



East Bay Economic Development Alliance
The bright side of the San Francisco Bay



East

Alameda County

Bay

Contra Costa County

Strategic Action Plan

Fiscal Year 2007-2008



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EAST BAY ECONOMIC DEVELOPMENT ALLIANCE (EAST BAY EDA) STRATEGIC ACTION PLAN

Fiscal Year: July 1, 2007 – June 30, 2008

The East Bay Economic Development Alliance (East Bay EDA) is a public/private partnership serving the East Bay (Alameda and Contra Costa Counties) whose mission is to establish the East Bay as a world-recognized location to grow businesses, attract capital and create quality jobs.

ROLES

- ❖ Promote regional leadership and collaborative solutions to address East Bay infrastructure challenges that include workforce, transportation, housing, water and energy.
- ❖ Increase public awareness and understanding of complex regional issues affecting the East Bay and encourage participation in the development and implementation of solutions.
- ❖ Provide business-to-business and business-to-government forums to improve communication, understanding and collaboration.
- ❖ Promote investment opportunities in the East Bay to businesses in the San Francisco Bay area, nationally and internationally.
- ❖ Provide economic and demographic data and analysis on the East Bay to assist the public and private sectors in evaluating, planning and implementing strategies and to promote an East Bay identity.
- ❖ Facilitate communication and coordination between cities, regulatory agencies and related service providers.
- ❖ Identify and develop strategies to address business climate and infrastructure issues and participate in their implementation.

ACTION PLAN

I. BUSINESS DEVELOPMENT

I. A. Business Investment and Attraction

Goal: Promote the East Bay as a leading region for investment and business expansion in the San Francisco Bay Area.

Objectives:

- Identify business prospects and provide information to businesses looking to expand or locate in the East Bay.
- Increase access by East Bay employers to business resources, including the Industrial Development Bond (IDB) program.
- Assist cities in developing programs and resources to encourage business development.

Activities:

- Market the region and participate in promotional opportunities through trade shows and international events.
- Sponsor studies that compare the East Bay with similar economic growth centers.
- Improve access by site locators to investment opportunities through website and resource materials.
- Update collateral marketing materials.
- Assist companies with site tours and searches.
- Build and maintain a website (www.eastbayeda.org) that effectively markets the East Bay region to Bay Area, California, national and international businesses.
- Provide data and assistance to East Bay cities and sub-regions desiring to develop strategic plans and marketing programs that target businesses and industries with high growth potential.
- Support the East Shore cities of Alameda, Berkeley, Emeryville, Oakland, and San Leandro in their efforts to attract Bay Area businesses from outside of the East Bay.

Client Benefit Indicators:

- The combined results of East Bay EDA's Business Development efforts:

	# Clients Served (Total)	# Expansion or Retention	# Business Prospects	# Received Site Search/Location Assistance
FY 2006-07	180	47	85	22
FY 2007-08 Target	200	50	100	15
Year To-Date				

- East Bay EDA primary website activity:

Fiscal Year	Individual Users	Page Views	Hits	Downloaded Info (Giga Bytes)
FY 2005-2006 (edab.org)	240,886	701,427	3,622,046	55.0
FY 2006-2007 (edab.org)	374,801	743,632	3,555,213	77.0
FY 2007-08 Target (eastbayeda.org)	380,000	700,000	3,500,000	80.0
Year-To-Date				

- East Bay EDA’s administration of the Industrial Development Bond program resulted in:

Fiscal Year	# of Bond Recipient	Total \$ Bonds Issued	Retained Jobs	Projected Job Creation	Total Job Impact
FY 2005-06	2	\$12,500,000	275	150	700
FY 2006-07	5	\$17,075,000	548	198	1,168
FY 2007-08 Target	4	\$15,000,000	400	200	900
Year-To-Date					

Strategic Indicators:

- East Bay employment and unemployment:

	Employment	Labor Force	Unemployment Rate	East Bay Jobs
2004	1,189,200	1,261,200	5.7%	1,025,200
2005	1,196,100	1,259,200	5.0%	1,033,700
2006	1,209,100	1,264,400	4.4%	1,047,600

- San Francisco Business Times* 100 Fastest-Growing Private Companies:

	2006 Book of Lists	2007 Book of Lists
East Bay Companies	49	39

I. B. Business Retention

Goal: Retain existing businesses and minimize worker displacement.

