



CHAMBERPAC
ADVOCATES FOR JOBS AND A BETTER COMMUNITY

**San Jose Silicon Valley ChamberPAC
San Jose City Council District 6 Candidate Questionnaire 2016**

Full Name: Peter Allen

Occupation: Nonprofit Executive/Small Business Owner

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Campaign Committee Name: Peter Allen for City Council D6 2016

Campaign Committee Office Address: SAME AS HOME

Fair Political Practices Committee I.D. Number: 1380704

Campaign Website: www.peterforsanjose.com

Campaign Treasurer: Andrew Sinn, 50+1 Strategies

Campaign Manager Name: Alfredo Fleites, 50+1 Strategies

Campaign Consultant Name: Nicole Derse, 50+1 Strategies

With what party are you registered to vote? Democratic Party

1. Leadership

1. Why are you running for this position?

First and foremost, I love San José. I was born here, I've lived here most of my life, and I plan to build my family here. It's an exciting time for our city, with a burgeoning economy and a

renewed sense of collaboration at City Hall. As a third-generation native San Josean, I'm proud of the city my hometown has become, and I'm inspired by the potential that still defines it. I was raised by a public school teacher and an accountant, which means I value education, a strong work ethic, and the dignity of earning a paycheck. These are values we need in our civic leaders if we're going to build a stronger San José together.

As a nonprofit director, small business owner, neighborhood leader, and city commissioner, I've learned the best decisions *for* a community are made *as* a community. I understand the history of San José and the unique concerns of our distinctive neighborhoods. I also understand the needs of the next generation, who prefer to live and work in communities that are more urban, walkable, and diverse. I believe I can bridge these two perspectives and bring the people of District 6 together around creative solutions to the challenges we face.

2. What personal qualities and experience distinguish you from the other candidates?

I am the only candidate born, raised, and educated in District 6. To my knowledge, I am also the only candidate with management experience in the public, private, and nonprofit sector. As a third-generation native, I've watched the city evolve from the Valley of Heart's Delight to the Capital of Silicon Valley. I believe this provides me with a unique perspective on our future, and will help me build consensus across a highly engaged and diverse District 6 community.

2. Public Policy

City Finances

1. Earlier this year, Mayor Liccardo and the San Jose City Council came to a compromise on the city's 2010 pension reform measures, which were being litigated since their passage. What is your position on the pension reform compromise, and what would you, as a member of Council, do to ensure the long-term fiscal sustainability of San Jose?

I support the pension reform compromise negotiated by Mayor Liccardo and the current council with the city's bargaining units, ending a political stalemate that effectively put our city's economic future and viability in a holding pattern for the past four years. While we will never recover the valuable time and treasure lost in the legal battle over Measure B, this compromise is a bold step toward restoring trust between City Hall and public employees, improving San José's position as a competitive employer in our region, and achieving meaningful savings through pension reforms negotiated in good faith and with the full support of all parties involved.

Ensuring San José's long-term fiscal sustainability will require foresight, vision, and creative leadership. An imbalance of jobs to employed residents leaves the City short of the revenue needed to provide world class services to all of its million residents. Improving the tax base means growing our jobs base. In order to do that, we need to embrace one of San José's greatest strengths: our culture of innovation. The global tech giants that are driving our economy today were once daydreams that came alive through all-night strategy sessions. We must continue to foster that innovation in our small businesses and start-up economy. By incubating business growth in our own backyard, we can get back to the roots of Silicon Valley and create a culture

of commitment to San José that leads to long-term investment in our city and local workforce. This type of investment will be critical in meeting the goals for job growth laid out in long-term city plans.

The city should also be thoughtful in recognizing the urgent need for affordable housing while preserving land slated for commercial development. This delicate balance can be achieved through well-planned, mixed-use projects that provide housing as well as job opportunities.

2. This year, the Envision San Jose 2040 General Plan is being reviewed. Which portions of the General Plan do you believe are most important and that you, as a Councilmember, would work to protect? Which portions of the General Plan do you disagree with, and why? Would you work to eliminate any of these portions? Would you work to amend them and, if so, how? Please be specific in your answers.

The Envision 2040 General Plan is the product of four years of community engagement and input involving thousands of residents from every neighborhood and demographic in our city. While it is a “living” document and in need of regular review, any changes to the plan should only be made after extensive community outreach, thoughtful consideration of expert analysis from diverse points of view, and ample opportunity for public comment.

