



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



East

Alameda County

Bay

Contra Costa County

Economic Development Alliance

Strategic Action Plan

Fiscal Year 2009-2010



TABLE OF CONTENTS

I. BUSINESS DEVELOPMENT	2
I. A. Business Investment and Attraction	2
I. B. Business Retention.....	4
I. C. Business Efficiency	5
I. D. Innovative and Knowledge-Based Growth.....	5
II. RESEARCH AND ECONOMIC DEVELOPMENT DATA.....	6
III. REGIONAL LEADERSHIP AND COLLABORATION.....	8
III. A. Economic Development Delivery System.....	8
III. B. Infrastructure.....	9
III. C. Jobs/Housing Balance.....	10
III. D. East Bay Green Corridor	11
IV. WORKFORCE DEVELOPMENT.....	11
V. INCREASING EAST BAY EDA’S MEMBERSHIP, EFFECTIVENESS AND VIABILITY	13
VI. East Bay EDA Officers, Executive Committee and Board of Directors	15

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

Fiscal Year: July 1, 2009 – June 30, 2010

The East Bay Economic Development Alliance (East Bay EDA) is a public/private partnership serving the East Bay (Alameda and Contra Costa Counties). Its 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 East Bay economic and demographic data to assist the public and private sectors in evaluating, planning and implementing strategies as well as to elevate the public profile of the East Bay.
- ❖ Facilitate communication and coordination among cities, regulatory agencies and related service providers.
- ❖ Identify and develop strategies to capitalize on industry and regional strengths, address business climate and infrastructure issues and participate in their implementation.

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 and the development/enhancement of the East Bay marketing regions in which they reside.
- Assist and collaborate, as appropriate, with public and private organizations seeking to bring foreign direct investment and jobs to the East Bay

Activities:

- Market the East Bay as a distinctive region within the Bay Area 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, and create as necessary, a range of collateral marketing materials, building upon the bi-annual East Bay 2009-2010 Business Resource Guide.
- Assist companies with site tours and searches.
- 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.
- Build and maintain a website (www.eastbayeda.org) that effectively markets the East Bay region to Bay Area, California, national and international businesses.
- Further develop and increase the utilization of new website communication portals to encourage interactive participation and communication by members, task forces, committees and councils and enable publish documents and news links to designated “public” webpages.
- Utilize the regional map overlay and sub-region graphics and information developed for the Resource Guide to create “regional marketing” pages (utilizing/connecting with any existing marketing regions and websites) to help the various regions capitalize on and develop their strengths.
- Support the development and program activities of sub-regional marketing efforts such as those of the East Shore, the Northern Silicon Valley Partnership, as well as those of Eastern, Central and Western Contra Costa County and the Tri-Valley.

- Assist in efforts to attract foreign investment including “Green Card” opportunities offered by the Immigration and Naturalization Service to potential foreign investors.
- Work with the Green Corridor and East Shore region to identify clean technologies and alternative energy related businesses and green resources and to develop strategies to market the region and encourage business growth and investment.

Client Benefit Indicators:

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

	# Clients Served (Total)	# Expansion or Retention	# Information	# Business Prospects	# Looking for a Site	# Receiving Site Search Assistance
FY 2006-07	177	47	47	83	24	22
FY 2007-08	256	43	62	151	47	17
FY 2008-09	392	29	112	251	35	20
FY 2009-10	300	30	100	175	40	20
Target						

- East Bay EDA primary website activity:

Fiscal Year	Individual Users	Page Views	Hits	Downloaded Info (Gigabytes)
FY 2006-2007 (edab.org)	374,801	743,632	3,555,213	77.0
FY 2007-2008 (eastbayeda.org) Partial Year & New Website	69,196	271,641	790,633	33.9
FY 2008-09 (eastbayeda.org) Full Year	137,038	595,084	1,631,722	72.61
FY 2009-2010 Target	150,000	600,000	1,700,000	80.00

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

Fiscal Year	# of IDB Prospects	# of Bond Recipient	Total \$ Bonds Issued	Retained Jobs	Projected Job Creation	Total Job Impact
FY 2006-07	34	5	\$17,075,000	548	198	1,168
FY 2007-08	37	2	\$6,063,000	161	87	386
FY 2008-09	30	1	\$7,775,000	70	42	176
FY 2009-10 Target	30	2	\$20,000,000	150	90	350

Strategic Indicators:

- East Bay employment and unemployment:

	Labor Force	Employment	Unemployment Rate	East Bay Jobs
2006	1,257,500	1,202,500	4.4%	1,046,900
2007	1,272,700	1,213,000	4.7%	1,049,700
2008	1,295,700	1,215,500	6.2%	1,031,300