Objective: Identify industries and businesses at risk and help cities retain their businesses.

Activities:

- Support policies or regulations that increase the competitiveness of East Bay businesses.
- Provide technical assistance and information to member cities and the Counties of Alameda and Contra Costa to alert them to businesses or industries at risk and assist cities/counties on the development of “best” business retention practices used to assist business reduce costs.
- Sponsor an annual Asia trade and investment mission to facilitate communication and personal contact between local officials and the headquarters of foreign-owned businesses.
- Encourage members and affiliates to gather “early warning” indicators of business relocations or closures and utilize East Bay EDA as a point of contact for information and resources to assist with business retention.

- Assist East Bay manufacturers to improve their productivity, quality, and competitiveness and in obtaining workforce training and technical assistance through local and state resources.

Strategic Indicator:

- Business closure/layoff and job losses:

Warn Notices (Reported by businesses with 50 or more employees)	Number of Business Closures/Layoffs		Number of Jobs Lost	
	2005	2006	2005	2006
Alameda County	67	65	2,626	4,447
Contra Costa County	12	17	780	1,101

- East Bay employment gained or lost by industry sector (Annual Average):

	2004	2005	2006
Construction	69,800	72,800	73,500
Manufacturing	98,200	95,600	96,900
Wholesale Trade	49,200	48,600	48,700
Retail Trade	110,500	112,100	112,200
Transportation, Warehousing and Utilities	34,200	34,300	34,500
Information	31,300	30,700	29,700
Financial Activities	67,600	69,500	69,000
Professional and Business Services	147,700	150,600	155,000
Educational and Health Services	117,200	118,500	121,800
Leisure and Hospitality	80,600	83,000	85,700
Other Services	36,600	35,600	35,900
Government	179,700	180,000	182,000

I. C. Business Efficiency

Goal: Assist businesses in making positive contributions to the quality of life in the East Bay.

Objective: Improve the environmental performance and productivity of East Bay businesses through promotion of resource conservation measures.

Activities:

- Assist in expanding business participation in the Green Business Program.
- Assist in expanding business participation the StopWaste Partnership Program.

Client Benefit Indicator:

- Businesses certified as “green” and StopWa\$te Clients:

	# New Certified / Re-certified Green Businesses	# of Violations Corrected	# of StopWa\$te Clients	# of Solid Waste Tons Diverted from Landfills by StopWaste Clients
FY 2006-07	66/35	20	120	30,000*
FY 2007-08 Target	60/30	20	80	7,500
Year-To-Date				

* Due to unexpected diversion from a few of the foundries

Strategic Indicator:

- East Bay cities’ percentage of solid waste diverted from landfills: at or above 50% of diversion rates with a goal of 75% by 2010

I. D. Innovative and Knowledge-Based Growth

Goal: Establish the East Bay’s prominence within the world’s premier knowledge-based economy.

Objective: Create an environment that encourages the growth of innovative new companies and continues the growth of the region’s world-class research and development infrastructure, fully integrating them into the knowledge-based economy of the Bay Area.

Activities:

- Encourage, support and develop the local infrastructure necessary for research and technology commercialization, including specialized business services.
- Assist East Bay member cities in identifying emerging, knowledge-based industries and develop recommendations for promoting their growth.
- Assist the East Bay’s universities and national laboratories in competing for federal research grants and programs.
- Facilitate the necessary collaboration among industry, finance, educational institutions, business services and government agencies to keep the East Bay in the forefront of knowledge-based regional economies.
- Improve private sector awareness of how to access the programs and services available to knowledge-based companies

Strategic Indicators:

- East Bay Venture Capital Distribution, Q1 2007 MoneyTree Venture Capital Report (\$ millions)

Quarter/Year	Total US Distribution	East Bay Distribution	East Bay as % of Total
Q1 2007	\$7,056	\$349.4	4.8%

- Top 10 Regions, Q1 2007 MoneyTree Venture Capital Report (\$ millions)

