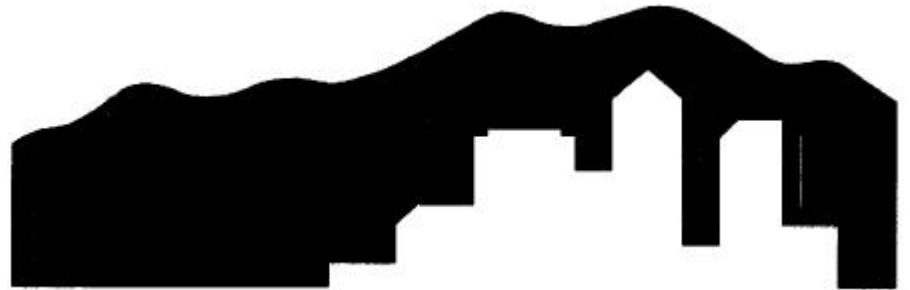




**E D A B**  
**ANNUAL**  
**REPORT**  
**FOR**  
**FISCAL**  
**YEAR**  
**1998-1999**  
September 1, 1999

**ECONOMIC DEVELOPMENT  
ALLIANCE FOR BUSINESS**  
*BUILDING Resources, Businesses & Quality Jobs*



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

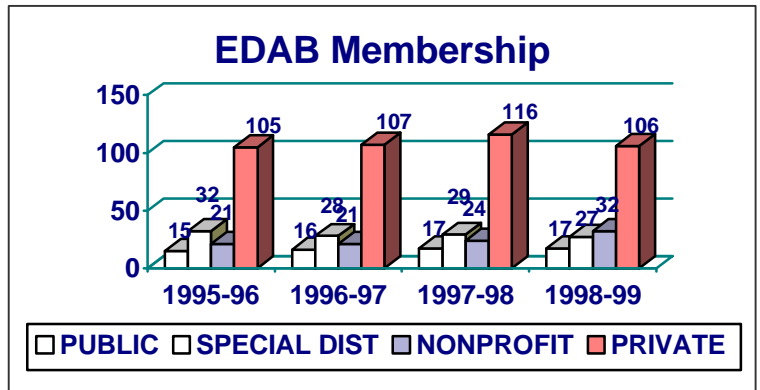


# The East Bay's Economic Development Alliance for Business

*Fiscal Year 1998-1999 (July 1, 1998 - June 30, 1999)*

## Annual Report

The Economic Development Alliance for Business (EDAB) is the regional, public/private economic development organization established to promote the economic prosperity of the East Bay. EDAB accomplishes its mission by working with member cities, chambers of commerce and businesses to improve the business climate and develop and enhance resources, businesses and quality jobs.

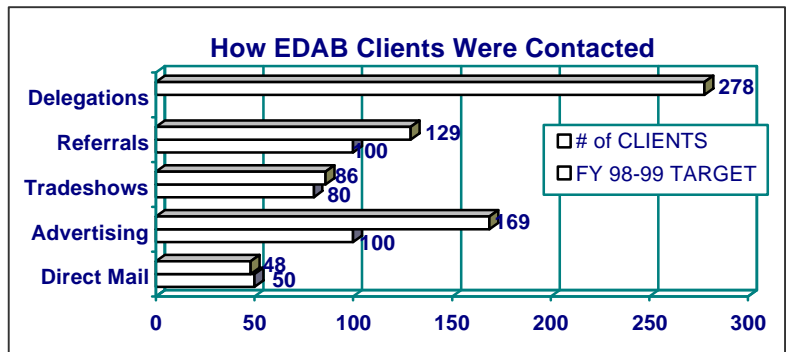


EDAB's Strategic Plan, updated each year, includes an annual work plan with performance objectives and indicators that measure EDAB's progress. This report provides information on EDAB's accomplishments over the last fiscal year as well as comparisons to objectives and other indicators to help measure the progress made towards EDAB's goals.

