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# Open Source Land & Decentralized On-Demand Transit

A Community-Defined Framework for Hackable Housing & Hybrid Public-Private Transportation

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## Table of Contents

<b>Executive Summary</b>	<b>3</b>
<b>Application Questions &amp; Responses</b>	<b>6</b>
<b>Problem Statement Analysis</b>	<b>9</b>
Current Regional Analysis	10
<b>Opportunity Statement Analysis</b>	<b>13</b>
<b>What is Open Source Land?</b>	<b>14</b>
<b>What is Decentralized, On Demand Transit?</b>	<b>17</b>
<b>SWOT Analysis</b>	<b>18</b>
Strengths	18
Weaknesses	18
Opportunities	18
Threats	19
<b>Milestones</b>	<b>20</b>
Project Kick-off	20
Call for Community Participation	20
Contract Procurements	20
Groundbreaking	20
Inspections & Change Orders	20
Open Source Land Grand Opening	20
<b>Brief Budget Narrative</b>	<b>21</b>
<b>About Our Team</b>	<b>22</b>

## Executive Summary

We believe that the housing crisis in Silicon Valley can be an opportunity to bring the region's legendary reputation for technological innovation and creativity to bear upon the current housing crisis. We believe that differently-housed people should not be discriminated against any more than differently-abled, differently-oriented, or differently-originated people. We believe that the principle of sustainability in the urban context includes the fact that, "Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control."<sup>1</sup>

We believe, "Cities are mankind's most enduring and stable mode of social organization, outlasting all empires and nations over which they have presided. Today cities have become the world's dominant demographic and economic clusters."<sup>2</sup> We believe that many of the twenty-first century's greatest global grand challenges are fundamentally city and megacity<sup>3</sup> grand challenges. We believe that cities can rise to the occasion of these challenges and lead humanity into a flourishing future of environmental, economic, and social sustainability.

Therefore, we hope that the first result of this proposal is to help raise fresh, unconventional, and unexpected questions in the minds of readers; to be further investigated during the Staff

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<sup>1</sup> United Nations. "Universal Declaration of Human Rights." United Nations, United Nations, 10 Dec. 1948, [www.un.org/en/universal-declaration-human-rights/](http://www.un.org/en/universal-declaration-human-rights/). Accessed 29 June 2017.

<sup>2</sup> Khanna, Parag. "Megacities, not nations, are the world's dominant, enduring social structures." Quartz, Quartz, 20 Apr. 2016, [qz.com/666153/megacities-not-nations-are-the-worlds-most-dominant-enduring-social-structures-adapted-from-connectography/](http://qz.com/666153/megacities-not-nations-are-the-worlds-most-dominant-enduring-social-structures-adapted-from-connectography/). Accessed 29 June 2017.

<sup>3</sup> Eds. "Megacity." Wikipedia, Wikimedia Foundation, 28 June 2017, [en.wikipedia.org/wiki/Megacity](http://en.wikipedia.org/wiki/Megacity). Accessed 29 June 2017.

and Advisory Committee Review, and Due Diligence phases of the proposal process.<sup>4</sup> We particularly look forward to the opportunity of participating in any required site visits, telephone calls, or other type of communication required to assist SVCF staff.

Moving forward, this proposal also draws upon wider lessons learned in researching sustainable and transitional housing around the United States and the world, during the past five years of living alongside Silicon Valley residents currently sheltered in various non-traditional, precarious, and transitional housing configurations.

Building upon both primary and secondary research understandings, we propose development of Open Source Land (OSL) and Decentralized On Demand Transit (DOTD) policy frameworks that welcome and encourage a variety of safe and sustainable Hackable Housing and Hybrid Public-Private Transportation (HPPT) alternatives in the urban planning and development mix. This pilot project is intended to be designed by a Resident Design Team (RDT) consisting primarily of local community members, joined also by interested entrepreneurs, local city officials, agencies, civic organizations, and any other interested partners.