Additionally, Envision 2040 is a holistic plan for future development that takes issues such as land use, transportation, health, the environment, and culture out of their silos and recognizes that they are all connected – that changes to one affect the others. As such, it is difficult to prioritize one portion over another, and I would not seek to “eliminate” any specific portion. While I may disagree with certain goals and metrics, I generally support the plan’s guiding principles and overarching goals. For example, I would have advocated for a more modest and realistic growth in our jobs/employed residents ratio, but I agree with the greater goal of improving San José’s job base, which to me is more important than a specific target number.

General plan amendments should not be entered into lightly, and certainly not as the personal crusade of a lone councilmember. Decisions this important require bold leadership as well as broad consensus.

3. Do you support, on a case-by-case basis, the outsourcing of City services to private-sector companies? If so, please list two services currently provided by City government you feel would be better administered by the private-sector. Aside from police, fire and disaster preparedness/response services, are there any services that should *never* be considered for outsourcing? If so, which ones and why?

I am willing to explore any opportunity that would clearly provide higher quality service for more of our residents at a lower cost. However, I believe that the City should consider other methods for streamlining operations before laying off employees and outsourcing their jobs to the private sector. For example, the City is already engaged in highly successful reuse agreements with local nonprofit organizations to provide programs in more than 40 of its community centers, which the City lacks the funds to operate on its own. The City also outsources operations and management of its cultural facilities to the nonprofit sector, including

the Children's Discovery Museum, San José Museum of Art, History Park, the Tech Museum, and the Mexican Heritage Plaza. This year, the city will enter into an agreement with San José State University to operate the recently vacated Hammer Theatre Center; SJSU already partners with the city to manage the Martin Luther King Library.

I would seek to continue all of these partnerships and programs – and work with city staff to develop and implement others – that provide valuable enrichment opportunities for our residents while reducing the burden on city resources. Furthermore, I would look to ensure that any outsourcing contracts are awarded to San José and/or Bay Area-based companies employing local workers at living wages.

Regulatory Environment

4. The cost of housing has become a major impediment to economic growth throughout our region. What is your position on rent control measures in San Jose? What efforts would you undertake to address the rising cost of housing in the city, while also recognizing the private property rights of those developing housing in our city? What measures would you support to increase the supply of housing in our market?

In order for San José to be a city that works for everyone, we need housing options that are affordable for people across the economic spectrum — from teachers to firefighters to bus drivers to line cooks. I support the council's current efforts to explore options for improving the City's rent stabilization ordinance in order to reduce the already overwhelming burden on our renting population. While significant change to rent regulation is only possible at the state level due to Costa-Hawkins restrictions, I believe it is important for local jurisdictions – particularly the nation's 10th largest city – to play a leadership role in moving Sacramento to act.

That being said, any changes to the rent stabilization ordinance must be entered into by a consensus of all stakeholders, including renters, landlords, and city leaders. From my perspective, the key impediment to that consensus is the amount of allowable rent increase in any given year. Rather than advocate for a specific percentage, I would encourage the City to tie the allowable increase to inflation or other measurable economic indicators so that rent increases do not outpace the ability of our residents to afford them. I believe this would be the most equitable solution for everyone involved, and have the largest impact on preventing displacement of long-time families.

In many ways, the rising cost of housing is driven by the free market, but the City has the power to influence the market through land use and other policy decisions. By encouraging mixed use developments and thoughtful, targeted land use conversions, the City can work toward its goals for job growth while addressing the shortage of housing inventory that is driving sharp and unrelenting cost increases. The City is already in the process of implementing its inclusionary zoning ordinance for ownership housing, and an affordable housing impact fee passed in late 2014. As a Councilmember, I would examine opportunities to regularly review San Jose's development fees to ensure that they are not preventing, prohibiting, or otherwise overburdening developers from producing the housing we desperately need.

5. Recently, Mayor Liccardo led a coalition of local mayors to discuss a regional approach to setting a minimum wage. The Chamber supported the regionalism of this effort, but expressed significant concerns over any potential increase and its impact on business. What is your position on the minimum wage? Do you support any exemptions to an increased wage? If you support increasing the wage, what would be your proposal to alleviate the negative impact on the business community – particularly small and medium sized business?

In addition to controlling costs, the other half of the affordability equation is the wage gap between the CEOs at the top of the Silicon Valley food chain and the teachers, janitors, and librarians who help form the fabric of our diverse and vibrant community. The City can move the needle by raising the minimum wage and facilitating dialogues with local businesses to improve working conditions at all levels. I agree with Mayor Liccardo that a regional approach is necessary, in concert with our state government, in order to arrive at a solution that prevents or minimizes competitive imbalance between local cities, counties, and other communities. But with local cities such as Mountain View, Sunnyvale, and Palo Alto already considering or on their way to a \$15/hour minimum wage, the so-called “Capital of Silicon Valley” should take decisive action to avoid being left behind by the winds of change.

