



City of Mountain View

ENVIRONMENTAL PLANNING COMMISSION APPLICATION

The Environmental Planning Commission consists of seven (7) members who formulate and recommend long-range plans for the physical development of the City and establishes and maintains the environmental planning process. All applicants are strongly encouraged to review the webpage and current work plan of the Environmental Planning Commission to understand the scope of work and expected commitment. For any questions about the Environmental Planning Commission, please email epc@mountainview.gov. Meeting information can be found on the City's website. Members of boards, commissions, and committees shall serve on only one body at a time.

Name: Hank Dempsey
First Last

Residence Address: [Redacted] City: [Redacted] Zip: [Redacted]

Residential Phone: [Redacted] Business Phone: [Redacted]

Email Address: (if appointed, this will be on a public roster) [Redacted]

Occupation: Public Policy Attorney Present Employer: Anthropic PBC

Employer Address: [Redacted] City: [Redacted] Zip: [Redacted]

Are you a resident of the City of Mountain View? [X] Yes [ ] No If yes, years as resident: 12

Are you an employee of the City of Mountain View? [ ] Yes [X] No

Are you registered to vote in the City of Mountain View? [X] Yes [ ] No

Are you aware of any person or professional conflicts that may prohibit you from participating in discussion of any subject matter that may be considered by the Commission? [ ] Yes [X] No

Applicants are strongly encouraged to attend at least one meeting of the Commission before applying. Have you already attended a meeting? [X] Yes [ ] No

Number of meetings attended: [ ] < 5 [ ] > 5 [ ] Observed Only [ ] Participated [X] Previously Appointed

Please provide your answers to the questions listed on the following page, read, sign, and date the agreement on the last page, and submit your completed application to:

Email: city.clerk@mountainview.gov

Mail: City Clerk's Office
500 Castro Street
P.O. Box 7540
Mountain View, CA 94039-7540

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SEP 25 2024

CITY CLERK

Please fill out all information completely. Attach additional pages if needed.

Environmental Planning Commission Applicant Name: Hank Dempsey

Please share why you want to be appointed to the Environmental Planning Commission.

I'd like to serve a second term on the Commission because I've enjoyed my first term, and now that I've learned a bit about our subject area, I feel there's value more value that I can add. Over the past four years, I've learned a lot about the city and about land use, and I very much enjoy working with the staff of CDD and the other commissioners. I'd like to see how I can use that foundation to serve the city and its people over another four years.

Please list the community organizations in which you have participated and describe your participation and any official role/position you may have held.

- \* Leadership Mountain View (2022) - member; downtown revitalization project co-lead
- \* AYSO Region 45 (2021-2024) - assistant coach; head coach
- \* Coro Northern California (2020-present) - board member
- \* MV Environmental Planning Commission (2021-present) - commissioner; current Chair

Please describe the qualifications or experience you possess (such as employment and/or education) that you feel would be an asset to the Environmental Planning Commission.

Education: I hold a bachelors degree in Political Science, as well as a Master of Public Policy (MPP) and Juris Doctor (JD), all from UC Berkeley.

Work Experience: I have roughly 10 years of public service as staff with the State Assembly, including 1 year with the Local Government committee; and 6 years in multiple private sector roles doing state and local government relations.

Together, my education and experience in the public policy space provide me with a fluency and a context that I think has been, and would continue to be, helpful in the deliberations of the Commission.

#### **ADDITIONAL SUBMISSION REQUIRED**

Candidates are also required to submit a separate typewritten response, limited to a total of approximately 350 words, to the following questions:


1. What qualifies you for this position?
2. What do you think are the major issues for land-use planning in the City of Mountain View?
3. Give some Mountain View examples of successes and failures in planning.

*Please fill out all information completely. Attach additional pages if needed.*

**AGREEMENT—READ CAREFULLY BEFORE SIGNING**

I hereby certify that all statements made in this application are true, and I authorize investigation of all information contained in this application. I acknowledge that any false statements or misrepresentation on this application will be grounds for disqualification.

If I am appointed to serve on the Environmental Planning Commission, I have sufficient time to devote to this responsibility, know the adopted meeting schedule, and plan to attend all meetings of the Commission. I understand it is required that all Commission members take an Oath of Office and sign the Code of Conduct prior to undertaking their duties. I also understand that I will be required to complete: (1) a Fair Political Practices Commission Statement of Economic Interests Form 700 upon assuming office, annually, and upon leaving office; (2) ethics training upon assuming office and every two years thereafter; and (3) Brown Act training upon assuming office and every two years thereafter.