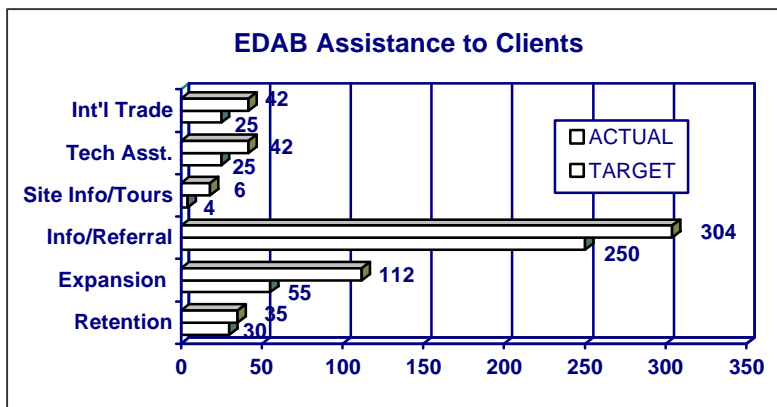
## CLIENT SERVICES

Over 620 clients were contacted by EDAB during the last fiscal year through a variety of venues that included:

- Hosting and co-hosting of nine international trade delegations and trade missions that EDAB led to Hong Kong, Japan and Taiwan;
- City, state, and real estate broker or commercial bank referrals;
- Participation in TeamCalifornia booths at four tradeshows in Southern California;
- Advertisements in trade and regional publications; and
- A direct mail campaign.



EDAB provided assistance to over 550 clients (businesses, non-profits, educational institutions and cities) this fiscal year. These include:



- Clients benefiting from EDAB international trade missions and incoming delegations;
- Clients requiring EDAB staff research, intervention and/or involvement (technical assistance);
- Businesses receiving site information and/or tours;
- Clients receiving economic and demographic information and/or referrals to resources;
- Businesses assisted with expansions and

relocations; and

- Clients helped with permit issues and other forms of advocacy.

EDAB staff made numerous presentations on specific projects/topics this past fiscal year, including presentations at the annual California Association for Local Economic Development (CALED) conference in April 1999 on the eco-industrial park project, the Green Business Program and EDAB's Welfare to Work program. Information on the East Bay's economy was presented at the East Bay Outlook Conference and to business and chamber of commerce groups throughout the East Bay.

## COLLABORATIVE PARTNERSHIPS

EDAB partners with a number of organizations to more efficiently and effectively address the challenges and opportunities of the future. EDAB works with the Bay Area Regional Technology Alliance (BARTA) to help businesses with emerging technologies find funding and business assistance. Manex, the Corporation for Manufacturing Excellence and EDAB team up to help businesses adopt more competitive business practices and obtain training resources. Numerous events and trade missions of the Greater Oakland International Trade Center are supported by EDAB to connect businesses with international markets and investment opportunities. EDAB co-sponsors events and works with local economic development partners such as the Contra Costa Economic Partnership and the Tri-Valley Business Council to address sub-regional issues. EDAB also works closely with chambers of commerce, visitor and convention organizations and the Bay Area Economic Forum to market the area and provide businesses with information and access to resources.

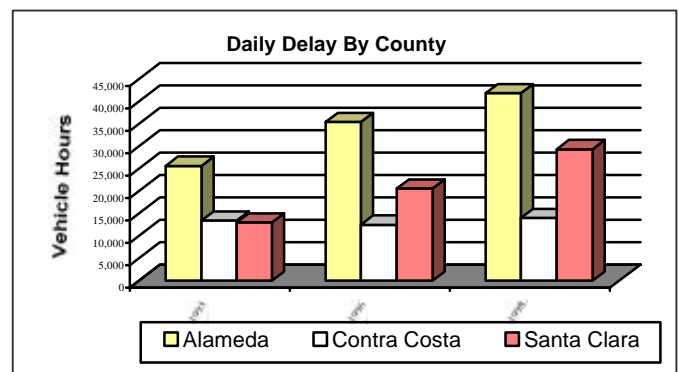
## ISSUES AFFECTING REGIONAL GROWTH

EDAB provides a regional forum for local governments, special interest groups, labor, regulatory agencies and businesses to work together on issues that impact virtually all of the East Bay. In 1998, this leadership forum was joined by Contra Costa County cities.

