

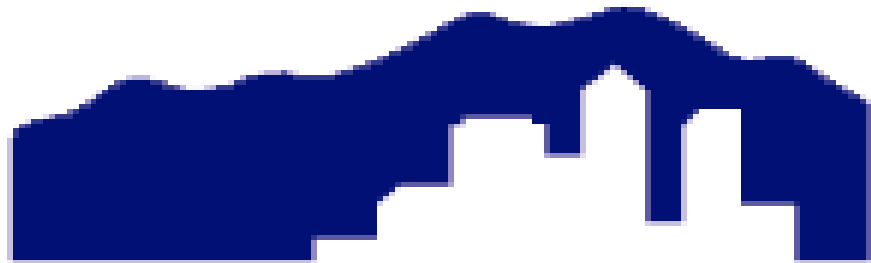


E D A B
STRATEGIC
ACTION
PLAN

ECONOMIC DEVELOPMENT
ALLIANCE FOR BUSINESS

Building Resources, Businesses & Quality Jobs

FY2000-2001
ACCOMPLISHMENTS



The East Bay - The Bright Side of the San Francisco Bay



ECONOMIC DEVELOPMENT ALLIANCE FOR BUSINESS (EDAB)

STRATEGIC ACTION PLAN & ACCOMPLISHMENTS

FISCAL YEAR 2000-2001

VISION

the quality of life in the East Bay.

To be the regional leader and forum for public, private and community interests to develop the economy and improve

MISSION

businesses, promote sustainable regional growth, address infrastructure challenges, and support economic prosperity and social equity.

EDAB strives to be a public/private partnership facilitating market-driven, collaborative solutions that retain existing

OPERATIONAL INITIATIVES

- ❖ Encourage, empower and lead regional involvement, collaboration, planning and consensus building among business, government, labor, community and environmental leaders to address economic development and inter-related growth issues.
- ❖ Increase public awareness and understanding of complex regional growth issues and facilitate communication of information.
- ❖ Help develop or support regional initiatives with sufficient "scale" to ensure project feasibility, increase collaborative involvement and maximize efficient use of resources.
- ❖ Develop business-to-business and business-to-government forums to increase operating efficiencies and maximize resources.
- ❖ Improve coordination and communication among cities, regulatory agencies and other service providers.
- ❖ Provide economic and demographic data and analysis on the region to assist the public and private sectors in evaluating, planning and implementing strategies.
- ❖ Provide regional business retention, expansion and marketing services that individual communities have difficulty implementing, capitalizing on the diverse economy, population and life styles of the region.

VALUES STATEMENT

EDAB achieves its Vision and Mission through a collaborative process that is based upon the discipline and integrity of its leadership, membership and staff.

ACTION PLAN SUMMARY

I. RESEARCH AND ECONOMIC DEVELOPMENT DATA

EDAB will serve as the most comprehensive source of information on the East Bay region and disseminate that information through a variety of media.

Goal:

Collect, analyze and publish economic and demographic data available for the East Bay (Alameda and Contra Costa Counties) in information packets, through specific reports and studies, the news media, trade publications and on the internet.

Actions:

Coordinate the development and publication of annual reports, including the East Bay Economic Indicators, Selected Industry and Industry Cluster Analyses, East Bay Profile, and East Bay Business Resources. Present data and analysis at economic summits, through various economic panels and to the news media. Provide members, business prospects and other organizations with data to assist in business retention, growth and location decisions. Maintain the most comprehensive website possible on the East Bay at www.edab.org.

Accomplishments:

- EDAB's 10-Year Anniversary Report completed.
- Selected Industry and Industry Cluster Analysis completed for each member City, and for Alameda County Sub Regions, Alameda and Contra Costa Counties and the East Bay.
- East Bay Profile (Available in hard copy and on the website – updated monthly).
- East Bay Business Resource Lists (Hard copy and on the website – updated quarterly).
- Maintaining the most comprehensive website possible on the East Bay at www.edab.org - Website as been averaging over 1,300 individual users and 37,000 hits in February 2001.
- 2001 East Bay Economic Indicators report completed.
- Presented data and research findings to members and in panels and forums.
- Convened meetings with over 2,000 attendees to share information and resources, discuss critical issues, and develop and implement regional strategies. Meetings included: two General Membership meetings, a Legislative Reception, (4) Face Offs-featuring critical issues important to business, and co-sponsored 8-special events.

