

September 2000

The

E Economic

D Development

A Alliance for

B Business

EDDAB

Ten Years of Service

Serving the East Bay, the Bright Side of San Francisco Bay

EDAB's Vision

To be the regional convener and forum for public, private and community interests to develop the economy and improve the quality of life in the East Bay.

EDAB's Mission

To be a public/private partnership facilitating market-driven, collaborative solutions that retain existing businesses, promote regional growth, address infrastructure challenges, and support economic prosperity and social equity.

EDAB's Values

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

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EDAB Officers,
Executive Committee &
Board Members

The Formation of EDAB

In November 1988, the Alameda County Board of Supervisors established an Ad Hoc Economic Development Committee in response to a growing concern among elected officials, businesses and labor leaders over the economic changes of the prior decade and their impacts on the workforce and business investment in the County.

In February 1990, the Committee proposed that the cities and the County government jointly establish an economic development program to build a positive business climate in the region and lend policy guidance to local government on growth management. The Countywide economic development program called the Economic Development Advisory Board (EDAB) was established when these recommendations were approved by the Alameda County Board of Supervisors, the Alameda County Mayors' Conference and the 14 cities in Alameda County.

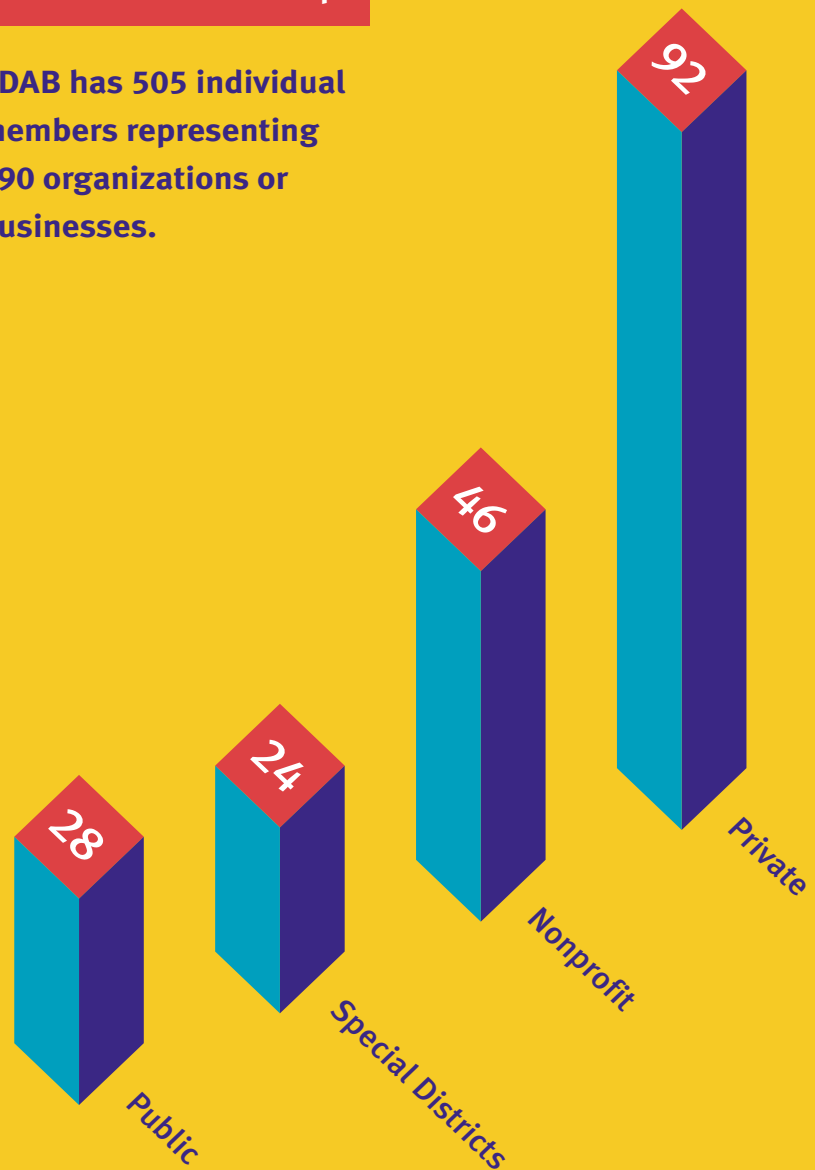
EDAB's founders did not want to duplicate existing roles and responsibilities of municipal economic development or regional agencies, or create

additional layers of bureaucracy. They envisioned a different type of economic development program designed to strategically address the region's challenges.