The following is an overview of the issues identified in EDAB's Strategic Plan and some of the projects and highlights that were initiated and/or accomplished to address those issues.

### *Transportation*

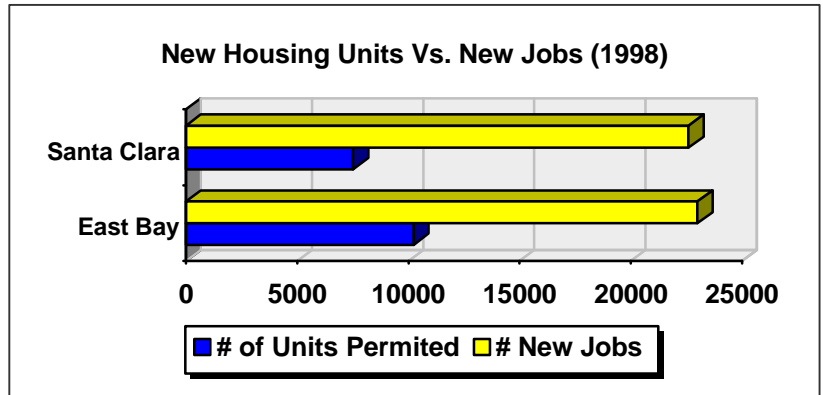
The number one issue of Bay Area residents and the East Bay over the last three years has been transportation congestion. During the past year, EDAB, with the support of the Alameda County Transportation Authority and the Congestion Management Agency, convened a Business Transportation Task Force that prioritized needed regional transportation improvements from a business perspective, and recommended an action plan for businesses and government.



### *Housing Supply/Cost*

Not enough housing has been constructed in the Bay Area during the last four years to meet the growing need. As a result, housing costs are rising dramatically (as much as 20% over the last two years), forcing workers to seek housing further from their jobs and increasing transportation congestion. During the 1980's, one housing unit was built for every 1.6 jobs created. In 1998, that ratio ranged from one unit per every 3 jobs in Santa Clara County to one unit per 2.25 jobs in the East Bay. EDAB's efforts focus on increasing the availability of affordable housing in the East Bay and encouraging in-fill construction, including multi-family

units close to job centers. EDAB has also sponsored an independent study to assist community leaders and the public in evaluating the economic impacts of regional residential construction control initiatives that will be considered in November 1999 and March 2000 in four East Bay communities.



### ***Regulatory Streamlining***

A major force affecting the East Bay's growth is the ability of the region's regulatory agencies to respond to the needs of business through regulatory compliance assistance. In relation to this, EDAB staff assisted 35 businesses with regulatory issues (both technical and non-technical) and continues to promote and actively participate in the state's efforts to further streamline permit processes through its on-line regulatory information system, CalGold ([www.calgold.ca.gov](http://www.calgold.ca.gov)). At the local level, EDAB worked with building officials on building code revisions and more uniform interpretation of existing codes.

EDAB worked with food industry businesses and regulators on wastewater issues on a pilot project with the East Bay Municipal Utility District (EBMUD); focus was on rate structure, regulatory oversight, incentives and customer service. Partners in this effort included the Alameda County Waste Management Authority and Recycling Board and the City of Oakland. Through this effort, EBMUD streamlined its permit process by extending its annual permits to five-years and is also looking at other ways to reduce costs.

EDAB also encouraged the County of Alameda to become a partner in the "Spare the Air" program to help the Bay Area Air Quality Management District reduce air pollution and EDAB continues to facilitate regulatory streamlining and better communication among regulatory agencies through its quarterly Regulatory Council meetings.

### ***Conservation and Recycling***

EDAB continued its work with the Waste Management Authority and Recycling Board on the Eco-Industrial Park (EIP) project. A workshop that drew over 100 attendees was held in October 1998 featuring this project and others throughout the United States. Feasible East Bay sites and potential tenants for the EIP are currently being identified, and financing, incentives and permit assistance for interested businesses are being pursued. This project is now being coordinated by the California Integrated Waste Management Board and includes numerous local partners including Waste Management of Alameda County, with funding through a Jobs Through Recycling (JTR '98) grant from U.S. EPA. The EIP project focuses on developing an Alameda County Recycling Marketplace that attracts and/or links related businesses. Other activities related to JTR '98 are being integrated with the EIP project to strengthen the overall program and avoid duplication of effort.