Region	Q1 07	Q4 06	Q1 06	Q1 06-07 Change	Q1 06-07 % Change
Silicon Valley	2,165	2,335	2,431	-266	-12.3%
New England	976	755	951	25	2.6%
San Diego	686	395	321	365	53.2%
Southeast	579	376	262	317	54.7%
L.A./Orange County	526	416	381	145	27.6%
Northwest	457	300	304	153	33.5%
New York Metro	360	600	390	-30	-8.3%
Midwest	280	244	266	14	5.0%
Texas	278	172	321	-43	-15.5%

- 2007 “Knowledge Worker Quotient” - The Top Metros in the Knowledge Economy, from Expansion Management Posted By: Bill King, Chief Editor, and Michael Keating, Senior Research Editor [Bill King](#)

2007 Top 10 Knowledge Worker Metros	Top Metros for College-Educated Workers
1. Ann Arbor, Mich. MSA	1. Boulder, Colo. MSA
2. Washington-Arlington-Alexandria, D.C.-Md.-Va.-W.Va. MSA	2. Bloomington-Normal, Ill.
3. San Francisco-Oakland-Fremont, Calif. MSA	3. Raleigh-Cary, N.C. MSA
4. Boston-Cambridge-Quincy, Mass.-N.H. MSA	4. Columbia, Mo. MSA
5. Durham, N.C. MSA (tie)	5. Fort Collins-Loveland, Colo. MSA
6. San Jose-Sunnyvale & Santa Clara, Calif. MSA	6. Ames, Iowa MSA
7. Boulder, Colo. MSA	7. San Francisco-Oakland-Fremont, Calif. MSA
8. Madison, Wis. MSA	8. Austin-Round Rock, Texas MSA
9. Iowa City, Iowa MSA	9. Corvallis, Ore. MSA
10. Ithaca, N.Y. MSA (tie) & Seattle-Tacoma-Bellevue, Wash. MSA	10. Ann Arbor, Mich. MSA

Top Metros for Scientists & Engineers	Top Metros for University R&D Spending
1. Kennewick-Richland-Pasco, Wash. MSA	1. San Francisco-Oakland-Fremont, Calif. MSA
2. Pascagoula, Miss. MSA	2. New York-Newark-Edison, N.Y.-N.J.-Pa. MSA
3. Fond du Lac, Wis. MSA	3. Baltimore-Towson, Md. MSA
4. Huntsville, Ala. MSA	4. Boston-Cambridge-Quincy, Mass.-N.H. MSA
5. Boulder, Colo. MSA	5. Houston-Baytown-Sugar Land, Texas MSA
6. San Jose-Sunnyvale-Santa Clara, Calif. MSA	6. Chicago-Naperville-Joliet, Ill.-Ind.-Wis. MSA
7. Olympia, Wash. MSA	7. Durham, N.C. MSA
8. Palm Bay-Melbourne-Titusville, Fla. MSA	8. Philadelphia-Camden-Wilmington, Pa.-N.J.-Del.-Md. MSA
9. Midland, Texas MSA	9. Atlanta-Sandy Springs-Marietta, Ga. MSA
10. Durham, N.C. MSA	10. Washington-Arlington-Alexandria, D.C.-Md.-Va.-W.Va. MSA
2007 KNOWLEDGE WORKER QUOTIENT™	SOURCE: National Science Foundation

II. RESEARCH AND ECONOMIC DEVELOPMENT DATA

Goal: Enhance the public and private sectors understanding of the East Bay economy, and provide the information that business prospects need to make location or expansion decisions.

Objectives:

- Provide East Bay economic information and analysis to assist businesses, member cities, counties, districts, domestic and overseas investors.
- Maintain comprehensive economic and demographic data on the East Bay region and disseminate it to local and prospective clients.
- Provide member city information to understand their industry cluster trends, target the delivery of programs and services and identify industries and businesses at risk of leaving.
- Provide information on available real estate properties in the East Bay to businesses who are looking for a new location.

Activities:

- Develop, maintain and analyze information on East Bay businesses, and properties.
- Produce annual reports and publications to benchmark the region in relation to comparable domestic and international markets, analyze industry clusters and generate regional profiles and lists of business resources.