As a small business owner and manager of a small nonprofit company, I would seek to ensure that San José’s minimum wage policy takes into account the challenges and burdens faced by our small business community. This could include but not be limited to phased increases over time to arrive at a target number, tying wage increases to the cost of living and/or other economic indicators, and providing exemptions in limited situations where employees are guaranteed augmented compensation – such as gratuities. However, because two thirds of minimum wage workers are women, and many minimum wage workers support families while working multiple jobs, it’s important to consider the unintended consequences of any potential carve outs.

6. The Chamber consistently hears from its members that San Jose is a more difficult place to do business than other cities in Silicon Valley. Complaints include higher costs and longer wait times for a variety of permits and plan approvals, especially in the Planning, Building and Code Enforcement (PBCE) Department. What steps can be taken to make the City of San Jose more customer-friendly, and what specific changes would you push for in PBCE?

PBCE is full of well-intentioned, dedicated, hard-working staff. There simply aren’t enough of them to adequately and efficiently fulfill the needs of a city San José’s size. While the City is already working to improve efficiency through expanded use of technology to process simple permits online, it should also invest in expanded human capacity to provide more attention and facilitation for larger-scale projects that have significant impacts on the current and future character of our city. (See answer to #7.) The savings of an expedited permitting process could offset the burden of existing development fees for parks, environmental services, traffic mitigation, and other purposes. These fees could also be streamlined with mutually-agreeable terms for fluctuations to provide developers with more cost certainty and ensure the City receives adequate revenue to provide a high quality of life for the future tenants of the new development – and the city as a whole. I would also encourage the City to provide additional public education

programs so that any applicant can quickly and accurately navigate what can be a complicated city planning process.

Community Development

7. There are a number of studies showing that Silicon Valley's economy is further widening into one of haves and have-nots. This is most pronounced in the homelessness problem in San Jose, most notably in the Downtown. What can be done to address this and what would you, as a Councilmember, specifically propose to remedy these concerns?

With the cost of living raging out of control and average wages stuck in limbo, San José has become a city with two faces, where many of our hardworking neighbors struggle to make ends meet in the shadows of sparkling new high rises and gleaming freeway overpasses, and where a woman is still paid three quarters of what a man makes for doing the same job.

Meanwhile, a recent study showed that Santa Clara County spends [more than half a billion dollars](#) a year providing services to the homeless, the overwhelming majority of whom reside in our city. It is both our moral and a fiscal imperative to come together as a community to address the affordability of San José. If we embrace a spirit of working together towards innovative solutions, we can create a city that gives everyone a fair shot at stability and success. The City should build on existing partnerships and develop new relationships with the nonprofit and private sectors to increase supply and control costs, and continue to explore and implement innovative projects like transitional housing, hotel/motel conversions, micro apartments, and regulated urban camping.

I would also advocate for additional funding to augment the hard-working staff of the City's Housing Department, who are already overburdened with worthy initiatives and programs that may take years to implement without a significant investment in staff capacity. This could be accomplished with a simple shift in resources. There are currently more than 200 budgeted, unfilled positions in San José's Police Department alone. At current academy graduation rates, it will take many years to come close to filling those positions. By re-appropriating funding for even 10 of those positions to the Housing Department, we could dramatically increase the City's ability to house our homeless neighbors – which would contribute to improving public safety, thus reducing the burden on our shorthanded police force.

8. In September of 2015, the San Jose Silicon Valley Chamber of Commerce took a Study Mission to Denver, Colorado. While there, we saw an innovative program centered on downtown signage and urban activation, particularly in Denver's Theatre and Arts District. After the trip, Council approved a memo, sponsored by Mayor Liccardo, to look at similar efforts in San Jose. What is your position on downtown signage and its use? How would you, as a member of Council, work to better activate our built environment?

As Chair of the San José Arts Commission, I'm excited by the potential of revising the City's sign ordinance to allow for electronic billboards and other retrofits in Downtown, and using the increase in revenue to fund cultural facilities and events. San José is a city in transition from suburban to urban, and as such, the character of our community is slowly changing. Nowhere is

this more evident than in the Downtown core. This evolution presents opportunities to attract and retain a diverse and talented workforce that would, in turn, make Downtown – and San José in general – a more attractive destination for business. A key component of that attraction is a safe, vibrant, dynamic built environment, from San Pedro Square to SoFA. As a Councilmember, I would also seek to minimize negative impacts to surrounding neighborhoods by following standards to avoid light pollution. I look forward to hearing more once city staff has studied best practices in other cities.