EDAB staff helped establish a Green Business Program (GBP) and, in May 1999, sponsored its fourth Green Business Recognition program. The GBP recognizes businesses that go beyond environmental compliance requirements in areas of resource conservation and pollution prevention. There are now 34 auto repair shops and printers certified as "green" businesses; the program is now expanding to hotels and motels and increasing its overall marketing efforts.

### ***Regional/Sub-Regional Sustainable Development***

With the Bay Area's population projected to grow 25% between 1997 and 2020, the challenge of where people will live, work and play has to be addressed through regional and sub-regional planning. To this end, EDAB is supporting the Bay Area Council's efforts to create sustainable communities by integrating economic prosperity, environmental quality and social equity. Key activities include assisting the Bay Area Alliance for

Sustainable Development and its associated working groups/regional roundtable in developing a consensus-based "Compact for a Sustainable Bay Area" that is composed of goals, strategies and actions that promote smart growth for the region.

At the city level, EDAB assisted the City of Oakland in implementing its Sustainable Development Initiative and the action plan developed by the Sustainable Development Task Force. It also assisted the City of Berkeley in developing its environmental economic strategy and subsequent development and marketing of the Sustainable Business Alliance: Berkeley.

EDAB led efforts to bring together business and chamber groups in the Tri-Valley area (Danville, Dublin, Livermore, Pleasanton and San Ramon) on ways to enhance the region's livability. This effort provides networking opportunities for organizations working on different but related sustainable development projects.

## **WORKFORCE PREPARATION AND TRAINING**

### ***Education/Workforce Preparation***

Another primary concern of most businesses is a well trained/educated workforce. EDAB continued its efforts to involve businesses in education improvements through its leadership in Alameda and Contra Costa County's school-to-work partnership and Bay Scan programs. In addition, EDAB promoted employer initiatives to increase the performance of worker skill training and assisted in the development of accessible one-stop career centers offering job training and career information throughout the region. EDAB also provided financial support for the extremely successful Tri-Valley Science Fair competition for high school students.

### ***Welfare Reform***

EDAB has been instrumental in the development of the State of California's Job Creation Investment Fund program to assist welfare clients in obtaining jobs. During the last year, EDAB was designated as the lead economic development organization by the Alameda County Board of Supervisors to secure job commitments and address barriers to the placement of CalWorks job seekers. Through this program, EDAB has worked with its local partners to secure over 2,500 job commitments for CalWorks clients during the last Fiscal Year and provided support to employers.

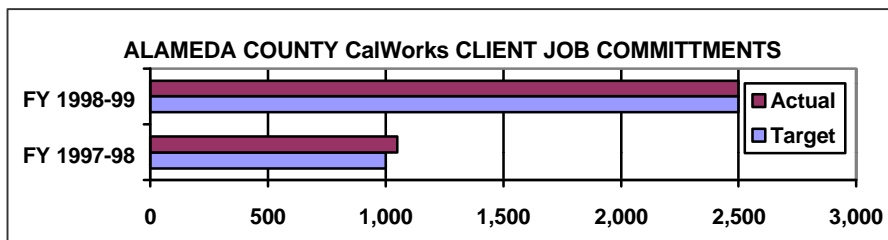
## **BUSINESS RETENTION, DEVELOPMENT AND ATTRACTION**

### ***Retaining Existing Businesses***

Retaining existing businesses is EDAB's top priority and it is addressed on a number of fronts. Businesses and industries that are identified as being "at risk" are contacted and/or referred to their respective cities or other resources for assistance. EDAB continued its work on behalf of two industry groups, food processing and telecommunications, to improve their competitive business environment. EDAB also supported a number of legislative proposals designed to improve the local business climate.