Signature:  Date: 9/23/24

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**FOR STAFF USE ONLY**

Interviewed: \_\_\_\_\_ Renewed: \_\_\_\_\_

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ADDITIONAL SUBMISSION – ENVIRONMENTAL PLANNING COMMISSION

**HANK DEMPSEY**

Candidates are also required to submit a separate typewritten response, limited to a total of approximately 350 words, to the following questions:

1. *What qualifies you for this position?*

The combination of my education in multiple policy disciplines, my public sector service, my experience as a public policy attorney in the private sector, as well as the last four years of service on the EPC and the roughly twelve years I've been a resident of Mountain View, are the foundation for the value I would bring to a second term on the Commission.

(64 words)

2. *What do you think are the major issues for land-use planning in the City of Mountain View?*

Three major issues (among many) are:

1) **Encouraging development of affordable housing:** This is easy to say and hard to do, since the city can facilitate affordable housing development but cannot drive or fund it at scale. That means we need to be relentlessly creative to drive improvement at the margins.

2) **Mitigating the challenges for residents that come with growth:** Market-driven housing growth, while often welcome and beneficial, can also come with significant costs, like traffic and parking congestion, noise and particulate pollution, and strain on civic infrastructure like schools and parks. When making land use decisions, we need to thoughtfully balance the welfare of our current residents with our future ones.

3) **Continuing to implement the Housing Element:** Local land use is in uncharted waters with an increasingly assertive state legislature and HCD. We need to treat Housing Element compliance and required changes to code with great care, which can be time-consuming for staff.

(156 words)

3. *Give some Mountain View examples of successes and failures in planning.*

Successes: Mountain View should be immensely proud that it got a monstrously complex **Housing Element drafted and approved**, and that MV was the first in the

county to earn a state **Pro-Housing Designation**. We're also making visible progress **in revitalizing the downtown** and bringing new crowds and businesses back. As for projects, **the Alta Housing/Public Storage project on Terra Bella** is a great example of win/win thinking between landowners, affordable housing developers and the city, which will deliver business growth. new housing resources and beautiful design all at once.

Failures: I think the fact that Mountain View ended up with **five builder's remedy projects** even as we rushed to complete the Housing Element is, by definition, a failure of planning – although I think that difficulty had more to do with the circumstances imposed on the city externally than its own performance.

(141 words)



City of Mountain View

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Name: Tina Pham
First Last

Residence Address: [Redacted] City: [Redacted] Zip: [Redacted]

Residential Phone: [Redacted] Business Phone: [Redacted]

Email Address: (if appointed, this will be on a public roster) [Redacted]

Occupation: Senior Engineer Present Employer: City of San Mateo

Employer Address: [Redacted] City: [Redacted] Zip: [Redacted]

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Environmental Planning Commission Applicant Name: Tina Pham

Please share why you want to be appointed to the Environmental Planning Commission.  
See attached form.

Please list the community organizations in which you have participated and describe your participation and any official role/position you may have held.  
See attached form.

Please describe the qualifications or experience you possess (such as employment and/or education) that you feel would be an asset to the Environmental Planning Commission.  
See attached form.

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Environmental Planning Commission Applicant Name: Tina Pham

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Signature:  Date: 09/06/2024

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Interviewed: \_\_\_\_\_ Renewed: \_\_\_\_\_

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**1. Please share why you want to be appointed to the Environmental Planning Commission.**

I am deeply motivated to join the Environmental Planning Commission (EPC) due to my commitment to serving my community and applying my professional skills locally. While my career in public service as a Senior Engineer delivering capital improvement projects has given me the opportunity to work on impactful projects in various cities, starting a family has heightened my desire to contribute directly to the community where I live. My 2-year-old daughter, currently attending daycare at Kindercare on El Camino Real, and my interactions with other Mountain View families have highlighted the need for more community-oriented initiatives. Serving on the EPC will allow me to leverage my expertise in sustainable development and infrastructure planning to support Mountain View's environmental goals, economic vitality, and family-friendly environment.