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

	2006 Book of Lists	2007 Book of Lists	2008 Book of Lists
East Bay Companies	49	39	30

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 trade and investment missions to facilitate communication and personal contact between local officials and the headquarters of foreign-owned businesses.
- Encourage members and affiliates to gather and share “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 in improving 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	2007	2008	2005	2006	2007	2008
Alameda County	67	65	47	40	2,626	4,447	5667	10,119
Contra Costa County	12	17			780	1,101		

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

	2006-2007	2007-2008	2008 Totals
Construction	-1,600	-7,100	64,600
Manufacturing	-1,400	-1,100	93,300
Wholesale Trade	-100	-700	48,000
Retail Trade	0	-2,600	110,700
Transportation, Warehousing and Utilities	2,300	-700	36,600
Information	-1,100	-1,200	27,800
Financial Activities	-5,300	-5,600	56,800
Professional and Business Services	3,100	3,400	161,400
Educational and Health Services	2,400	3,500	127,700

Leisure and Hospitality	2,400	1,100	89,100
Other Services	300	-200	36,000
Government	1,900	-7,300	176,600

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 and other city and regional “green” programs, resources and strategies.
- Assist in expanding business participation the StopWaste Partnership Program.

Client Benefit Indicator:

- Businesses certified as “green” and StopWaste Clients:

	# New Certified / Re-certified Green Businesses	# of Violations Corrected	# of StopWaste Clients	# of Solid Waste Tons Diverted from Landfills by StopWaste Clients
FY 2006-07	66/35	20	80	5,400
FY 2007-08	100/47	30	100	10,000
FY 2008-2009 estimated	90/55	30	150	5,000
FY 2009-2010 Target	90/75	30	150	5,000

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 knowledge-based economy.

Objective: Create an environment that encourages the growth of innovative new companies, supports the growth of the region’s world-class research and development infrastructure and fully integrates all public and private sector resources 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.

- Provide support for East Bay universities and national laboratories in competing for public and private funding and in establishing links with the private sector.
- Assist public and private sector efforts to encourage and support entrepreneurial activity.
- Facilitate the necessary collaboration among industry, finance, educational institutions, research 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	\$7,450	\$408.37	5.48%
Q1 2008	\$7,654	\$357.12	4.67%
Q1 2009	\$3,191	\$123.98	3.88%

- Top 10 Regions, Q1 2008 MoneyTree Venture Capital Report (\$ millions)

Region	Q1 07	Q1 08	Q1 09	Q1 08-09 Change	Q1 08-09 % Change
Silicon Valley	2500.68	2956.79	1275.91	-1680.89	-67.22%
New England	1004.38	847.48	405.33	-442.15	-44.02%
New York Metro	343.66	569.18	336.33	-232.85	-67.76%
L.A./Orange County	538.55	453.49	210.62	-242.88	-45.10%
Texas	261.64	396.78	174.50	-222.27	-84.95%
Northwest	484.87	395.79	132.19	-263.60	-54.37%
Midwest	327.65	206.03	131.16	-74.87	-22.85%
Southeast	558.55	357.72	113.56	-244.17	-43.71%
San Diego	604.74	428.48	90.64	-337.84	-55.87%

II. RESEARCH AND ECONOMIC DEVELOPMENT DATA

Goal: Increase public and private sector understanding of the East Bay economy, and provide the information businesses require 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.
- Increase the utility of the data by placing the majority of it in an online database that can be more efficiently and easily updated; the data base tables are linked to graphs so that updating the data will automatically updated the graphs; the data in the graphs can be viewed in drop-down charts and downloaded in Excel spreadsheets; and the data can be viewed/searched by city, county or MSA and by selected time.
- Utilize the same technology, databases and data presentation options to increase the utility of the monthly economic update newsletter and quarterly indicators while making them much more efficient a produce.
- Provide East Bay economic forecasts and monthly analysis 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 2006-07	16,012	4,259	12,840	10,276
FY 2007-08	23,000	4,300	15,500	12,000
FY 2008-09	24,000	4,313	16,000	13,000
FY 2009-10 Target	25,000	4,500	16,500	13,500

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.