- Facilitate the exchange and discussion of market intelligence among businesses, government agencies and universities.
- Present East Bay data and analysis through various economic panels and the news media.
- Collect, analyze and disseminate information that members, business prospects and other organizations need to make investment, expansion, retention or location decisions.
- Maintain www.eastbayeda.org as an Internet portal to the East Bay for immediate access to regional information, economic and demographic data, reports and resources.
- Provide East Bay economic forecasts and monthly updates via an Internet newsletter on the economic forces (Bay Area, state, and national) affecting the East Bay and coordinate information releases with the business media to increase market exposure.

Client Benefit Indicator:

- East Bay EDA’s economic email newsletter usage:

	Email Newsletters Delivered	Emailed Newsletters Viewed	PDF Documents Viewed	HTML Newsletters Viewed
FY 2005-06	19,946	5,895	3,965	10,894
FY 2006-07 (5/29/07)	16,012	4,359	12,840	10,276
FY 2007-08 Target	20,000	6,000	20,000	16,000
Year-To-Date				

III. REGIONAL LEADERSHIP AND COLLABORATION

III. A. Economic Development Delivery System

Goal: Collaborate with member cities/counties, chambers of commerce, utilities, universities, workforce development and regulatory organizations to grow businesses, attract capital and create quality jobs through a professional, globally competitive, economic development delivery system.

Objectives: Provide a forum for economic development and workforce development professionals, chambers of commerce, regional planning and regulatory agencies and universities to evaluate the effectiveness of the economic development delivery system and facilitate regional collaboration.

- Provide a forum for information exchange among regulatory agencies in order to reduce unnecessary, conflicting or confusing requirements and to streamline processing.
- Provide a forum for East Bay economic development and affiliate organization staff to share information, collaborate on projects and learn about resources, tools and programs.
- Support the East Bay’s government, business and economic development leadership in developing a common agenda/voice on key state and federal programs that are needed to retain and strengthen the East Bay’s critical economic development infrastructure.
- Transmit East Bay civic, business and economic development leader’s concerns and strategies to assist the state in improving its economic competitiveness and comparative advantage.

- Support the delivery of “one-stop” employment services to workers and employers and increase local hires through employer participation in the “First Source” program
- Facilitate strong working relationship between the workforce training system, local high-growth industries and the economic development community.

Activities:

- Convene bi-monthly Economic Development professionals Council meetings to share information and resources, problem solve critical issues and develop regional responses and promote best practices.
- Facilitate Regulatory Council meetings (three) with Bay Area regulators to exchange pertinent regulatory information and improve regulatory compliance processes.
- Sponsor meetings with state officials and provide opportunities for member participation in stakeholder conversations to bring attention to the most pressing economic priorities facing the state and to recommend opportunities for reform.
- Co-sponsor events with chambers of commerce and business associations to increase business participation and utilization of economic development resources.
- Collaborate with economic development and workforce development partner organizations and universities to enhance business resources, improve working relationships and advance solutions to common issues.
- Provide meaningful East Bay EDA events that highlight member leadership, increase member participation and justify value to new and continued membership.
- Co-sponsor forums, networks and programs that increase assistance to member cities, enhance business development resources and ultimately improve the business climate.

Client Benefit Indicator:

- East Bay EDA’s events:

	# of East Bay EDA Membership Events	# of Membership Event Attendees	# of Co-Sponsored Events	# of Sponsored Co-Event Attendees
FY 2006-07	4	523	5	269
FY 2007-08 Target	4	600	10	800
Year-To-Date				

III. B. Infrastructure

Goal: Work with regional agencies as well as policy makers at the local, state and federal levels to develop programs and fund infrastructure projects that support the economic vitality of the East Bay.

Objectives:

- Work with transportation planning agencies and advocacy groups to maintain existing transportation facilities and invest in an integrated transportation system that improves the mobility of people, goods and services.

- Work with local and state water agencies to maintain the quality of water and secure a reliable source of water to meet the East Bay’s residential and commercial growth.

Activities:

- Support the Northern California Trade Corridor Coalition to organize a united business and community voice to promote investment in rail and transportation corridors to enhance goods movement and regional mobility.
- Support water districts efforts to secure and protect East Bay water supply while maintaining cost effective service for rate payers.
- Participate on the East Bay Municipal Utility District’s and the Regional Water Control Board advisory committees related to wet weather facilities and the pending municipal regional storm water permit respectively.
- Supports efforts to secure funding of the East Bay’s levees and protection of the Bay-Delta.
- Facilitate communication and collaboration by East Bay EDA members and affiliate organizations via the internet to increase funding, supportive legislation and East Bay projects.