**2. Please list the community organizations in which you have participated and describe your participation and any official role/position you may have held.**

- Mountain View Moms: Engaged with the Mountain View Moms Group to discuss and advocate for family-friendly community initiatives and events, fostering support and connection among local families.
- Engineers Without Borders: I served as Project Manager of the Fiji Water Supply and Treatment Project, which involved Bay Area volunteer engineers designing and overseeing the construction of upgrades to the drinking water distribution system and point-of-use water treatment for three rural villages in the Buca Bay Region of Fiji, serving over 700 villagers.
- Mountain View Buy-Nothing Group: Actively participate in the local Buy Nothing group, facilitating community exchanges of goods and services to promote sustainability and support local neighbors.

These roles have provided me with valuable experience in community engagement and environmental advocacy, which I believe will be beneficial to the EPC.

**3. Please describe the qualifications or experience you possess (such as employment and/or education) that you feel would be an asset to the Environmental Planning Commission.**

I hold both a Bachelor's and Master's degree from Stanford University in Civil and Environmental Engineering, specializing in urban development, environmental law and policy, and sustainable building projects. This academic background provides me with a solid understanding of sustainable urban planning and regulatory frameworks.

Professionally, I have worked in environmental consulting for civil/environmental engineering companies as well as a Senior Engineer for City of San Jose and San Mateo, focusing on delivering capital improvement projects such as libraries, streets, bridges, and sidewalks. This experience has involved managing projects that balance environmental and infrastructure needs, ensuring compliance with regulations while meeting community goals.

Additionally, my role as Project Manager for Engineers Without Borders, where I led international projects to improve water supply systems, has provided me with valuable experience in project management, community engagement, and sustainable development. This blend of education, professional experience, and international project work positions me well to contribute effectively to the EPC.

#### **4. What qualifies you for this position?**

My qualifications for this position stem from a combination of relevant education, professional experience, and community involvement. My degrees in civil and environmental engineering provide me with the technical knowledge necessary for effective project planning and decision-making. My work experience in capital improvement project delivery has given me hands-on expertise in implementing sustainable practices and navigating complex development projects. Additionally, my active participation in local environmental organizations has deepened my understanding of community needs and priorities. This blend of skills and experience positions me to contribute effectively to the EPC's goals and address the environmental challenges facing Mountain View.

#### **5. What do you think are the major issues for land-use planning in the City of Mountain View?**

Mountain View faces several key land-use planning issues, including:

- **Transportation Safety and Mobility:** Improving transportation infrastructure to ensure safety and enhance mobility is crucial. This includes expanding alternative transit options, addressing traffic congestion, and integrating pedestrian and bike-friendly design elements.
- **Green Infrastructure and Stormwater Control:** Implementing effective green infrastructure and stormwater management systems is vital for managing runoff, reducing pollution, and enhancing urban resilience against climate change.
- **Affordable Housing:** Addressing the need for affordable housing remains a pressing issue. Developing inclusive, mixed-use projects can help mitigate housing inequality and ensure that diverse income groups can live comfortably in the city.

- **Electric Vehicle Charging Infrastructure:** Expanding electric vehicle (EV) charging infrastructure is important to support the transition to cleaner transportation options and meet the growing demand for EVs.
- **Supporting Economic Vitality and Small Businesses:** Creating a supportive environment for local businesses and fostering economic growth while enhancing residents' quality of life is a significant challenge. Planning should address the needs of small businesses and support local economic development.

## 6. Give some Mountain View examples of successes and failures in planning.

### Successes:

- **San Antonio Area Development:** The development of the San Antonio Area, including The Crossings and its nearby movie theater, restaurants, Village Green Dog Park, and Fayette Park, has been a notable success. This area has enhanced local amenities and contributed to a vibrant, mixed-use environment that benefits residents and supports community engagement.
- **Downtown Pedestrian Mall:** The creation of the Downtown Pedestrian Mall has been a significant success, featuring engaging games, vibrant street furniture, and lively events. This development has revitalized the downtown area, making it a more attractive and dynamic space for residents and visitors alike.

### Failures:

- **Vacant Storefronts in Downtown and San Antonio Area:** The persistence of vacant storefronts in both the downtown area and the San Antonio Area highlights challenges in maintaining economic vitality and attracting businesses. Addressing these vacancies is crucial for sustaining the vibrancy and economic health of these key areas.
- **Affordable Housing Shortages:** Despite various efforts, Mountain View continues to struggle with a shortage of affordable housing, impacting low-income residents and contributing to housing inequality.

Addressing these successes and failures will be crucial in shaping future planning efforts and ensuring that Mountain View continues to thrive as a sustainable and inclusive city.