This week on the Silicon Valley peninsula it is being reported that, “tolerance of the [housing] crisis sometimes ebbs, as in the neighboring town of Mountain View, where the presence of over 200 RVs has prompted complaints.” Over the past several years, we have witnessed first hand the aggressive installation of what amount to “No Sleeping” signs, banning parking only from 2am to 6am in Mountain View. This effectively pushes responsibility for addressing the crises to neighboring cities, without regard for the region as a whole. Meanwhile, in Palo Alto, “[Frank] Aldama, 56, has lived in his RV for four years. “I wish I had a place to park that’s safe like here, and clean, without being chased out.”<sup>5</sup>

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<sup>4</sup> SVCF. “SVCF 10th Anniversary Grants: Building Strong Communities Info Session.” *Building Strong Communities – Involving residents in the design of their communities Anniversary Grant info session*, SVCF, 13 June 2017.

<sup>5</sup> Gee, Alastair. “Low-Income workers who live in RVs are being ‘chased out’ of Silicon Valley streets.” *The Guardian*, Guardian News and Media, 29 June 2017, [www.theguardian.com/us-news/2017/jun/29/low-income-workers-rvs-palo-alto-california-homeless](http://www.theguardian.com/us-news/2017/jun/29/low-income-workers-rvs-palo-alto-california-homeless). Accessed 30 June 2017.

Upon grant award, the first objective of this proposal is to recruit citizen-participants and leaders from this hard-working population of precariously housed residents in adjacent Silicon Valley peninsula cities, to form a Resident Design Team in order to help define and refine the scope of initial OSL locations and DODT programs. As a stretch goal, if deemed appropriate by SVCF, we will also reach out to neighboring East Bay cities experiencing impacts as a result of peninsula cities kicking the can down the road with restrictive road signage and other passively punitive policies. As Mayor Libby Schaaf said, Oakland “has learned from the failures and successes of other cities. If city crews clear a camp and order its occupants to leave, they will just set up somewhere else nearby. ‘Taking a problem and pushing it into someone else’s neighborhood or someone else’s city is not responsible, and frankly, it’s not efficient, either.’”<sup>6</sup>

We believe that by cultivating a combination of innovative, sustainable land-use guidelines, modernizing city zoning and licensing frameworks, and facilitating novel public-private transportation partnerships, OSL and DODT can provide what Mr. Aldama and most others in a similar situation most wish for, need, and deserve. The simple dignity to continue pursuing the common human journey toward self-actualized and flourishing lives, both from the perspective of individuals and from the perspective of the community.

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<sup>6</sup> Garofoli, Joe, and Kimberly Veklerov. “Homeless camps becoming entrenched in Oakland.” *San Francisco Chronicle*, San Francisco Chronicle, 28 June 2017, [www.sfchronicle.com/bayarea/article/Homeless-camps-becoming-entrenched-in-Oakland-11240395.php](http://www.sfchronicle.com/bayarea/article/Homeless-camps-becoming-entrenched-in-Oakland-11240395.php). Accessed 29 June 2017.

## Application Questions & Responses

1. What is the specific challenge your project will address to involve residents in the design of their communities?

**Response:** Housing and Transportation. For housing, the designation of Open Source Land spaces, suitably zoned and resident-maintained for diverse types of housing including, but not limited to, off-grid tiny houses, portable houses (such as local startup houslets.com), traditional mobile shelters like RV's, and other creative, Hackable Housing solutions developed by residents, community members, and entrepreneurs.

2. Tell us about your idea to address this challenge. What do you hope to achieve?

**Response:** We will publish a practical policy framework, a set of guidelines for cities of any size to adopt and adapt to their own specific context. For example, by demonstrating that a 2% public land set aside is sufficient to virtually eliminate the precariously and transitionally housed from the streets and byways of megacities. We hope to prove that by providing the right incentives, when skillfully presented, will encourage upwards of 80-90% of precariously housed people to choose a welcoming, non-judgemental, zero-bureaucracy OSL safe haven, over their current precarious housing configuration. Of course, we do not believe that any single solution can provide a 100% guarantee or participation rate.

3. Who will be served by your project?

**Response:** Everyone. People in traditional housing can feel better about their neighborhoods, and people in precarious housing situations will not feel like they have no safe and peaceful place to shelter, on their own terms. One caveat: the branding and positioning of projects as OSL Housing Innovation Zones is vital. The project will be at risk of not succeeding to the extent that people in traditional housing continue to berate

or belittle people participating in OSL communities, or simply regard OSL as some sort of “legal squatting.” See the SWOT analysis later in this proposal for additional threats to pilot program success.