II. PROBLEM-SOLVING STRATEGIES

EDAB will provide a forum for businesses, local government and authorities, special districts, educational institutions and regional agencies to improve selected services to the community.

A. Regional Information and Resources

Goal:

Support and collaborate with cities, chambers of commerce and business service and regulatory organizations to coordinate activities, develop a knowledge base and maximize resources.

Actions:

Facilitate monthly Economic Development Director's Council meetings to share information and resources, discuss critical issues, and develop and implement regional strategies. Facilitate quarterly Regulatory Council meetings with Bay Area regulators to exchange pertinent regulatory information and processes.

Accomplishments:

- Eight (8) Economic Development Director's Council meetings conducted to share information and resources, discuss critical issues, and develop and implement regional strategies.
- Two (2) quarterly Regulatory Council meetings conducted with Bay Area regulators to exchange pertinent regulatory information and processes.

B. Transportation and Housing

Goal:

Work with regional transportation agencies, local, state, and federal governments to provide a business perspective for policy and program development and to advocate for transportation and housing projects that achieve the greatest benefit.

Actions:

Encourage cities and financial institutions to support diverse housing types and mixed-use investments at transit-supportive densities within urban areas. Support state legislative reforms that provide incentives and financial support to increase the supply of housing in the region.

Accomplishments:

- Established the Jobs Housing Task Force to develop short, mid and long-term recommendations to address jobs housing imbalance.
- Provided input to transportation improvement plans and supported passage of Alameda and Santa Clara County transportation measures.
- Co-sponsored the Bay Area Transportation Initiative project with the Bay Area Council and regional economic development organizations representing the nine-county Bay Area. The project will provide an opportunity for business leaders to reach a consensus on the transportation improvements needed to achieve improved regional mobility and establish and promote best business practices to moderate transportation demand and improve use of existing transportation infrastructure.
- Participate on the Alameda County Transportation Expenditure Plan's Citizens Watchdog Committee, providing oversight.
- Sponsored with the City of Dublin and the Department of Demography, University of California Berkeley Graduate School and the East Bay Community Foundation, a study to identify the housing needs/affordability of the 20,000 estimated new employees who will be hired by companies expanding or relocating in Dublin over the next few years. The objective is to obtain the basic data needed to ensure a better jobs-housing match.

C. Regional Development

Goal:

Support efforts to achieve a common regional vision and improve communication and cooperation among economic, environmental and social equity initiatives.

Actions:

Sponsor studies to analyze regional growth initiatives and their impact on the affected communities. Participate in an Inter-Regional Partnership to improve the coordination of economic development efforts among Alameda, Contra Costa, San Joaquin, Santa Clara and Stanislaus Counties. Support the efforts of the Bay Area Alliance for Sustainable Development to promote “smart” growth for the region.

Accomplishments:

- Coordinated the Inter-Regional Partnership's Economic Development Committee to improve the coordination of economic development efforts among Alameda, Contra Costa, San Joaquin, Santa Clara and Stanislaus Counties.
- Coordinated local outreach efforts of the Bay Area Alliance for Sustainable Development to promote community involvement in “smart” growth solutions for the region.

III. WORKFORCE DEVELOPMENT

Serve as the regional leader to encourage business involvement and promote the development and hiring of East Bay residents.

A. Employer Involvement in Education

Goal:

Promote the importance of employer engagement in the "EastBay Learns" school-to-career program.

Action:

Outreach to employers to encourage their involvement in system-wide reform and support for programs that provide teacher and student work experience, job shadowing and mentoring.

Accomplishments:

- Co-sponsored and participated on the Bay Area’s leadership panel on education and workforce preparation. This group provides a framework for business involvement in educational improvement in the region and focuses on policy, school-to-career and technology issues.
- Sponsored an advertorial encouraging business involvement in education and community services.
- Supported outreach efforts of the Bay Area Industry Educational Partnership to engage local public and private employers in their “Be A Mentor” Program.

B. Raise Educational and Training Institutions' Awareness of Labor Market Needs and Labor Shortages

Goal:

Improve information available on labor market trends and work with universities, community colleges and K-12 school districts to improve the quality of curricula to address the workforce requirements of East Bay employers.

Action:

Sponsor research and studies in association with Workforce Investment Boards (WIB) and the State Employment Development Department (EDD) that analyze occupational and industrial trends in the East Bay. Organize business and education focus groups to address worker skill shortages and advocate for reform in specific industry sectors.