# Tina Pham, P.E.

## **PROFESSIONAL CERTIFICATIONS:**

- Professional Engineer, State of California, License # C80111 (since Jul 2012)
- Designated Design-Build Professional (DBIA), Design-Build Institute of America, (since May 2021)
- Project Management Professional (PMP), Project Management Institute, PMP # 2118551 (since Dec 2017)
- Certified Drinking Water Treatment Operator Grade T2, License # 36398 (since Mar 2014)
- Certified Drinking Water Distribution Operator Grade D2, License # 44302 (since Nov 2014)
- Envision Sustainability Professional (ENV SP), Institute for Sustainable Infrastructure (since Jan 2015)
- Qualified SWPPP Practitioner and Developer (QSP/QSD), License # 24009 (since Feb 2013)
- LEED Accredited Professional Building Design + Construction (LEED AP BD+C), Green Building Certificate Institute, GBCI # 10810114-AP-BD+C (since Dec 2016)

## **EDUCATION:**

### **Stanford University, Stanford, CA**

M.S. Civil and Environmental Engineering and Science (June 2010)

B.S. Environmental Engineering (June 2009)

Graduate Coursework: Physical and chemical treatment processes; water resources management; hydraulics and hydrology; aquatic chemistry; environmental microbiology; movement and fate of organic contaminants in water; water and sanitation in developing countries; project finance, urban development, and construction in the Middle East; distributed generation and grid integration of renewable; efficient power systems; and environmental law and policy.

Teaching Assistant: Managing Sustainable Building Projects – methods to manage multidisciplinary project objectives including defining the scope, quality, optimizing life cycle cost, establishing and controlling the schedule, promoting safety, and incorporating diverse stakeholders' concerns.

### **Harvard, Cambridge, MA**

Awarded a certificate of completion for the Senior Executives in State and Local Government Program, June 2022, John F. Kennedy School of Government at Harvard University.

### **Duke, Durham, NC**

Awarded a certificate of completion for the Duke University's Water Innovation Leadership Development (WILD) Executive Education Program, December 2022, Duke's Nicholas School of the Environment.

## **WORK EXPERIENCE:**

### **City of San Mateo, San Mateo, CA**

*Acting Engineering Manager/Senior Engineer – Public Works Department, June 2021 – Current*

- Management and delivery of multiple capital improvement programs for the City of San Mateo, including sidewalks, streets, bridges, facilities, stormwater, etc.
- Supervised a team of 9 full-time engineers and 4 construction inspectors.
- Senior Project Manager on City Council high priority projects (e.g. 82/92 Landscaping Project, Train Horn Noise, Marina Library Reconstruction Project, etc.).
- Facilitated expansion of City of San Mateo's Rule 20A Program to underground utilities and enhance coordination with P&GE.
- Led the Public Works Department's internship program.
- Coordinated with City Attorney's Office for claim response and public record requests.

## **Tina Pham, P.E., continued**

### **City of San Jose, San Jose, CA**

*Senior Engineer – Environmental Services Department, December 2015 – June 2021*

- Management and delivery of two large capital projects for the San Jose – Santa Clara Regional Wastewater Facility Capital Improvement Program.
- Supervised a cross-functional team of 2-3 full-time engineers and engineering technicians.
- Project Manager for a clarifier rehabilitation project (\$31.4 million construction budget). The project focuses on rehabilitation of eight 140-ft secondary clarifiers. Structural improvements include concrete repair and coating, new clarifier mechanisms, pipe support and meter vault replacements, and access bridge improvements. Mechanical improvements include piping, valve and actuator replacements, spray water system replacements, and scum collection and disposal system upgrades. Electrical and instrumentation improvements include replacement of motor control centers and new wiring. Pipe rehabilitation includes cured-in-place pipe (CIPP) for return activated sludge ductile iron and reinforced concrete pipe.
- Project Manager for the Filter Rehabilitation Project (\$39.9 million construction budget), which includes critical improvements to sixteen granular media filters. The existing filter complex is currently the largest tertiary wastewater filtration facility in the western United States and was constructed in the 1970s. Currently, the existing filter complex requires significant refurbishment. The filtration media, consisting of anthracite and sand, needs to be replaced and some of the mechanical and electrical components need to be upgraded.