9. Throughout San Jose, crime has become an increasing concern. There have been numerous solutions to the problem discussed, including increased public safety services, mental health awareness, and community policing efforts. How would you, as a Councilmember, work to improve the safety concerns of your district specifically, and San Jose more generally?

We've all seen how the economic downturn and in-fighting at City Hall have impacted the safety and security of our homes and neighborhoods. While a great deal of progress has been made toward restoring public safety in San José, we have a great deal of work left to do. San José still has more than 200 vacant officer positions to fill before it can meet its baseline staffing numbers in this year's budget. Low recruitment rates, lateral transfers to other agencies, and scheduled retirements mean we're not likely to see that gap filled anytime soon. The settlement of Measure B and a renewed sense of collaboration between the city and our employees have improved morale, but it will take time for San José to become a competitive employer again.

As we work toward restoring our police force, we need to appreciate that public safety extends beyond our sworn officers. The City should seize this opportunity to strengthen our neighborhoods by investing in community engagement and encouraging residents to work together with police to keep our streets safe. This includes expanding the existing community service officer program, continuing to leverage Silicon Valley technology to improve efficiency, and addressing the root causes of crime by enhancing and expanding youth and community programs.

Transportation

10. Currently, six members of the San Jose City Council sit on the Valley Transportation Authority Board. That board is considering a 2016 ballot measure aimed at addressing transportation infrastructure needs in Santa Clara County by raising the sales tax. The funds raised from this measure would go towards numerous transportation infrastructure projects, including the BART expansion to San Jose, additional CalTrain overpasses, and carpool lane construction. Would you, in general, be in favor of these efforts? If not, what specific proposals would you bring forward to address the pressing transportation infrastructure needs of our area?

In general, I am in favor of the proposed November 2016 ballot measure to raise sales tax revenue to fund critical transportation projects countywide, including BART Phase 2 (Berryessa to Downtown/Santa Clara), bus rapid transit, expressway improvements, and a growing backlog of road repairs. However, any such measure should include certainties and oversight to ensure

that funds are equitably distributed throughout our community and directed toward areas in the most need of reliable public transportation options, particularly low-income and senior communities. If passed, this would represent the third voter-approved tax increase in the past 16 years to fund transportation projects. As such, leaders of this initiative should also be honest with taxpayers about the real costs and challenges of creating a world-class regional transit system, and the revenue raised should be significant enough to avoid additional ballot measures in the near future.

Whether we like it or not, our valley's population is expected to grow significantly over the next 50 years. Our transportation systems need to prepare to move those new residents from work to school to a Sharks game in an efficient manner. Successful multi-modal transit systems are more efficient and affordable than lone drivers in cars, and take the people who need it most to where they most need to go. With an eye toward efficiency and effectiveness, we need to ensure that our transit infrastructure serves our entire community with affordable options for those with and without cars. That means using data and analytics to focus upgrades and maintenance in areas with the most demand. It also means keeping our transit system clean and safe for all users. But beyond trains and buses, we need to make our streets safe and accessible for bikes and pedestrians. By embracing a multi-modal transportation system, we can reduce traffic on our roads, improve the productivity of our workforce, and reduce our reliance on fossil fuels. Like many issues, transportation does not exist in a vacuum, and we shouldn't treat it as such. New transportation strategies should be directly tied to high-density housing and commercial development in targeted areas.

Representation

11. San Jose contains ten very unique Council districts. How would you, as a Councilmember, reconcile the needs of your district with the wider needs of the City, particularly as it relates to specific policy areas where you would need to build broader coalitions in order to achieve public policy success for your constituents?

As a Councilmember, I would promote a culture of inclusion, transparency, and diversity. While my first priority would be the residents of District 6, the overwhelming majority of my decisions as their elected representative would affect the entire city. It would therefore be a responsibility of my office to ensure that our constituents were well and adequately informed about the real impacts of city policies, not only on our neighborhoods, but also the region around us. I would look to involve a broad spectrum of leaders throughout the district when undertaking or considering any major policy initiative, and I would make sure that all of my residents receive timely and reliable notification of any major change in policy, public works, or other area of public interest – in a variety of languages and formats.