Strategic Indicators:

- Daily Hours of Vehicle Delay (Weekday):

	2001	2002	2003	2004	2005	2006
East Bay	84,400	80,700	65,000	69,000	73,900	79,700
Santa Clara	37,000	31,600	24,300	22,900	23,900	25,800
San Francisco	8,500	11,400	11,200	8,900	10,700	10,900
San Mateo	10,900	7,700	7,300	7,800	7,600	7,700

III. C. Regional Development – Jobs/Housing Balance

Goal: Achieve a common regional vision to address the jobs/housing imbalance through communication and cooperation among business, local and state government, environmental and community leaders.

Objective:

- Increase local resources and promote state reforms to increase the investment in housing to achieve a jobs/housing balance that will improve affordability and help reduce congestion in the East Bay.

Activities:

- Increase support for planed housing developments through the East Bay Workforce Housing Coalition and support the activities/projects of the Coalition through the internet.
- Increase housing resources and programs for local government, encourage state planning and environmental law reforms, and promote community education on the importance in achieving local and regional housing production targets.
- Work with local government and regional agencies to minimize the adverse impact of regulatory compliance by home builders.

Client Benefit Indicator:

Housing permit approvals by city and unincorporated areas	2003		2004		2005		2006	
	Single-Family	Multi-Family	Single-Family	Multi-Family	Single-Family	Multi-Family	Single-Family	Multi-Family
Alameda Unincorporated.	204	90	94	51	101	21	118	253
Alameda	59	8	102	52	151	2	108	4
Albany	4	0	7	0	5	0	4	50
Antioch	253	2	152	2	349	0	180	40
Berkeley	25	263	19	316	12	193	12	127
Brentwood	1361	0	1306	226	1413	82	475	100
Contra Costa Unincorporated	1398	1075	1593	723	1980	265	1531	112
Dublin	214	552	327	845	171	804	163	774
Emeryville	0	503	0	401	0	156	27	401
Fremont	87	100	142	130	157	394	155	97
Hayward	536	2	463	129	113	61	277	78
Livermore	327	107	348	232	263	184	111	45
Newark	0	2	4	0	2	0	3	2
Oakland	229	756	351	890	199	1076	217	2137
Oakley	262	0	226	0	530	96	607	0
Piedmont	1	0	6	0	1	0	3	0
Pittsburg	482	296	213	10	310	24	156	103
Pleasant Hill	5	19	5	0	32	147	3	0
Pleasanton	255	0	241	172	216	2	137	41
Richmond	137	244	213	117	199	91	67	38
San Leandro	58	4	37	2	16	0	72	4
San Ramon	0	39	0	0	46	0	27	0
Union City	88	46	130	202	111	5	266	22

Strategic Indicators:

- Housing affordability index (percent of households able to purchase medium-sized home):

	Dec-03	Dec-04	Dec-05	Dec-06
Alameda	40%	28%	26%	25%
Contra Costa	29%	25%	29%	26 %
San Francisco	24%	21%	21%	19 %
Santa Clara	48%	41%	32%	29 %
Sacramento	58%	43%	40%	41 %
San Diego	34%	24%	22%	23 %
Los Angeles	41%	31%	21%	19 %

- Regional workforce to housing ratios:

	2002	2003	2004	2005	2006
East Bay	1.42	1.33	1.36	1.34	1.33
San Francisco MSA	1.31	1.25	1.26	1.25	1.26
San Jose MSA	1.63	1.50	1.38	1.36	1.36
Sacramento MSA	1.27	1.25	1.40	1.39	1.54
Los Angeles-Long Beach MSA	1.43	1.45	1.44	1.45	1.44
San Diego MSA	1.38	1.38	1.37	1.36	1.36

IV. WORKFORCE DEVELOPMENT

Goal: Strengthen worker training and skill development programs to enhance the East Bay’s regional competitiveness and to retain and attract jobs.

Objectives:

- Improve the responsiveness of East Bay training resources through the development of accurate and timely local labor market information.
- Increase employment and training opportunities for East Bay workers.
- Advocate for improvements in the K-12 education in the East Bay.