By 1995, it was clear that a large number of the issues and opportunities were shared by the East Bay in common so the program was expanded to include Contra Costa County and EDAB's name was changed to the Economic Development Alliance for Business.

EDAB's Fiscal Year 1999-2000 Membership

EDAB has 505 individual members representing 190 organizations or businesses.



EDAB's Focus

EDAB targets the most critical threats to the region's economic



prosperity.

EDAB focuses on issues that transcend municipal borders (transportation, jobs/housing) that provide economies of scale (information clearinghouse).



and on projects (marketing,

EDAB improves communication in the economic



coordination and among key groups involved development process.

EDAB promotes broad community awareness of



the importance of a healthy economy and the trade-offs involved in reconciling collective transportation, housing, environmental and economic needs.

EDAB leverages public and private resources and commitments to effect economic development effort for the



leadership, a sustainable region.

Improving the Business Climate

Because California was in the grips of a recession when EDAB was founded, the organization initially focused on the issues of greatest concern to the business community. A large number of those issues centered on the regulatory requirements of local governments/regulatory agencies and the business climate in the State. Thus EDAB was an

early leader in promoting regulatory streamlining and advocating for change.

To get **involved** or for assistance:

Mary Ortendahl, Regulatory
Affairs Director – 510 272-3889
www.edab.org/others.html
Inter-Agency Regulatory Council

efforts to improve California's competitiveness.

Changing California's Business Climate

California taxes, regulations and programs were having a significant, negative impact on the local business climate in 1990. Thus considerable effort was spent working with State administrators and legislative leaders to make changes including the reduction of Worker's Compensation rates, extending tax incentives for research and development and the purchase of new manufacturing equipment, and the establishment and/or enhancement of programs to assist businesses. EDAB was also an active participant and resource to the California Council on Partnerships in its

recommended by local governments and recommendations to streamline the permit process. These were used by local governments to improve regulatory compliance while reducing the complexity of doing business.

Regulatory Matrices

With the assistance of staff from regulatory agencies, Alameda County and cities, EDAB created an Alameda County Environmental Permit Guide and city-specific permit guides for nine cities in Alameda and Contra Costa Counties. These guides listed permit requirements, processes, responsible agencies/departments and contact numbers. Besides clarifying regulatory jurisdictions for companies, the guides also proved useful to regulatory agencies in streamlining their procedures for the public.

Permit Assistance Center

EDAB supported the development of Permit Assistance Centers in the State, including one in the East Bay (Oakland), that serves as a resource for businesses in meeting permit requirements of federal, State, regional and local agencies.

Establishment of the Regulatory Council

EDAB formed an inter-agency Regulatory Council in 1992. The Council has been extremely effective in eliminating conflicting regulations, streamlining permit applications, and helping businesses and regulatory agencies achieve a higher level of compliance.

Red Tape Round Table

A Red Tape Round Table was formed in February 1993 that produced a report, "From Red Tape to Blue Ribbons: How to Achieve Award-Winning Service." It featured best practices

Promoting Resource Conservation

As EDAB works to trim the bureaucratic barriers that hamper the success of businesses,

it also encourages businesses to surpass the environmental goals of regulatory agencies. The efforts that help preserve and improve the quality of life for

East Bay residents result in an advantage for attracting and retaining workers.

Eco-Industrial Park

EDAB, in association with the Alameda County Waste Management Authority and Recycling Board, has championed the development of a resource-recovery based Eco-Industrial Park in the East Bay. Absent a specific site at the present time, a virtual eco-industrial park concept is being pursued which includes assisting businesses in the areas of financing, incentives and permit assistance as well as helping them to strengthen their connections to the community.

Jobs Through Recycling

EDAB is partnering with the California Integrated Waste Management Board and others

on a U.S. EPA supported Jobs Through Recycling project which focuses on expanding regional markets for recyclable materials that are currently going to the landfill.