Accomplishments:

- Cluster study completed on the Telecommunication industry sector that represents a significant portion of Alameda County's direct and indirect employment base. The study examined workforce, business attraction/retention and growth opportunities and challenges.
- A cluster study of the biotechnology industry will be completed by late 2001 to assess industry trends and determine what the workforce training needs are likely to be in the next few years (involves a consortium of Alameda, Contra Costa and Solano Counties).

C. Target Job Development Opportunities for CalWORKs Job Seekers

Goal:

Increase access to employment opportunities, by working with training and job development service providers to improve their success in placing CalWORKs job seekers into meaningful jobs with livable wages and career opportunities.

Action:

Coordinate a regional marketing and employer services program, secure job commitments, and sponsor a CalWORKs employer-mentoring program.

Accomplishments:

Employer Outreach and Marketing: Develop a coordinated outreach and marketing program, and secure employer participation and job commitments.

- Secured 6,400 job commitments from local employers and placed over 3,000 CalWORKs job seekers in these positions.
- Implemented a marketing program involving: (1) direct mail to over 7,000 business in the East Bay with 25 or more employees; (2) targeted promotional brochure to 3,500 high technology business; (3) established the *CalWORKs for You* web site (300 hits per day) and a 1-888 employer access number; (4) produced a business-to-business promotional video to market the program.
- Publicly recognized employers who have hired CalWORKs job seekers.
- Served as subject matter expert at the East Area Works employer seminar in March 2000.

Public Sector Promotional Program: Support local government efforts to secure employer participation in the CalWORKs program.

- Established a pilot first source-hiring program for the County of Alameda to link job opportunities to CalWORKs job seekers through One-Stop Centers.
- Secured commitment from the Port of Oakland to include the use of a “First Source Hiring Agreement” as part of Port’s project Labor Agreement.
- We are working with BART, CalTrans and other regional capital improvement projects to include a first source hiring provision in their projects.
- Linked Industrial Development Bond program to the hiring of CalWORKs job seekers resulting in State support for bond issues in Fremont, Livermore and Hayward.

Employer Services Program: Increase the number of employers participating in the CalWORKs program and improve job placement and job retention performance.

- All employers who hire CalWORKs clients received assistance with completing and filing tax credit documents, liability coverage through a fidelity bond program, assistance in resolving child care and transportation problems.

JCIF Implementation Plan: Update plan to incorporate post employment services that focus on both employee retention and advancement for current and former working CalWORKs parents.

IV. BUSINESS DEVELOPMENT AND INTERNATIONAL LINKAGES

Support member cities in achieving their economic development priorities by serving as a regional resource and marketing organization, providing convenient access for businesses seeking information and assistance, and complementing the services of chambers and business associations serving the greater East Bay region.

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.

Actions:

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 and improve access by site locators to investment opportunities through EDAB’s website and resource materials. Create and/or update a promotional video, the East Bay Resource Guide, and EDAB collateral marketing materials. Assist companies with site tours and searches.

Accomplishments:

- Marketed the region in Bay Area business publications (San Francisco Business Times Book of Lists and Market Fact Guide, East Bay Book of Lists and San Jose Book of Lists).
- Participated in promotional opportunities through five (5) trade shows and three (3) international events.
- Completed comparison of the East Bay with similar economic growth centers and the Bay Area MSA’s.
- Improved access by site locators to investment opportunities through EDAB's website and resource materials (added real estate site search capability to web site).

- Created and updated promotional videos, sent a revised EDAB mailer to over 1,500 NACORE (International Association of Corporate Real Estate Executives) members, and updated other collateral marketing materials.
- Obtained one IDB for \$2,000,000 and submitted two (2) projects to the state for approval.
- Providing leadership and funding for EastBayTech.net, a project involving the cities of Berkeley, Emeryville, Oakland, Alameda and San Leandro, EDAB and the Oakland Chamber of Commerce, to improve the image and infrastructure of the “East Shore” as a technology corridor. Other goals include facilitating the matching of local employers with local residents and obtaining information on the sub-regions workforce, key businesses (stakeholders), selected industries, and raising the public’s awareness of various resources (including education and training opportunities).
- EDAB client services and numbers assisted:
 - Information packets sent to 410 clients.
 - IDB information/consultations provided to 44 clients.
 - Regulatory assistance provided to 2 clients.
 - Site search and/or tours provided to 18 clients.
 - Technical assistance provided to 24 clients.