Activities:

- Assist the Workforce Investment Board in identifying emerging industry trends and changing workplace skill requirements.
- Support the efforts of the “Regional Economies Project” to monitor changing employment patterns.
- Establish a task force to create both the long term vision and short term action plan to promote improvement in K-12 system improvement.
- Coordinate regional efforts to maximize the East Bay benefits from the Workforce Innovation in Regional Economic Development (WIRED) grant.
- Manage the “Vendor First Source” program to increase job opportunities for East Bay residents.

V. INCREASING EAST BAY EDA’S MEMBERSHIP, EFFECTIVENESS AND VIABILITY

As an organization responding to changes in the economy, local and state governments as well as unforeseen issues and opportunities, East Bay EDA must continually evaluate and modify its work plan and adjust to meet the needs of its membership. To do this effectively, the organization requires staff, facilities and office equipment and a membership and resource base that provides the needed financial support.

Goal: Increase private and public sector membership while ensuring that member needs are met and opportunities are provided to take full advantage of the resources the members bring to the organization.

Objectives:

- Maintain the spectrum of interests that has given East Bay EDA the ability to address complex issues while keeping the membership informed and involved.
- Obtain needed financial support by increasing public and private sector memberships, obtaining grants, in-kind donations and sponsorships and by charging fees for services.
- Complete the organizations re-branding to enhance regional identity and broader private sector participation.

Activities:

- Establish an East Bay EDA Foundation to increase private sector membership and grant opportunities.
- Host bi-monthly meetings to provide members and non-members the opportunity to discuss issues of importance to the East Bay.
- Annually update the Membership Directory, and maintain membership data on the website in the “Members Only” section so members can more easily connect with each other.
- Organize two general membership events, an East Bay legislative reception and a Board of Directors’ retreat to engage the resources and skills of EDA members, provide valuable information, and create opportunities to network and work together on key issues facing the East Bay.
- Increase member communication through preparation of a monthly East Bay EDA e-mail news letter.
- Revise membership brochure and accompanying materials to reflect the breadth of benefits and services.
- Revise remaining EDAB collateral materials and marketing products for the East Bay EDA.
- Evaluate membership interests in regional and/or industry-based forums and networking-only events.
- Provide services and information to benefit existing members and attract additional private and public sector memberships.
- Provide opportunities for members to sponsor events and publications.

Client Benefits:

- Number of EAST BAY EDA members by type of organization:

	2004-05	2005-06	2006-07	Target
Public/Education	11	17	21	21
City/County	21	22	23	25
Special Dist	22	19	17	18
Nonprofit	54	53	47	50
Private	70	65	59	70
Total Membership	180	176	167	184

- EAST BAY EDA’s Budget History:

Operating Budget	FY 2004-05	FY 2005-06	FY 2006-07	Proposed FY 2007-08
Core Program	\$918,697	\$1,010,272	\$1,086,660	\$1,130,067
East Shore	\$76,450	\$0	\$5000	\$25,000
Total	\$995,147	\$1,010,272	\$1,091,660	\$1,155,067

East Bay EDA Officers, Executive Committee and Board of Directors

OFFICERS

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Alameda County Board of Supervisors

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City of Albany

Judy Lieberman
City of Albany

Leslie Little
City of Alameda

William Lofton
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Patrick Mapelli
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Thomas E. Margro
Bay Area Rapid Transit District

Barbara Mason
City of Oakley

Linda Maurer
City of Brentwood

Nancy F. McEnroe
City of Oakland

Gayle McLaughlin
City of Richmond

Brent Meyers
Corporation for Manufacturing Excellence (Manex)

Bert Michalczyk
Dublin San Ramon Services District

Christine Monsen
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Brad Nail
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Pat O'Brien
East Bay Regional Park District

Patrick O'Keefe
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Pamela Ott
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Deborah Pitts
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Sally Porfido
City of Hayward

Michael Powell
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Norma S. Rees
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Kevin Roberts
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Emily Shanks
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Bill Shiber
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Karen Smith
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David W. Smith
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James Summers
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Michael Sweeney
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Lori Taylor
City of Fremont

Robert Taylor
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Walter Vennemeyer
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Bob Wasserman
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Philip Wentz
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Roland Williams, Jr.
Castro Valley Sanitary District

Eric Willyerd
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