4. Why is your organization uniquely positioned to lead this project?

**Response:** The mission of the Global Cognition Group (GCG) is “Embracing Earth's greatest benefit. Extending humanity's greatest potential.” We bring more than 20 years of engineering, professional services consulting, and startup experience, including just under two years of volunteer leadership in the “Discovery of Disruptive Innovations & Actionable Ideas” at VLAB, the San Francisco Bay Area chapter of the MIT Enterprise Forum. At two recent community events, when we briefly described this project to Dave Cortese, President, Santa Clara County Board of Supervisors, he was both intrigued and supportive. We have also received encouragement from Sunnyvale City Council Member Larry Klein, and Palo Alto City Council Member Lydia Kou at recent community gatherings. Our planned 501(c)(3) fiscal sponsor, the Elks National Foundation (ENF) administers any outside grants such as those provided by SVCF, “which must be used for strictly charitable projects. The Lodge Assistance Grant only applies to donations from foundations or corporations that have an existing policy of only donating to 501(c)(3) organizations.”<sup>7</sup> ENF exists to assist the Benevolent and Protective Order of Elks (BPOE), renowned for operating temporary RV facilities across United States, to fulfill their community service mission. We will build upon the direct recent experience of five years of Sunnyvale Elk Lodge membership in developing this project. Moreover, as the project unfolds, our team will grow to include a diverse mix of respected academic researchers, civic leaders, and community members who have lived a full time RV lifestyle, in the urban context, for at least five years.

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<sup>7</sup> ENF. “Lodge Assistance Grant Frequently Asked Questions.” *Elks.org* :: *Lodge Assistance Grants FAQ*, Elks National Foundation, [www.elks.org/SharedElksOrg/enf/files/LAGFAQ.pdf](http://www.elks.org/SharedElksOrg/enf/files/LAGFAQ.pdf). Accessed 29 June 2017.

5. Who are your partners, and what will they contribute to the project?

**Response:** Because SVCF states that, “this initiative supports new ideas for different approaches to involving residents in the design of their communities,” we will publish a call for community members participation in publications that have covered these specific issues, seeking community members as our primary partners. Other ideal partners include housing startups like Houslets.com, on demand transportation providers like Lyft and Uber, free community shuttle operators (currently underutilized in Mountain View, per our personal experience), local city planners, social services partners like Sunnyvale Community Services, civic partners like the Benevolent And Protective Order Of Elks, Silicon Valley Interreligious Council, Muslim Community Association, Zen Center of Sunnyvale, and temporary land-use experts like Thousand Trails campgrounds, in addition to other interested local and regional organizations and individuals.

6. What is the projected cost of your project, and do you have any other funding to support it?

**Response:** The initial projected cost of this project is \$100,000. The full grant amount will be used to improve an existing parcel of land, currently owned, appropriately zoned, and charitably operated by the Sunnyvale Elks Lodge at 975 North Pastoria Avenue, Sunnyvale, California, 94085. This budget will be used to improve only outdoor facilities for the express purpose of expanding upon existing charitable service to the community. By providing safe mooring to people living a full- or part-time RV lifestyle, in a proven effective manner that is organically aligned with SVCF’s current approach to building strong communities, we can immediately make a positive impact upon the current housing crisis. There may be additional funding available from BPOE or the Elks National Foundation (ENF), in addition to other local sources such as Google.org, once the project receives some publicity. Also see the Brief Budget Narrative section of this proposal.



## Problem Statement Analysis

"Today, about half the world's seven billion people live in cities and urbanization is changing our planet."<sup>8</sup> Accordingly, we consider many of today's greatest global grand challenges as fundamentally city and regional grand challenges.

In this context, we believe SVCF's strategy for "building strong communities [by making] strategic investments in efforts that help shape land use and transportation plans and encourage residents to get involved in the design of their communities"<sup>9</sup> is an effective approach to addressing the specific housing crisis facing the Silicon Valley region.

Therefore, this proposal focuses upon the Problem Statement described in the RFP. "While land-use planning is supposed to address these challenges and improve a community's quality of life, local residents – particularly those who are low income, immigrants, or people of color – are often disengaged from the planning process." We further understand, "that this is a special one-time-only grant opportunity [that] will not be continued in future years."<sup>10</sup> Accordingly, we are developing one, three, and five-year plans to achieve operational self sufficiency, through both our own OSL programs and engaging deeper with community partners.