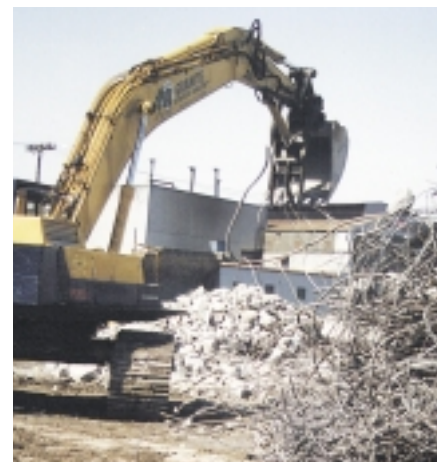
Green Business Program and StopWa\$te Partnership

EDAB staff assisted in the establishment of a Green Business Program (GBP) that recognizes businesses going beyond environmental compliance requirements in areas of resource conservation and pollution prevention. Concurrently, EDAB is working with the Alameda County Waste Management Authority and Recycling Board in the

StopWa\$te Partnership, which focuses on improving environmental performance in larger East Bay businesses. In May 2000, a joint recognition event was held to honor businesses receiving awards for their achievements in both of these programs.

Recipients of the first StopWa\$te Recognition Awards who were honored for their commitment to continuous environmental performance, were:

- United Motor Manufacturing (NUMMI)
- Bay Area Rapid Transit (BART)
- United States Postal Service
- Fleischmann's Yeast
- University of California, Berkeley
- Bayer Corporation (reuse/recycling project pictured below)



Saving Jobs

As the recession of the early 1990's deepened, East Bay companies were being recruited on billboards, by mail, and in some cases by personal visits from governors of other states. Then in 1993, it became

clear the federal government was planning to close at least five Bay Area military bases.

Over 7,000 civilian jobs would be lost from bases in Alameda County and

over 8,000 more civilian jobs would be lost at Treasure Island and Mare Island. These base closures would result in over 32,000 direct (military and civilian) and 34,000 indirect jobs lost to the region.

Military Base Closures/Reuse

EDAB coordinated a three-part response to the military base closures. First, it became the regional convener of elected officials and community leaders. Second, EDAB sponsored studies to estimate the impact of the potential base closures on civilian workers to obtain mitigation for the workers who would be affected. Third, even while fighting to keep the bases open, EDAB initiated work to develop a base reuse plan. Although EDAB

was ultimately unsuccessful in keeping the bases open, national news commentators praised the effort. One newscaster called it "the most sophisticated" community defense and another noted that it came the closest to succeeding. The work of EDAB's base reuse committee subsequently transitioned to formally constituted base reuse committees in Alameda and Oakland. EDAB's leadership continues to be involved in the new entities. EDAB continues to assist in the reuse of the bases through its marketing efforts domestically

and abroad. The combination of the hard work of the communities involved, EDAB's efforts and a favorable turn of the economy, has minimized what appeared to be certain disaster.

Business Retention Programs

EDAB's early experience with the recession has made business retention a high priority in almost every aspect of its work. In 1992, EDAB helped develop and implement formal business retention programs in Oakland, Union City, San Leandro, Newark, and Alameda. Today, retention objectives are still an important element of EDAB's economic and demographic data collection and analysis, trade-show marketing, overseas trade missions, the Industrial Development Bond program, and ongoing regulatory reform efforts.

Red Teams

EDAB assists in the identification of at-risk businesses and established a "Red Team" response program to work with businesses facing relocation or closure. These efforts today include addressing business climate issues needed to reap

To get **involved** or for assistance:
Keith Sutton, Business Development
Director – 510 272-3885
www.edab.org/cities.html
Economic Development
Directors' Council

Retention Project

the benefits of a strong economy and withstand any future recessions.

Industry Clusters

Another focus of EDAB's business retention efforts is to address the workforce, competitiveness and expansion opportunities of the region's leading industry clusters. In 1997 industry and government leaders in the food processing industry were brought together to seek solutions to increase jobs and investment. EDAB continues to work with industry leaders to address workforce and regulatory issues.