*Associate Engineer – Environmental Services Division, January 2014 – December 2015*

- Oversaw a team of 2-3 full-time employees in the Water Supply and Engineering Section. Supervisory responsibilities included a variety of tasks such as identifying project needs, assigning individual responsibilities/tasks, reviewing deliverables prepared by the team, hiring replacements for staff through the public sector's specific procedures, enforcing project schedules, conducting performance reviews, and resolving conflicts among members.
- Provided engineering support for various municipal water system sections, including operations and maintenance, inspection services, capital projects, and water quality.
- Coordinated the Request for Proposal (RFP) process for a water system water plan and groundwater well pre-design services. Specific responsibilities included researching RFPs developed for similar projects by other agencies, developing key aspects of the scope, facilitating contract procurement, and negotiating contract.
- Investigated potential Computerized Maintenance Management System (CMMS) alternatives and began implementation of preferred solutions with internal and external partners and vendors.
- Utilized hydraulic modeling to simulate blending of different water supply sources in the distribution system.
- Compiled hydraulic modeling results to evaluate multiple alternatives to recommend potential solutions to better utilize supplemental water supplies and manage water quality.
- Briefed city council through a council memo on technology enhancements implemented to streamline operations and enhance communication, efficiency, and productivity.
- Managed the annual update of five-year Capital Improvement Program (CIP) budget.
- Facilitated training sessions to communicate to staff how to obtain and use data collected by the Supervisory Control and Data Acquisition (SCADA) system.
- Collaborated with the communications division for public outreach on drought conditions and restrictions.
- Spearheaded coordination with the City's legal department to finalize a site access agreement necessary for implementation of a pump energy efficiency rebate program.

### **Conestoga-Rovers and Associates (now GHD), Emeryville, CA**

*Civil/Environmental Engineer, June 2012 – December 2013*

- Analyzed and summarized existing soil and groundwater concentration data and prepared technical memoranda to present results, identify data gaps, and describe recommendations for next steps.
- Solicited and reviewed contractor bids, approved contractor invoices, reviewed change orders, and managed the schedules for remediation project implementations.
- Conducted stormwater audits and reviewed Stormwater Pollution Prevention Plans (SWPPPs) for the California General Industrial Permit compliance.

## Tina Pham, P.E., continued

### **CDM Smith, Walnut Creek, CA**

*Civil/Environmental Engineer* August 2010 – June 2012

- ☐ Performed data analysis and report writing for remedial action reports, feasibility studies, remedial action design and implementation plans, and groundwater monitoring reports.
- ☐ Assisted in the implementation of bench-scale studies and on-site pilot scale applications for bioremediation of groundwater. Specific responsibilities included on-site oversight of the injection activities, engineering support for drilling contractors, data compiling and analysis, evaluating the suitability of the technology for full-scale application, and presenting recommendations.
- ☐ Co-Authored Chap 5 of WEF Publication: Sustainability Reporting Statements for Wastewater Systems, 2012.

### **City of Menlo Park, Menlo Park, CA**

*Water Engineering Intern*, October 2009 – June 2010

- ☐ Performed water quality sampling, sample coordination, sampler training, laboratory coordination, database management, data analysis, and the completion of the weekly, monthly, quarterly, and annual internal and external reports.
- ☐ Provided recommendations to address the potential nitrification issues. Such recommendations included flushing out distribution line dead-ends or low-flow sections to improve circulation, decreasing the water detention times in tanks, and cleaning/flushing water reservoirs.
- ☐ Inspected and reported on stormwater pollution prevention measures to assure compliance with the California General Permit for the Discharge of Storm Water from Small MS4.
- ☐ Oversaw the City's household recycling and water conservation programs.

### **VOLUNTEER EXPERIENCE:**

#### **Engineers Without Borders (EWB), San Francisco Professional Chapter**

*Co-Project Manager, January 2011 – December 2014*

- ☐ Managed the Fiji Water Supply and Treatment Project, which included the design and construction oversight of upgrades to the drinking water distribution system and point-of-use water treatment for three rural villages in the Buca Bay Region of Fiji with over 700 villagers.
- ☐ Performed hydraulic calculations to evaluate and optimize water distribution improvement alternatives.
- ☐ Provided construction management and field oversight for the construction of upgrades to a water distribution system for the village of Vunikura in addition to eight bio-sand filters during the 2012 Implementation Trip.
- ☐ Oversaw a team of 15 engineers in the design of biosand filters and pipeline replacement/upgrades.
- ☐ Prepared construction costs estimates, produced budgets, managed material and equipment lists, and ordered supplies for in-country village water distribution system improvements.