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<sup>8</sup> Emerging Technology from the arXiv. "Global Urban Footprint Revealed in Unprecedented Resolution." Technology Review, MIT, 23 June 2017, [www.technologyreview.com/s/608156/global-urban-footprint-revealed-in-unprecedented-resolution/](http://www.technologyreview.com/s/608156/global-urban-footprint-revealed-in-unprecedented-resolution/). Accessed 24 June 2017.

<sup>9</sup> SVCF. "Anniversary Grants." Silicon Valley Community Foundation, SVCF, 29 June 2017, [www.siliconvalleycf.org/anniversary-grants](http://www.siliconvalleycf.org/anniversary-grants). Accessed 29 June 2017.

<sup>10</sup> SVCF. "Building Strong Communities: Involving Residents in the Design of Their Communities." BSC *Anni RFP M2*, Silicon Valley Community Foundation, 05 June 2017, <https://www.siliconvalleycf.org/sites/default/files/documents/grantmaking/building-strong-communities.pdf>. Accessed 12 June 2017.

## Current Regional Analysis

“Silicon Valley has the highest share of high-wage and high-growth jobs in the United States. It also has more jobs than housing, making the cost of living in this prosperous part of the United States unaffordable for many low- and middle- income residents in San Mateo and Santa Clara counties.”<sup>11</sup>

Conventional thinking about housing in many megacities -- while generally enlightened and well-meaning -- often appears limited to one particular type or class of single-family housing unit as alone being sufficient to provide stable shelter. Stable shelter provides a base from which people can continue their journey toward personal fulfillment and flourishing, on their own terms, while also participating in and contributing to the local community. From this perspective, the conventional framing of what constitutes adequate housing, in communities of increasingly multivariate diversity, represents a fundamentally outdated consensus view that limits innovation in this sector.

Therefore, this proposal diversifies the conventional urban megacity housing portfolio by recognizing conditions on the ground, as they are today. Prior to, or in between conventional Housing First programs, people often exercise initiative and ingenuity in creating immediate solutions to their most immediate housing crisis, by utilizing tents, automobiles RVs, or any other available field-expedient measure. When people are in a housing crisis situation, their initial objective is singular: secure basic shelter by any means necessary.

While we applaud the significant progress made by measures such as California’s Homeless Bill Of Rights, Housing First legislation such as SB 1380, and other related measures, this proposal addresses the urgent practical need for immediate interim Open Source Land that honors people’s initial choices in addressing their personal housing crises, whether RV, automobile, tent,

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<sup>11</sup> SVCF. “SVCF Invests \$1.1 Million in Transportation, Housing and Displacement Prevention Grants.” *Silicon Valley Community Foundation*, SVCF, 29 June 2017, [www.siliconvalleycf.org/blog/grantmaking/svcf-invests-11-million-transportation-housing-and-displacement-prevention-grants](http://www.siliconvalleycf.org/blog/grantmaking/svcf-invests-11-million-transportation-housing-and-displacement-prevention-grants). Accessed 29 June 2017.

or other interim stable shelter. State and federal housing efforts differ from this proposal in important fundamental ways which merits the following brief, excerpted summary.

“Last year [2016], Governor Brown signed SB 1380 (Mitchell), requiring California agencies and departments that provide housing (or related services) to operate using a Housing First approach. Housing First is a proven method that prioritizes providing housing to people experiencing homelessness without requiring pre-requisites or making it contingent upon receiving services. This approach is guided by the belief that people need basic necessities, such as food and a place to live before attending to other life challenges, such as getting a job, budgeting finances, or addressing substance-use issues.”

“SB 1380 also established the creation of California's Homeless Coordinating and Financing Council to oversee the implementation of Housing First guidelines and regulations and to identify resources, benefits, and services that can be accessed to prevent and end homelessness in California.”<sup>12</sup>

While SB 1380 is a refreshing and essential act of state level legislation, we can see here that it does not provide for the immediate situation of city residents living in vehicles and tents, which rapidly growing numbers of people regard as completely sufficient to meet their immediate shelter needs.