### ***Encouraging Business Investment/Promoting the East Bay***

One of the most important functions of EDAB is the acquisition, analysis and distribution of economic and demographic data on the East Bay and its businesses. This data provides businesses, governments and other organizations with the information they need to make critical decisions. Information is distributed via response packets and EDAB's homepage ([www.edab.org](http://www.edab.org)), as well as the publication of a number of studies,



including the East Bay's first economic indicators report, "Assessing the Economy of the East Bay," published in June, 1999; 1,500 copies are being distributed to businesses, community leaders and business prospects. This report is designed to increase awareness of the vital and growing economy of the East Bay as well as identify its strengths and weaknesses.

The East Bays assets are also promoted through:

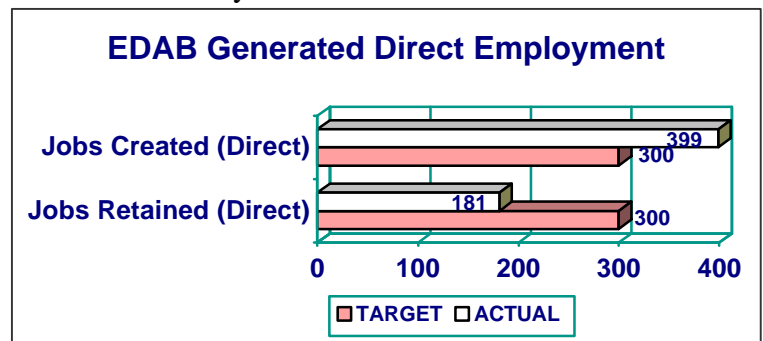
- Trade shows (WESCON, electronic convention; MDM, medical design and manufacturing; NEPCON, national electronics convention; and WESTEC, a metal working and manufacturing exposition),
- Advertising in a number of trade magazines (Expansion Management, Area Development, Business Facilities and Outlook),
- Advertising in regional publications including the San Francisco Business Times "Book of Lists", "Market Fact Guide" and its "East Bay Book of Lists",
- Through a Resource Guide publication (sent to over 500 selected business prospects/growth leaders, distributed at tradeshow and included in response packets to business prospects), and
- A direct mail campaign that included over 4,000 corporations (National Association of Corporate Real Estate and Industrial Development Research Council members) and over 600 manufacturing businesses in Alameda County.

The Industrial Development Bond (IDB) financing program for manufacturing businesses is one of EDAB's primary business development resource tools. Four IDB projects totaling \$12,400,000 were completed. The projects approved are: West Coast Packing & Crating (Fremont); Malmberg Engineering (Livermore); Wang NMR (Livermore) and Design Workshops (Oakland). These projects will retain 181 jobs and are projected to create 399 additional jobs over the next two years. The total employment impact from these projects, using an average multiplier of 1.58, is 918 jobs.

### ***International Trade and Foreign Investment***

EDAB's Asia Trade missions to Hong Kong, Taiwan and Japan resulted in contacts with approximately 70 companies and nine governmental agencies. Seven companies with local subsidiaries were also visited to recognize their continued investment in the East Bay and to open lines of communication. A working agreement with the Hong Kong Industrial Technology Centre (HKITC) was formalized to enhance joint-venture business partnerships and product distribution opportunities for East Bay companies needing a presence in Hong Kong. The agreement also encourages foreign investment in the East Bay by providing reciprocal services for Asian companies wishing space in the East Bay.

The agreement with HKITC led to EDAB's co-sponsorship of TechWorld '99, an international conference and business matchmaking event, held in March 1999 in Hong Kong. With a booth, a prominent position in the opening ceremonies, and a keynote speech on the following day, it was reported that the "buzz" at the conference was all about the East Bay and 35 leads were subsequently processed. Following TechWorld, EDAB arranged for articles on the Port of Oakland and East Bay international trade activities to appear in a leading Hong Kong trade magazine. EDAB also assisted with four other visits by various groups from Taiwan, an information technology group from China and organized local visits and seminars during a visit by HKITC. Informal feedback indicates that as a direct result of company visits arranged by EDAB for one inbound trade mission, a substantial investment was made in an East Bay high-tech company and that a key Chinese decision-maker is considering East Bay technology for China's telecommunications infrastructure



Briefings on the local economy were provided to representatives of the State's International Trade and Investment Offices located in Hong Kong, Tokyo and London during their visits to the East Bay. EDAB also provided information to the local trade offices of the governments of Hong Kong, Singapore, Malaysia, Osaka, and Kobe as well as the Japanese External Trade Organization, and the Indian Consulate.