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Name: Douglas Woolverton
First Last

Residence Address: [Redacted] City: [Redacted] Zip: [Redacted]

Residential Phone: [Redacted] Business Phone: [Redacted]

Email Address: (if appointed, this will be on a public roster) [Redacted]

Occupation: Engineer Present Employer: Mainspring Engineering

Employer Address: [Redacted] City: [Redacted] Zip: [Redacted]

Are you a resident of the City of Mountain View? [X] Yes [ ] No If yes, years as resident: 26

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OCT 2 2024

CITY CLERK

Please fill out all information completely. Attach additional pages if needed.

Environmental Planning Commission Applicant Name: Douglas Woolverton

Please share why you want to be appointed to the Environmental Planning Commission.

I am expanding my horizons and I would like to utilize the soft skills I developed in my engineering career and my personal interest in urban planning to contribute to the City of Mountain View and the community. I believe I have the planning and communication skills to make an impact to the Environmental Planning Commission of Mountain View.

Note: I learned about this opportunity only a few days before the application due date, so I have not had the opportunity to attend any meetings.

Please list the community organizations in which you have participated and describe your participation and any official role/position you may have held.

- Lago Pointe Homeowners Association: Board of directors 2016-present. Led projects including multiple tree prunings, mailbox replacement and hiring new manager. Guided the transition from old to new manager by filling in gaps and frequent community-wide messages.
- CHAC/Outlet (now Adolescent Counseling Services): Mentored a gay high school student in the 2003-2004 school year. On the steering committee 2005-2007, helped develop the mission statement and strategic plan.
- Landscape committee for Town Square HOA at Whisman Station, 2006-2007: Replace major street trees that were uprooting the sidewalks.
- Silicon Valley Bike Exchange: Bike repair.
- Habitat for Humanity: Hands-on construction.

Please describe the qualifications or experience you possess (such as employment and/or education) that you feel would be an asset to the Environmental Planning Commission.

As a mechanical engineer (Stanford MS, 1987) and manager, I have led numerous engineering projects, from highly technical product development to introducing new business processes. My career spanned industries from energy efficient LED lighting (HP/Lumileds), to precision instruments (Agilent/Keysight) and efficient, low emissions electric power generation (Mainspring Energy). Through this work I honed my skills in program management, methodical problem solving, inclusive team building and clear communication.

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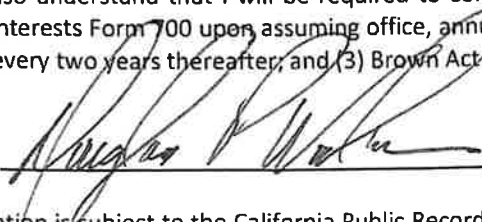
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Signature: \_\_\_\_\_



Date: \_\_\_\_\_

2014 10-02

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**Additional Submission to the Application for Environmental Planning Committee**  
**Douglas Woolverton**  
**2024-10-02**

**1. What qualifies you for this position?**

Prior to moving to Mountain View in 1998, I lived in Europe where I commuted daily by mass transit, so I was immediately attracted to the medium-density housing clustered around rail lines in Mountain View. In addition to the skills mentioned in the application, my vision for Mountain View is to create a sustainable urban environment that encourages residents to reach their favorite destinations while connecting with each other and the environment: That means, to the greatest extent possible, facilitating walking and biking rather than driving, and maintaining or increasing the number of trees for shade and beauty.

**2. What do you think are the major issues for land-use planning in the City of Mountain View?**

1. Mountain View is growing rapidly and housing is very expensive, but there is limited space to build new housing to support the local jobs (Google and Apple). New housing must be built with an eye to energy sustainability and access to destinations with limited need for automobiles.
2. People are very active outdoors and the demand for recreational spaces is continuously evolving.
3. The city has lost a lot of trees in the past decade due to drought and old age.

**3. Give some Mountain View examples of successes and failures in planning.**

- Success:
  - Downtown redevelopment in the 1980s-1990s. Castro street, the downtown library, town hall and performing arts center.
  - New housing at Whisman Station and San Antonio.
  - Maintaining the pedestrian zone on Castro after Covid.
  - All the parks. The transit center. The Stevens Creek Trail.
- Failures:
  - In the Whisman Station plan we missed the opportunity to include a small commercial center with cafes and restaurants within walking distance of residences, thereby forcing residents to drive to get coffee, for example.
  - Shortage and/or lack of pedestrian paths across major streets such as Central Expressway, El Camino and San Antonio.
  - Loss of small businesses from downtown, other than restaurants. For example we lost our eye doctor and hair dresser due to rapidly rising rents.