Similarly, “The crisis in Oakland has analogs in every major city on the West Coast, from Seattle and Portland, Ore., down to Santa Barbara and Los Angeles. In San Jose, the homeless population is roughly twice as large as in Oakland, with more than 4,000 people counted in 2015,

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<sup>12</sup> California HCD. “California Homeless Coordinating and Financing Council First Round of Appointees Announced by Governor Brown.” *HCD Announcement*, California HCD, 27 June 2017, <http://campaign.r20.constantcontact.com/render?m=1120322818772&ca=d2b01f65-33f9-4514-ab8c-c4be604f122e>. Accessed 27 June 2017.

the most recently available data. A key difference from Oakland: San Jose's camps usually grow around creeks, causing sanitation issues in waterways, said Ray Bramson, who's in charge of the city's Homelessness Response Team."<sup>13</sup>

Worse yet, as a result of severe weather in the winter of 2017, our region lost 66 acres of vital non-fixed housing infrastructure when Thousand Trails in Morgan Hill published this unwelcomed news:

"Dear valued guests, As a result of this winter's extreme weather and flood damage, Morgan Hill has identified some significant infrastructure needs. Thousand Trails looks forward to reopening the park to our valued members and guests as soon as possible. We will plan to remain closed through September 30th and will continue to update you with any changes. We would like to invite you to our San Benito property, located just 45 miles from Morgan Hill. The San Benito Team has a fun-filled agenda planned for what is sure to be a fantastic season. If you have an upcoming reservation at Morgan Hill, please contact member services at (800) 388-7788. We appreciate your patience and understanding at this time. (updated 4/18/17)"<sup>14</sup>

While we may have failed to locate the press coverage, an initial search failed to surface the slightest mention of this sudden displacement of as many as 300 regional families in the local news, many of whom lived at Thousand Trails in Morgan Hill and commuted up the peninsula to low-wage jobs, every day. Guess where they would logically migrate to? Closer to work. While we don't have empirical evidence to support the theory, it seems reasonable that this could partly explain a sudden surge of RVs on peninsula streets in recent months.

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<sup>13</sup> Garofoli, Joe, and Kimberly Veklerov. "Homeless camps becoming entrenched in Oakland." *San Francisco Chronicle*, San Francisco Chronicle, 28 June 2017, [www.sfchronicle.com/bayarea/article/Homeless-camps-becoming-entrenched-in-Oakland-11240395.php](http://www.sfchronicle.com/bayarea/article/Homeless-camps-becoming-entrenched-in-Oakland-11240395.php). Accessed 29 June 2017.

<sup>14</sup> TT. "Thousand Trails Camping Pass." Morgan Hill RV Campground | RV Resorts in California, TT, 18 Apr. 2017, [www.thousandtrails.com/california/morgan-hill-rv-resort/](http://www.thousandtrails.com/california/morgan-hill-rv-resort/). Accessed 30 June 2017.

## Opportunity Statement Analysis

In the United States, most of us currently live in a situation defined by deeply ingrained beliefs and traditions of competition and scarcity. Perhaps the colloquial acronym TANSTAAFL (there ain't no such thing as a free lunch) best sums up this collective presumption about how the world, and markets, work. More importantly, however, is the presumption that this is the only way that the world can and should ever work. Perhaps nowhere are these collective presumptions more severely experienced by people in their everyday lives than in the merciless, law of the jungle-like pursuit of affordable, safe, and stable shelter; especially in burgeoning urban megacity housing and real estate markets.

But what if, in 2017, many of those persistent worldviews are significantly outdated?

By way of analogy, "In 1979, a 32-year-old American physicist called Alan Guth came up with a crazy idea. Guth christened his crazy idea "inflation." If inflation was correct, here was an explanation for where most of the matter in the Universe came from. It was spirited out of the vacuum itself, "the ultimate free lunch."<sup>15</sup> So, what if there is such a thing as a free lunch? In fact, what if the universe we inhabit is actually founded upon just that? How would that change our view of our place in the universe and provoke us to rethink our roles and responsibilities towards one another and our planet?

It's a quintessentially disruptive question, posed in a market that demands immediate positive disruption. One exciting opportunity in this proposal is the possibility of creating a reproducible working model for housing, derived from some of the most revolutionary and unexpected contemporary realizations of the science, technology, and social sciences that made Silicon Valley what it is today. It can get better.