My office would maintain an open-door policy, with the councilmember and/or staff regularly available for questions, comments, or concerns – both at city hall and in the district. Collaboration among my colleagues at City Hall and Sacramento will be key, and I would leverage my existing relationships with local state legislators to encourage joint town halls with neighboring districts to build common ground among diverse neighborhoods in San Jose. I would look to improve on the City's existing outreach policy by embracing social media and

other web-based forms of communication to engage with the public on key issues. I would also call for regular audits of departmental outreach databases to ensure that messages are reaching a broad and diverse audience that is reflective of our entire city – in addition to anyone who expresses an interest. In my experience, government works best when it works for everyone. By coming together around the vision we all share for a healthy, equitable, and vibrant San José, we can find lasting solutions to the challenges we face.

3. Community Support and Endorsements

1. What groups/organizations have endorsed you? – I have received an early endorsement from the Silicon Valley Young Democrats, but with two months left before the filing deadline, most organizations have yet to conduct their endorsement processes.
2. What groups/organizations are opposing you? – None, to the best of my knowledge.
3. What prominent individuals (elected officials, financial supporters, community leaders, etc.) have endorsed you?

Partial list:

Tom McEnery, Former Mayor of San José

Jim Griffith, Mayor of Sunnyvale

Jason Baker, Mayor of Campbell

Jeff Cristina, Councilmember & Former Mayor of Campbell

Paul Resnikoff, Campbell City Council

Gary Kremen, President, Santa Clara Valley Water District Board of Directors

Sandy Engel, Trustee, San José Unified School District

Paymon Zarghami, Trustee, San José Unified School District

Kalen Gallagher, Trustee, Campbell Union High School District

Thelma Boac, Trustee, Berryessa Union School District

Full list of endorsements: www.peterforsanjose.com/endorsements

4. What prominent individuals are opposing you? – While there are a number of prominent individuals supporting one or more of my opponents, to the best of my knowledge, none of them are openly opposing me.
5. Which candidates did you endorse, and for what offices, during the 2014 election cycle?

City of San José:

Sam Liccardo for Mayor

Susan Marsland for City Council, District 1

Raul Peralez for City Council, District 3

6. Whom did you endorse for Mayor of San Jose in the 2014 election cycle? – Sam Liccardo (see #5)

4. Campaign Finance and Mechanics

1. How much money do you need to raise to win this election? – \$100,000
2. How much of your personal money are you planning to loan or contribute to your campaign? – \$1,000
3. How much personal time do you have to dedicate to your campaign, and how do you plan on allotting that time to maximize your campaign efforts? – I have already taken leaves of absence from managing my nonprofit and running my personal business in order to devote myself full-time to campaign activities, seven days a week. I will divide my time between walking precincts, attending community and campaign events, and calling, emailing, texting, Facebooking, and otherwise contacting potential voters and donors.
4. What portions of the electorate are most critical in determining whether you win? – From my extensive professional and volunteer experience, in a race with this many candidates, any portion of the electorate could be the margin of victory.

5. Personal Background

1. Have you experienced any of the following either personally or professionally:
 - Bankruptcy – NO
 - Foreclosure – NO
 - Criminal charges – NO
 - Non-payment of taxes/liens – NO
 - Other legal, court-determined or other damaging or embarrassing information that could be utilized by the opposition or an independent mail campaign to discredit your candidacy during the election cycle – NO
 - How long have you been a registered voter of the city council district that you hope to represent? – I have been registered to vote in District 6 since 1995, save for one year (2013), when I was registered in District 3.
 - How regularly have you voted in the past? – I have voted in nearly every primary, general, and special election for which I have been eligible.
2. Please provide two personal and two professional references.

PERSONAL

Teresa Alvarado

Frank Cucuzza

PROFESSIONAL

Virginia Rivera, Board President, Teatro Visión – [REDACTED]

Jay Rosenthal, Principal, JR Strategies – [REDACTED]

The undersigned stipulates that the information provided above is their own true and accurate statement and represents the position of their candidacy.

SIGNATURE

DATE

WITNESSED BY

DATE

ChamberPAC Endorsement Disclaimer:

ChamberPAC may endorse candidates only after it has completed a candidate vetting process which may include some or all of the following: personal and professional reference checks, a review of previous ethical conduct by candidates on civic boards, commissions or elective office, a public records search, a background search and professional credit check. Completion and return of this questionnaire by the deadline stated is required for a candidate to be invited to ChamberPAC's joint candidate interview and to be considered for endorsement.