While much of the international activity has centered on Asia, EDAB was also a major participant in the Bay Area Africa Initiative, helping to organize events for visiting African businesses, media and government officials. EDAB also responded to a request from the German Chamber of Commerce for information to promote the East Bay in Germany and met with officials from the Mexican consulate regarding increasing trade between the East Bay and Mexico.

To expose more local businesses to trade opportunities and resources, EDAB worked with a consortium of organizations headed by Trans Pacific National Bank to organize and cosponsor the Northern California International Business Exposition held at the Oakland Coliseum. EDAB also worked with the Institute for International Studies at the University of California, Berkeley, and the Stanley Foundation to conduct several seminars promoting the East Bay's emergence in today's global marketplace.

### ***Facilitating Knowledge-Based Growth***

The East Bay's science and technology infrastructure must be considered in a regional and national context. Towards this end, EDAB has collaborated with regional projects and organizations throughout the Bay Area. EDAB worked with the Bay Area Economic Forum to develop the East Bay portion of its marketing material emphasizing the outstanding concentration of research and development in the Bay Area. EDAB has also been heavily involved with the development of the Forum's Bay Area Science Infrastructure Consortium that advocates on behalf of the Bay Area's research institutions. On the national level, EDAB has opened a dialogue with the Technology Ventures Corporation (TVC) with headquarters in Albuquerque New Mexico. TVC and EDAB share an interest in improving the economic development potential of the national laboratories and the TVC will work with the New Mexico Congressional delegation on issues of mutual interest.

During the year, EDAB provided support to several projects including the Tri-Valley Business Council's economic vitality and visioning efforts and the creation of the Tri-Valley Technology Enterprise Center.

At the request of the University of California Office of the President, EDAB prepared a report describing a framework for improving the linkages among the Bay Area's universities, laboratories and communities that focused on ways those institutions can increase their impact on local economic development. At the request of the City of Oakland, information was generated supporting biotech infrastructure in Oakland and EDAB participated in a series of work sessions focusing on increasing Oakland's technology base.

EDAB members and staff assisted in reviewing proposals by companies seeking California Technology Investment Partnership (CalTIP) funds for the commercialization of new technology. Of the 30 CalTIP grants (totaling \$6 million) that were awarded, eight companies are located in the Bay Area, four of which are in the East Bay (\$719,000). These grants served as matching funds for federal grant programs including the Department of Commerce's Advanced Technology Program

### ***Redevelopment and Reuse***

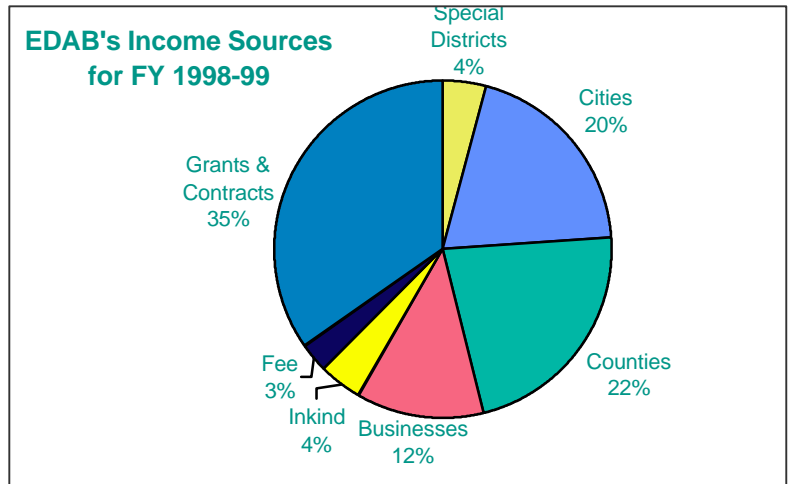
A total of five businesses were referred to or provided site tours at Alameda Point (the former Alameda Naval Air Station). EDAB participated in the development of operating guidelines for the State's \$50 million dollar Infrastructure Bank that included infrastructure projects on closed military bases as a priority. EDAB also continues to work collaboratively with other organizations, including the California Center for Land