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<sup>15</sup> Chown, Marcus. "Review : The ultimate free lunch." *New Scientist*, New Scientist, 10 May 1997, [www.newscientist.com/article/mg15420814-800-review-the-ultimate-free-lunch/](http://www.newscientist.com/article/mg15420814-800-review-the-ultimate-free-lunch/). Accessed 29 June 2017.

## What is Open Source Land?

We describe Open Source Land as public or public-private land similar in use to modestly improved locations like Thousand Trails<sup>16</sup> or KOA locations, and available to residents at similar costs. In the case of TT, that cost is along the lines of \$500/year, plus \$3/night. These costs include utilities. Initial research indicates that as little as 2% of a given city, megacity, or county land mass can provide sufficient capacity to safely and hygienically house people who choose this very modest, highly ecologically friendly, rudimentary housing style. Today, it appears that this type of land inventory isn't generally considered important or desirable by urban planners, because it has historically been associated with recreation and leisure. However, in the current economic climate, many of these facilities have long since become a housing refuge of last resort, as megacities have blossomed to include many 'campgrounds' deep within their hyper-developed boundaries.

**This is the key insight and opportunity of OSL.** Perhaps somewhat like park land in earlier eras, today's urban planners need to develop a new mindset toward allocating sufficient land suitable to near-zero ecological impact development, proportionately distributed throughout developed regions, accessible to employment and transportation. These parcels must be within range of where people live and work, so the distance between them must be significantly less than the current 50 to 100 miles in between. If implemented skillfully, OSL will help to bring some balance and sanity back to housing values by providing a more realistic low-end housing market that sets a measured baseline at which rent extraction is effectively zero. How can rent be zero? We respond with another question, how can it not be so in the commons we all share? We now briefly venture further into unconventional, yet empirically accurate territory, when it comes to thinking about urban land value as the foundation for affordable housing.

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<sup>16</sup> Download a typical land use map from [http://www.rvonthego.com/media/com\\_rv/uploads/resorts/sm0216-morganhill\\_1454702414.pdf](http://www.rvonthego.com/media/com_rv/uploads/resorts/sm0216-morganhill_1454702414.pdf)

As is often the case in science, the best place to begin is with questions. In a functional market, how can it possibly be that the cost of one night sleeping in a mid-tier hotel, a common apartment, a modest home, in an RV parked on a slab or concrete with access to just a hose and one electrical outlet, or on a plain one-hundred square foot plot of bare land in a tent with no services, are all roughly the same cost? Yet, this has been exactly the situation in Silicon Valley, as in many U.S. cities, for decades. Living in the most rudimentary and stoic conditions, in a tent or common non-luxury RV, became branded as leisure value. People became conditioned to accept the idea that it costs in the neighborhood of \$50/night, or more, to sleep overnight legally, regardless of the conditions under which one is resting. This makes no sense from a free and fair market perspective. A raw hunk of marble and a carved statue of David are not of equal market value. Unimproved land and fully improved land cannot be anywhere near the same value as a place to rest. Yet, when it comes to a place for humans to rest, to be at liberty, that is exactly what the contemporary urban market has divined. In cities, it's not merely about land, it's about extorting rest, to compel labor. If a person doesn't cough up fifty dollars, or some other arbitrary amount every single day, they don't have a right to rest within city limits.

These may sound like heretical disruptive observations, to some, yet they represent yet another textbook market failure of our rapidly accelerating post-automation society. The case that a mid-level modern apartment and a bare patch of dirt both cost the same, as places to sleep, is absurd, at best, malevolent, at worst. This practice effectively places a market value on the basic human need for sleep, itself. How can that possibly be a just and humane practice?

From the human perspective of merely existing upon the Earth, the current situation is equivalent to every car on the road selling at the same price, regardless of features & upgrades. Every smartphone, the same price for the same four-inch bar. A bare patch of ground cannot possibly provide the same value as all of the features of a modern apartment, yet this is precisely what the rentier distortion field creates and demands. We can provide much more detail about rentier distortion field analysis during Due Diligence, if requested, but for the purposes of this proposal, just one more brief analogy.