- Support efforts to create a regional response to the challenges facing the Bay Area economy.
- Provide a forum for information exchange among regulatory agencies in order to better understand and harmonize regulatory procedures to promote the best interests of public safety, the environment and the regional economy.
- 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 leaders’ concerns and strategies to the state to improve the state’s 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:

- In concert with the State of California, coordinate the development of a Bay Area economic recovery plan that will effectively and efficiently make use of the region’s share of federal stimulus resources to rejuvenate the regional economy.
- 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	795	5	250
FY 2007-08	4	753	5	269
FY 2008-09	6	950*	6	600
FY 2009-10	4	900	5	700

*Two “East Bay Indicators” release events caused higher numbers for 2008-09 FY

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 planners, advocates and community members to develop plans that will help municipalities meet housing targets and improve the quality of life in East Bay communities.
- 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.
- Work with East Bay and Bay Area groups to encourage the preservation, utilization and development of industrial land and needed infrastructure.

Activities:

- Support local government planning to meet ABAG’s housing targets while accounting for the impacts of AB 32 and SB 375.
- 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 Bay Area Quality Management District’s Cumulative Impacts Work Group to develop incentives and land-use guidelines that will reduce toxic air contaminants in impacted communities.
- Advocate for the Delta Vision Blue Ribbon Task Force recommendations and encourage action on the interim measures recommended by the California Urban Water Agencies.
- 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.
- Support efforts to preserve industrial properties in the East Bay, and encourage the sharing of information and best practices through the Bay Area Industrial Roundtable (www.industrialroundtable.org).

III. C. 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 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.

Client Benefit Indicator:

Housing permit approvals by city and unincorporated areas	2005		2006		2007		2008	
	Single-Family	Multi-Family	Single-Family	Multi-Family	Single-Family	Multi-Family	Single-Family	Multi-Family
Alameda	151	2	112	4	110	2	2	0
Albany	5	0	4	50	6	3	1	0
Antioch	349	0	180	40	158	0	116	0
Berkeley	12	193	13	127	13	156	15	394
Brentwood	1413	82	475	100	357	0	37	0
Concord	110	0	66	144	101	0	54	0
Danville town	40	6	11	55	25	0	35	0
Dublin	171	804	163	774	38	80	139	2
El Cerrito	7	0	5	0	3	0	3	0
Emeryville	0	156	27	401	12	127	2	125
Fremont	157	394	155	97	188	217	171	110

Hayward	113	61	277	78	260	0	146	0
Hercules	328	0	21	0	4	5	4	0
Livermore	263	184	111	45	146	49	62	8
Martinez	25	0	11	0	32	0	19	0
Newark	2	0	3	2	6	0	1	0
Oakland	199	1076	217	2137	223	741	126	642
Oakley	530	96	607	0	291	262	163	54
Piedmont	1	0	6	0	1	0	1	0
Pinole	6	2	34	6	4	0	0	0
Pittsburg	310	24	156	103	229	330	42	133
Pleasant Hill	32	147	3	0	6	0	1	0
Pleasanton	216	2	137	41	45	0	29	0
Richmond	199	91	73	108	43	148	28	50
San Leandro	16	0	72	4	19	17	6	2
San Ramon	46	0	27	0	76	0	3	0
Union City	111	5	266	22	165	417	19	2

Strategic Indicators:

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

	Dec-06	Dec-07	Dec-08
Alameda	40%	40%	51%
Contra Costa	28%	29%	38%
San Francisco	25%	24%	33%
Santa Clara	48%	48%	53%

- Regional workforce to housing ratios:

	2005	2006	2007	2008
East Bay	1.34	1.33	1.34	1.34
San Francisco	1.25	1.26	1.29	-2.03
San Jose	1.36	1.36	1.39	1.07

III. D. East Bay Green Corridor

Goal: Develop and promote the East Bay Green Corridor as a cohesive and vibrant regional hub for clean technology innovation, development and commercialization, local economic development and job training.

Objective:

- Achieve an innovative regional approach to the development of an integrated green corridor.
- Develop a comprehensive strategy to market the East Bay’s assets to public and private investors, entrepreneurs and corporations to build a thriving local clean energy economy.
- Capitalize on the resources of Lawrence Berkeley Laboratory and Universities and connect them to related entities that could benefit from technology transfer.

- Create a centralized, one-stop shop to provide resources and support to prospective new clean technology businesses interested in siting, expanding or remaining in the East Bay.
- Help identify, remove or offset barriers for attracting and retaining green technology businesses, e.g. the double manufacturing sales tax.
- Increase the capabilities and scope of the East Bay Green Corridor and leverage the resources of East Bay EDA (particularly in the areas of regional business development, economic research and workforce development) by providing direct staff support of the East Bay Green Corridor Partnership (EBGCP)*.