Recycling, Urban Habitat, the Greenlining Institute and community representatives, on brownfield issues to facilitate the reuse of these properties. In the past year, this collaborative effort focused on potential Brownfield legislation; this effort is being continued into the next year. Concurrently, EDAB has been working with the State Office of Pollution Control Financing Agency and East Bay communities impacted by brownfields to develop recommendations for State assistance on clean-up and neighborhood revitalization.

## EDAB’S INCOME

A report on EDAB's income is included to illustrate the financial support EDAB has generated to address the problems and opportunities of the future.

EDAB's income for Fiscal Year 1998-1999 totaled \$1,177,492. Contract income supported the Bay Area Regional Technology Alliance, the Eco-Industrial Park project and various Workforce projects. The Industrial Development Bond Program generated the majority of the fee income. EDAB's 17 city members, Alameda County and the special districts provided 41% of EDAB's financial support. Private sector participation increased by 6% over the previous year - further efforts are underway to engage more private sector involvement and additional financial support.



## EDAB’S FUTURE

Fiscal Year 1998 - 1999 was another great year for EDAB, but the rapid growth of the Bay Area and the East Bay has resulted in challenges to the quality of life of the region. One of EDAB’s primary efforts for the next year will be the provision of a regional perspective on the future growth of the region and the infrastructure needed to support it. If you are interested in participating in this dynamic effort please call (510) 272-3897 or refer to our homepage at [www.edab.org](http://www.edab.org).

# EDAB OFFICERS, EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

## EDAB Officers

Mark E. Mathews, Vice Chair, EDAB  
*New United Motor Manufacturing, Inc.*  
Keith Carson, Chair, EDAB  
*Alameda Co. Board of Supervisors*  
Edward Del Beccaro, 2nd Vice Chair, EDAB  
*Colliers International*  
James Falaschi, 2nd Vice Chair, EDAB  
*Summit Medical Center*

## Executive Committee

Stephen Brooks  
*Calif. Center for Quality, Education & Dev*  
Eddy Chan  
*Trans Pacific National Bank*  
Roberta Cooper  
*City of Hayward*  
Rosemary Corbin  
*City of Richmond*  
Shirley Dean  
*City of Berkeley*  
Vintage Foster  
*Contra Costa Business Times*  
Charles Foster  
*Port of Oakland*  
Richard E. Garabedian  
*Saroni Total Food Ingredients*  
George Granger  
*Pacific Bell*  
Tom Guarino  
*San Leandro Chamber of Commerce*  
Tim Hamann  
*UFCW, Local 120*  
Earl Hamlin  
*Sierra Club*  
Wil Hardee  
*Pacific Gas & Electric*  
Guy Houston  
*City of Dublin*  
Sheila Jordan  
*Alameda County Office of Education*  
Quintin Kidd  
*City of Brentwood*  
Peter Marana  
*National Electrical Contractors Assoc.*  
Judith Pacult  
*University of California*  
Bill Pease  
*City of Fremont*  
Paul Piraino  
*Alameda County Water District*  
Norma Rees  
*California State University, Hayward*  
Ron Rosequist  
*Crosby, Heafey, Roach & May*  
Patricia Scates  
*Wells Fargo Bank*  
Dick Spees  
*City of Oakland*  
Zack Wasserman  
*Wendel, Rosen, Black & Dean*  
Carole Watson  
*United Way*  
Robert Wilkins  
*YMCA of the East Bay*

## Board of Directors

Wes Asmussen  
*Hayward Area Recreation & Park Dist.*  
Ann Bauman  
*City of Hayward*  
Robert Beebe  
*Dublin/San Ramon Services Dist.*