Virtually every good in a market begins with some extracted raw material at zero or near-zero initial cost. Bottled water, once unthinkable as a product, is a quintessential example. If the climate crisis continues to be ignored, clean air may be next to be productized. Agriculture is another example, because trees and plants are self-contained, fully automated factories that create food for free. The only costs are in the cultivation and harvesting. The 'manufacture' of all food itself is grown in the ground, for free. It's all free lunch. Assembly, shipping, and handling are obvious input costs, but the making of the food itself out of nature's abundances is one-hundred percent free.

OSL restores the reality that land as a raw commodity too is essentially free, a fact that indigenous peoples everywhere have always known and defended, despite the temporary triumphs of industrial conquest. Private property rights are foundational to our way of life, but when every last square inch of property becomes privatized, with no fair weights and measures to index an intrinsic lowest common land value, then the market becomes dysfunctional and we arrive at some version of the current crisis.

There is much more to be discussed on this topic, but the objective of this proposal constrains the discussion, for now. From time immemorial, humans have debated the complex philosophical merits of this or that method for allocating shared resources; however, the present data staring us all in the face is incapable of identifying with any of those philosophies. We are facing a rapidly deepening humanitarian crisis smack in the middle of one of the richest megacity regions on Earth. There are known policy causes to these conditions and known policy changes that can help to alleviate the crisis. The choice of what we do next, is up to each of us.

We look forward to addressing your questions about OSL during Due Diligence.



## What is Decentralized, On Demand Transit?

New, integrated transportation apps like Citymapper<sup>17</sup> surface the reality of today's hybrid public-private transit system and make it accessible to anyone with an iOS or Android smartphone. From public trains and buses, to conventional taxis, to on demand ride services like Lyft and Uber, to bicycle rentals, and even electric skateboards (hoverboards), the urban transit landscape has utterly transformed over the past decade, and Citymapper surfaces each and every one of these options for getting around, with vastly improved real-time arrival, departure, and enroute time information for each method.

Every day, countless innovations like the Citymapper Smartbus are accelerating this transformation with services such as, "Reinventing the bus for the smart city era. It's a bus. It runs on a fixed route. It uses bus stops. People can hop on and off. However, in time you're going to see us 'rethink' how buses and routes operate and how to make them more efficient and useful in cities. We're also introducing a smaller, nimbler vehicle that we believe is necessary in crowded cities."<sup>18</sup>

The combination of all these innovations is what we generally refer to as Decentralized, On Demand Transit. The potential for partnerships and integration to improve hybrid public-private transportation service networks presents a rich opportunity to enable accessible, affordable mobility for people in every kind of housing configuration. In the megacity ecosystem, we see OSL and DODT as naturally symbiotic in providing people options for both the stability and mobility needed to improve their lives on their own terms.

Please note that GCG has no commercial or any other interest in any of the transportation partners mentioned herein, we simply present these observations for further investigation as potential options to address the objectives of this RFP.

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<sup>17</sup> See <https://citymapper.com/>

<sup>18</sup> Citymapper. "Introducing the Citymapper Smartbus – Citymapper – Medium." *Medium*, Citymapper, 8 May 2017, [medium.com/citymapper/smartbus-7b6848241526](https://medium.com/citymapper/smartbus-7b6848241526). Accessed 30 June 2017.

## SWOT Analysis

### Strengths

- Clarity of project description and project activities regarding steps to be taken to achieve desired outcomes.
- Achievable timeline that corresponds to key activities.
- Meaningful benchmarks and indicators of success.
- Ability to leverage financial, human and technical resources leading to greater Impact.
- Ability to contribute content area knowledge to the field.
- New and innovative ideas aligned with SVCF's current approaches in building strong communities.

### Weaknesses

- Unproven new ideas for different approaches involving residents in the design of their communities.
- Challenges for partner participation, leadership, and external stakeholder accountability.
- Potentially controversial hybrid resource-usage-based business model.
- Overreaching by attempting to accomplish too much in the given timeframe and budget.

### Opportunities

- Build organizational capacity to implement project – including staffing, leadership and operational and fiscal management.
- Improve established track record in specific program content area and aptitude to achieve needed additional content expertise.
- Demonstrate benefits of community-based design and implementation of solutions to complex urban planning challenges.

- Incentive to implement pragmatic zoning modernization upgrades.
- Demonstrate cost and performance efficiencies of decentralized, on demand, hybrid public-private hybrid transportation programs.

