one of the more carbon-neutral organizations in this community.

Stanford plays an important role in the life of our community by advancing teaching and research, providing world-class health care, inviting its neighbors to enjoy many on-campus amenities and working in the community to support local residents. *Stanford does more for the local community than many other corporate citizens in Silicon Valley: including having had no increase in car trips to campus because of the encouragement of public transportation programs and health-promoting "walk to work" programs over the period of the last GUP. It has also made itself capable of providing state of the art healthcare for major disasters by investing in the infrastructure of its hospitals. It has also reduced its carbon footprint by investing in state of the art energy systems that will enable those hospitals to operate even in catastrophic events like a major earthquake. In addition, Stanford provides an opportunity for the best and the brightest to obtain nearly a free education no matter the means of their families. I'm a first-generation college graduate; my family were migrant farm workers (Florida and New York states since I'm Puerto Rican) and factory workers. Currently 19% of Stanford's entering freshman class are first-generation college students. That number has consistently been between 10 and 20% for many decades. Stanford changes lives in our community every day. Its alums go on to change the world in all fields of human endeavor, from sport (where Stanford has more US Olympic heroes than any other college) to medicine to government service (think of all the elected official in all levels of government, the Supreme Court justices, local and state judges, prosecutors and public defenders coming out of Stanford), as well as more mundane fields like business and venture capital.*

For Stanford to provide front-loaded community benefits and thousands of units of housing, the university must be confident that it will be able to complete its academic facilities over time and the rules governing future academic campus development will not be changed midway through implementation of a new General Use Permit.

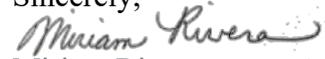
Approving a permit without a Development Agreement would leave our community behind by not addressing local interests or expediting the delivery of urgently needed housing, especially affordable housing, in the region.

Therefore, I ask that the County start to engage in constructive Development Agreement discussions with Stanford to provide benefits that address the interests of the community, while providing Stanford the necessary predictability to fulfill its academic mission. The Board should also work with Stanford to make sure that each of the conditions is clear and sets an objective, reasonable standard for compliance. It's impossible to anticipate every impact of development,

but Stanford has proven to be a responsible neighbor and steward of its lands. I believe that further discussion is to all of our benefit especially if the rules governing on-campus development support teaching and research and the addition of much-needed housing.

I hope you will support Stanford's future land use plans and approve a General Use Permit and Development Agreement that meet the needs of the community, the County, and Stanford.

Sincerely,



Miriam Rivera

Founder and Managing Director

Ulu Ventures

115 Everett Avenue

Palo Alto, CA 94301

Cc:

boardoperations@cob.sccgov.org

Sylvia.gallegos@ceo.sccgov.org

jeff.smith@ceo.sccgov.org

CommunityRelations@stanford.edu