Douglas Bell  
*Livermore Area Rec. & Park District*  
Dave Berger  
*City of Alameda*  
Valerie Boyle  
*Fremont Chamber of Commerce*  
Jerry Brown  
*City of Oakland*  
Cathie Brown  
*City of Livermore*  
Thomas Carroll  
*Andersen Consulting*  
Wilma Chan  
*Alameda Co. Board of Supervisors*  
Nora Davis  
*City of Emeryville*  
Shirley Dean  
*City of Berkeley*  
Richard Denman  
*Summerhill Homes*  
Jose Duenas  
*Greater Oakland International Trade Ctr.*  
Jon Elam  
*City of Brentwood*  
Ted Fairfield  
*Ted C. Fairfield*  
Maryalice Faltings  
*Livermore Area Recreation & Park District*  
Dennis Fay  
*Ala. Co. Congestion Mgmt. Agency*  
Darren Fields  
*City of Albany*  
John Flores  
*City of Emeryville*  
Colleen Foraker  
*Bank of America*  
Chris Foss  
*City of Dublin*  
Thom Gamble  
*Shea Homes*  
Ellen Garvey  
*Bay Area Air Quality Management Dist.*  
Gail Gilpin  
*City of Pleasanton*  
Alexander Glass  
*Bay Area Regional Technology Alliance*  
April Gray  
*City of San Ramon*  
Mark Green  
*City of Union City*  
Geoffrey Grote  
*City of Piedmont*  
Lillian Hack  
*Fremont Bank, Main Office*  
Scott Haggerty  
*Alameda Co. Board of Supervisors*  
Vince Harris  
*ICF Kaiser Engineers*  
Stephen T. Hayashi  
*Union Sanitary District*  
Jim Heilbronner  
*Architectural Dimensions*  
Floyd Hogue  
*Ohlone College*  
Jeffery Holt  
*Goldman, Sachs & Co.*  
Victoria Jones  
*The Clorox Company*  
Warren Kirk  
*Alta Bates Medical Center*  
Bruce Knopf  
*City of Alameda*  
Ronald Kong  
*Chabot/Las Positas Comm. Coll. Dist.*

Bill Lambert  
*City of Berkeley*  
Karen Majors  
*City of Livermore*  
Thomas E Margro  
*Bay Area Rapid Transit District*  
David Marron  
*US Bank*  
Susan McCue  
*City of Union City*  
Ruth McKenna  
*New Haven Unified School District*  
Pat O'Brien  
*East Bay Regional Park District*  
Tony Paap  
*Oakland Children's Hospital*  
Bill Parker  
*PeopleSoft*  
Yvette Radford  
*Kaiser Permanente*  
Jim Reese  
*City of Newark*  
Tim Rhein  
*American President Lines*  
Dave Richardson  
*CH2M Hill*  
Rosie Rios  
*City of Fremont*  
Nelson Rising  
*Catellus Development Corporation*  
Al Rocha  
*Hispanic Chamber of Commerce*  
John Rusmisl  
*Alameda Co. Mosquito Abatement District*  
Luke Sims  
*City of San Leandro*  
Bill Singh  
*Manex*  
Karen Smith  
*Alameda Co. Stop Waste Partnership*  
David Smith  
*City of Newark*  
John D. Snyder  
*Castro Valley Sanitary District*  
Vic Sood  
*Livermore/Amador Valley Transit Auth.*  
Roman Stearns  
*Alameda County Office of Education*  
Ron E. Stoltz  
*Sandia National Laboratories*  
Jim Summers  
*The DeSilva Group*  
Howard Sword  
*City of Brentwood*  
Ben Tarver  
*City of Pleasanton*  
Peggy Thomsen  
*City of Albany*  
Isiah Turner  
*City of Richmond*  
Donna Uriyu  
*City of Richmond*  
Philip Wentz  
*Wente Vineyards*  
Patty White  
*City of Piedmont*  
H. Abram Wilson  
*City of San Ramon*  
Shelia Young  
*City of San Leandro*