### Threats

- NIMBY.
- Required zoning modernization and innovation that cities, counties, or agencies find objectionable could slow or block implementation.
- BPOE could refuse to address the needs of the wider community without regard to fraternity membership, by refusing to open access to the general public.
- Human nature, derision, mockery, or opposition to novel land use from neighbors or society in general.

## Milestones

### 1. Project Kick-off

**October 1, 2017.** Initial phone or in-person kick-off meeting with team members and participating partners.

### 2. Call for Community Participation

**November 1, 2017.** Build up the Resident Design Team. Take advantage of holiday season to publicize the project as a local opportunity to actively build a more compassionate and inclusive community in local press and social media.

### 3. Contract Procurements

**January 15, 2018.** Publish first quarterly progress report. Take advantage of rainy season to finish lining up contracts in preparation for execution phase.

### 4. Groundbreaking

**April 1, 2018.** Publish second quarterly progress report. Break ground on land improvements, immediately after rainy season.

### 5. Inspections & Change Orders

**July 1, 2018.** Publish third quarterly progress report. Attend to timely inspections and address any required change orders.

### 6. Open Source Land Grand Opening

**October 1, 2018.** Publicize new site availability to the general public in local press and social media. Provide holiday incentives for new residents to join the project and use

success to attract new donors to support expansion of additional similar projects. Publish final financial and narrative report. Provide debrief presentation to SVCF staff and donors, if requested.

## Brief Budget Narrative

A detailed, line-item budget is being developed as part of the Due Diligence phase of the process. Our planned fiscal partner, ENF states that, "Lodge Assistance Grants may not be used to improve or repair Lodge buildings in any way. Lodge Assistance Grants must be used for strictly charitable projects."<sup>19</sup> Therefore, this budget will be used to improve only outdoor facilities for the express purpose of expanding upon existing charitable service to the community in a proven effective manner that is organically aligned with SVCF's current approach to building strong communities. Should this award be made via GCG, RV visitors to the Elks Lodge OSL Project may be asked to provide a suggested donation, in exchange for temporary RV mooring. While Elk membership may offer additional benefits to people, anyone with a stated need shall be able to utilize the facilities without any membership requirements.

We will work with our planned fiscal sponsor(s) to ensure that this project strictly complies with all guidelines for charitable service, by offering deeply discounted and rent-free refuge to people in need, in perpetuity. Donations may generally attempt to cover costs of utilities used by visitors; however, participants shall not be turned away for inability to donate. Tenant agreements, or any operation as a rent-seeking profit center, is strictly forbidden under the charitable terms of the funding agencies. Precise development cost details are not yet set in stone, pending bids; however, the principles of transparency, as well as Elk Principles of Charity, Justice, Brotherly Love, and Fidelity, are always in full force and continue to guide this project. The intention is that this grant will expand upon existing capacity to serve the community at a slightly higher level of infrastructure quality and much greater level of community compassion.

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<sup>19</sup> ENF. "Lodge Assistance Grant Frequently Asked Questions." *Elks.org* :: *Lodge Assistance Grants FAQ*, Elks National Foundation, [www.elks.org/SharedElksOrg/enf/files/LAGFAQ.pdf](http://www.elks.org/SharedElksOrg/enf/files/LAGFAQ.pdf). Accessed 29 June 2017.

## About Our Team

The mission of the Global Cognition Group is “Embracing Earth's greatest benefit. Extending humanity's greatest potential.” We bring more than 20 years of engineering, professional services consulting, and startup experience, including just under two years of volunteer leadership in the "Discovery of Disruptive Innovations & Actionable Ideas" at VLAB, the San Francisco Bay Area chapter of the MIT Enterprise Forum. We are grateful for your valuable time in reviewing our application and hope that it has helped to generate the kind of positive disruptive thinking requested. Longer bios or CVs of each of our proposed team members will be made available upon request, during the evaluation stage of the process.

- **Michael & Kathryn S.** Five years full-time RV experience. Engineering and Operations.
- **Bill & Terri Y.** Ten years full-time RV experience. Community and Real Estate.
- **Willie H.** Ten years full-time RV experience. Strategy and Marketing.
- **Community Partners.** Additional participants from the community, TBD.