In 1999, EDAB sponsored a study of the telecommunications industry, because of its growing global and regional importance. The East Bay's telecom industry employs nearly 30,000 people in over 400 firms located in Alameda and Contra Costa Counties. These relatively high paying jobs support 145,000 additional jobs.

Cluster studies are also planned for the biotech, petrochemical and construction industries.

Miles/Cutter (Bayer Corporation) Facilitation



One of EDAB's earliest successes was achieved by playing a facilitating role in retaining Berkeley-based Miles Inc./Cutter Biological Laboratory, a company with 650 employees at the time.

EDAB's assistance in providing community leaders and city officials with critical information enabled the company to obtain a 30-year phased development agreement that was unprecedented in the Bay Area.

The company has since assumed the name of its parent corporation and has become the world-wide headquarters for the biotechnology division of Bayer Corporation.

For projects with significant impact on the East Bay economy, direct assistance continues to be an important EDAB function.

EDAB's organizational structure has proven to be a tremendous advantage in working out issues with local governments, community groups and regulatory agencies.

Building Business Resources

The negative national press regarding California's business climate in the mid 1990's prompted EDAB to develop more local and regional resources to help grow existing businesses. EDAB's regional structure and collaboration with other Bay Area economic

development, research and university organizations enabled it to seize opportunities presented by federal and State programs that rewarded

regional collaboration. EDAB became a prime mover in the creation of regional business support infrastructure for the Bay Area.

Science and Technology Committee

EDAB organized a Science and Technology (S&T) Committee to enhance the linkage between universities, research institutions and business. This committee helped its education, research institution, and private business members keep abreast of the broad range of science and technology research and development taking place in the East Bay and formed the core of the collaboration that created the business resources that are

described below. Now superseded by the Bay Area Science Infrastructure Consortium (BASIC), EDAB's original S&T Committee was the first economic development "cluster activity" aimed at research and development.

Business Incubators

ACET - (510) 749-3977
www.greenstart.org/acet

The Alameda Center for Environmental Technologies (ACET) is the first non-profit organization EDAB organized as a direct response to the base closures. It was conceived as a base reuse project to create

businesses and jobs and catalyze the environmental technology industry in the Bay Area. Today the ACET incubator is located on the former Alameda Naval Air Station, successfully graduating businesses, and seeking additional space for its expanding program. The process used to create ACET became the prototype for many subsequent projects. EDAB has also assisted in the Communications Technology Cluster incubator (510 836-8985 or www.ctcluster.com) in Oakland, the San Ramon Telecommunications incubator (925 973-2554) and the new Technology Enterprise Center incubator in Livermore.

Bay Area Regional Technology Alliance (BARTA)

BARTA - (510) 354-3900
www.barta.org

Seeking ways to stimulate new business formation, EDAB worked with Joint Venture Silicon Valley (JVSV) to establish a Regional Technology Alliance (RTA) with State funding. BARTA helps companies develop inno-

To get **involved** or for assistance:

Robert Sakai, Technology &

Trade Director – 510 272-3881

www.edab.org/edabafforg.html

See **specific organizations** below

vative technology products by helping them find capital and technical assistance. EDAB successfully administered BARTA through its early months and recruited its first, and current, executive director. Through the years, companies working with BARTA have been extremely successful in attracting State and federal dollars and BARTA has emerged as a model of success for the three RTAs established in California.

Corporation for Manufacturing Excellence (Manex)

Manex - (510) 249-1480
www.manex.org

Created to complement BARTA, the formation of Manex may have been EDAB's most complex and time consuming project. Besides local representatives, the group of collaborating partners included Statewide representatives of small business and higher education, labor union leaders from

Santa Clara County and a number of regional business support organizations. EDAB successfully managed the competitive process and secured federal



and State support for the program. Manex helps existing manufacturers adopt the best available technology in their products and processes and provides access to other resources including California Employment Training Panel funds for training.

Bay Area World Trade Center/Greater Oakland International Trade Center (GOITC)

GOITC - (510) 251-5900
www.tradeport.org

The GOITC was another initiative undertaken during the early and mid 1990's as part of

the local planning to mitigate the recession and base closures. Initiated by the Bay Area Economic Forum, EDAB wrote the original grants establishing GOITC, continues to contribute to its funding, and sits on its Executive Board.