Activities:

- Manage the day-to-day staff and volunteers assigned to support EBGCP.
- Provide office space and basic administrative support to EBGCP.
- Serve as fiscal agent for grants and contributions received by EBGCP.
- Leverage in-kind resources available from East Bay EDA related services including marketing, event planning and coordination, trade show planning, and web site development.
- Assist the EBGCP and the East Shore Marketing program in targeting, supporting, developing and marketing “green” industries, resources and technologies; and to maximize investment and results.
- Work with East Bay businesses, communities, and organizations that offer key assets and could make a positive contribution to the EBGCP.
- Develop clear criteria and protocol for eligible EBGCP programs and priority areas.
- Develop and promote programs that offer credit in the form of grants, incentives, loans and guarantees and seed capital to support and expand regional clean technology business development.
- Develop policy initiatives for uniform application on a regional level, such as climate action plans.
- Develop and attach labor, environmental, and workforce development “best practices” standards to public incentives and EBGCP program development.
- Identify and designate vacant industrial land for clean energy development, with emphasis on blighted areas.
- Capitalize on related federal funding, e.g. Recovery Act dollars.
- Identify existing dollars that could be steered to clean technology project development in the East Bay, such as AB118, Public Goods Charge, and federal loan guarantee dollars.
- Identify legislative and regulatory actions that could support the growth of clean technology industries in the East Bay.
- Develop an effective Marketing strategy that includes an up-to-date and informative website.

*The East Bay Green Corridor encompasses the Cities of Alameda, Albany, Berkeley, El Cerrito, Emeryville, Oakland, Richmond and San Leandro; University of California at Berkeley, Lawrence Berkeley National Laboratory, Contra Costa Community College District, and the Peralta Community College District.

IV. WORKFORCE DEVELOPMENT

Goal: Strengthen worker training and skill development programs to prepare workers for 21st century jobs, 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 P-12 education in the East Bay.

Activities:

- Assist the Workforce Investment Board in identifying emerging industry trends and changing workplace skill requirements.
- Provide support for the "Green Corridor" communities, the WIB, WDB, and other organizations seeking to understand the job opportunities and skills requirements in the emerging clean technology/alternative energy industry sector.
- Support the California State University East Bay's STRIVE program to improve math and science performance in Alameda and Contra Costa County school districts.
- Manage the "Vendor First Source" program to increase job opportunities for East Bay residents.
- Hold a work session to highlight best practices in private sector student work programs and innovative internship opportunities, and offer information to private and public sector members interested in partnering on similar programs
- Promote the augmentation of workforce skills by encouraging workers and employers to take maximum advantage of WIB programs and Employment Training Panel grants.
- Support and encourage programs to enhance science, technology, engineering and math skills throughout the East Bay's P-20 educational system.

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.
- Enhance regional identity and broaden private sector participation.

Activities:

- Utilize the East Bay EDA Foundation to capitalize on 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.
- Enable online membership review and updating of information and event registration.
- 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 collaborate on key issues facing the East Bay.
- Increase member communication through a monthly East Bay EDA e-mail newsletter.
- Revise membership brochure and membership levels to reflect benefit and service options.
- Facilitate membership participation in regional or industry-based forums and events.
- Provide services and information to benefit existing members and attract additional private and public sector memberships.
- Enhance opportunities for members to sponsor/support events, publications and the website.

Client Benefits:

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

	2004-05	2005-06	2006-07	2007-08	2008-09	Target
Public/Education	11	17	21	24	24	24
City/County	21	22	23	26	35	35
Special Dist	22	19	17	17	18	18
Nonprofit	54	53	47	49	50	50
Private	70	65	59	48	51	56
Total Membership	180	176	167	163	182	187

- EAST BAY EDA’s Budget History:

Operating Budget	2005-06	2006-07	2007-08	2008-09	2009-10
Core Program	\$1,010,272	\$1,086,660	\$1,055,874	\$1,123,500	\$1,113,595
East Shore	\$0	\$5000	\$660	0	\$25,000
Green Corridor					\$200,000
Total	\$1,010,272	\$1,091,660	\$1,056,534	\$1,123,500	\$1,338,595

VI. East Bay EDA Officers, Executive Committee and Board of Directors

OFFICERS

Keith Carson, Chair, East Bay EDA
Alameda County Board of Supervisors
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Morgan Miller Blair
Ken Mercer, 2nd Vice Chair
ValleyCare Health System
Nicole Taylor
East Bay Community Foundation
James D. Falaschi, Past Vice Chair
Transbay Holdings
Zack Wasserman, General Counsel
Wendel, Rosen, Black & Dean LLP

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Sharon Cornu
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Jim Foley
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