B. Business Retention

Goal:

Assist local governments in creating positive relationships with their businesses before business closures or relocations are implemented, and identify industries and businesses at risk.

Actions:

Advocate for the needs of East Bay businesses. Improve government systems and processes related to doing business in the East Bay. Provide technical assistance and information to cities to assist in the development and implementation of business retention programs. Facilitate visits to foreign owned business headquarters. Support efforts to increase the competitiveness of existing manufacturing businesses by helping them improve productivity, quality, and profitability and obtain workforce training through services provided by the Corporation for Manufacturing Excellence (Manex) and other resources.

Accomplishments:

- Established with PG&E, Red Team/early warning system to identify and help businesses at risk. Provided training to PG&E field staff to help them identify potential problems and inform them of resources available through EDAB. Establish website to assist business access resources and best practices to address energy crisis.
- Visited 10 companies overseas with operations in the East Bay to establish communications and support for their existing investments.
- Sponsored study to assess the feasibility of establishing a professional association of food sector employers that could promote best practices and joint venture opportunities to enhance the competitiveness of this sector and its workforce

Redevelop and Reuse

Goal:

Facilitate the use and reuse of property that has been designated for commercial, industrial and residential use, particularly in built-out urban areas and on closed military bases.

Actions:

Support efforts to secure capital to assist with reuse and infrastructure requirements. Improve business productivity through promotion of conservation, recycling and waste management measures. Advocate in support of mixed-density and mixed-income residential development, particularly in areas with transit and other services. Assess the opportunities for developing housing on brownfield sites in existing urban areas to maximize land-use efficiency.

Accomplishments:

- Provided a grant writer to cities to compete for smart growth HCD grant resources.
- Assisted cities (Brentwood, Oakland, Alameda, etc.) in securing resources from the California Infrastructure Bank for public improvements to facilitate development.

C. Innovative and Knowledge-Based Growth

Goal:

Promote regional collaboration to support state and federal regulations and policies that advance the region's knowledge-based industries and institutions.

Actions:

Encourage, support and develop the local infrastructure necessary for research and technology development, including business incubators and technology development centers. Collaborate and assist in efforts to advance the regional commercialization of technology as well as to maintain the region's status as one of the nation's premier centers for "big science" projects. Promote and facilitate the growth of business networks and clusters in emerging technology fields.

Accomplishments:

- Outreached and worked with East Bay companies, research institutions and other regional organizations through the Bay Area Science and Infrastructure Consortium (BASIC) on projects to promote public understanding of the role of science and technology in the Bay Area. Other BASIC projects include the assessment of our comparative strength, informing policy makers about the contributions these institutions make to the economy, and making the technology more accessible to the private sector through seminars and the Internet. One example of this is the creation of a website that would link ten research institutions together through a dedicated search engine so that a single search would encompass all the institutions.
- Supported the efforts of the City of Livermore and the Tri-Valley Business Council to establish the Tri-Valley Technology Enterprise Center.
- Facilitated meetings in three Asian countries for the University of California to extend their educational and research activities.
- Organized and facilitated a meeting between Japanese and East Bay officials interested in providing services for early stage innovative technology companies.
- Signed an agreement formalizing a working relationship with the Hsinchu Science-Based Industrial Park Administration (Taiwan) providing for the exchange of information and mutual support in the development of knowledge-based businesses.

- Supported the efforts to establish the Tri-Valley Contra Costa Telecommunication Business Incubator in San Ramon.

D. Access to Global Markets

Goal:

Link the region to international resources, sources of foreign investment and global markets.

Action:

Sponsor trade missions, participate in national and international missions/events and co-host local events to promote the region to foreign investors. Support the World Trade Center to increase access to foreign markets for East Bay businesses.

Accomplishments:

- Coordinated a trade mission to Japan, Taiwan and Hong Kong.
- Meetings held with 13 inbound foreign missions.
- Made contact overseas with 325 business, government and trade officials.
- Hosted a reception to introduce local companies and trade organizations to the State's International Trade and Investment Office Directors from offices located in ten overseas markets.
- Initiated and participated in six meetings with 31 trade, businesses and economic development organizations of foreign governments to promote commerce and investment opportunities for East Bay companies.
- Maintained a working relationship with the Hong Kong Industrial Technology Center to provide mutual support for business matching between the two regions.
- Supported the Bay Area World Trade Center Activities with financial and staff support.