GOITC helps businesses export their products, hosts inbound trade missions and organizes outbound trade missions. Since its establishment, GOITC has also assumed responsibility for trade programs in the North Bay and has recently obtained the license to become the Bay Area World Trade Center.

Creating an East Bay Identity

By the late 1990's it was clear that the growth of the high technology industry and international trade, among other factors, had helped the East Bay successfully weather the recession and base closures.

The spectacular growth of the South Bay, however, highlighted an ongoing East Bay issue. Businesses considering the Bay Area only knew about "Silicon Valley"

and "San Francisco". And until recently, even venture capitalists located on the Peninsula were essentially unaware of the region located only a few miles across the San Francisco Bay.

As a result, site location visits, venture capital deals and foreign investments were lost. It also became clear that solutions for dealing with our most pressing local issues — such as transportation, housing, and the environment — require a regional analysis and response. Therefore, building the East Bay's identity became one of EDAB's highest priorities.

Coordinating Regional Projects

The collaborative processes EDAB has employed to achieve success in projects such as dredging the harbor, regulatory reform, and establishing business support infrastructure, have also played an important role in building an awareness of the region, its common interests and needs. EDAB serves as a representative of (and advocate for) East Bay interests in dealing with federal, State and regional programs.

Marketing

Advertising in Bay Area and national publications, participating in tradeshow, international trade missions and a comprehensive Internet website generates business inquiries for regulatory, workforce and financing assistance, information on the East Bay and site searches and tours. The marketing program leverages member city efforts, enhancing their response to inquiries (site locations), generating hundreds of new leads and providing information and collateral materials to respond to a broad range of industries.

Data Collection, Analysis and Dissemination

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. EDAB publishes this information in East Bay information packets, special studies and reports (including its annual East Bay Indicators

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Keith Sutton, Business Development
Director – 510 272-3885
www.edab.org/cities.html
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publication) and on the Internet. This in-depth information is used by cities to target their economic development efforts and helps businesses and other organizations evaluate markets and develop expansion plans.

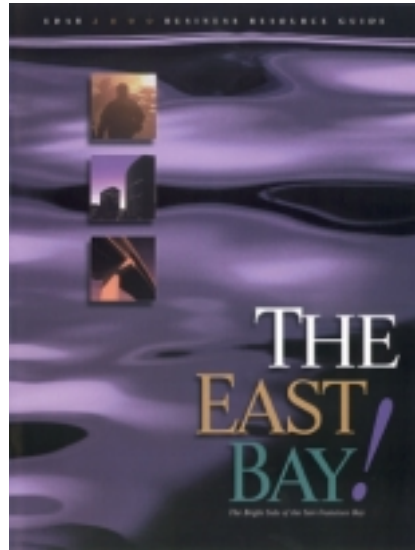
Collateral Products

EDAB publishes two annual publications aimed at promoting the East Bay, assisting businesses and helping us understand the East Bay economy. The publications are the “East Bay Resource Guide 2000” (a four color, 24 page tabletop publication with 5,000 copies printed) and the “East Bay Indicators 2000”, (a two color, 18 page publication of 3,000 copies).

International Trade

EDAB’s international marketing has been principally focused on hosting inbound trade missions and organizing outbound trade missions. Outbound missions include visits with key government and industry

officials and visits to the headquarters of foreign companies with East Bay branches to build relationships that will encourage investment and jobs in the East Bay.



Trade missions have been sent to Hong Kong, Japan, Taiwan and Africa. Inbound trade missions and foreign dignitaries have been hosted from France, Germany, Scotland, Czechoslovakia, Russia, Canada, Mexico, Israel, South Africa, Indonesia, China, Japan and Taiwan. Missions to India and Europe are under consideration.

International Agreements

EDAB has increased recognition of the East Bay through formal agreements with overseas partners. EDAB helped

negotiate an agreement with Alameda County’s sister county of Taoyuan, Taiwan and helps cities maximize their sister city and international trade efforts.

In 1998 a working agreement with the Hong Kong Industrial Technology Centre was formalized to enhance joint-venture business partnerships and product distribution opportunities for companies in the East Bay as well as in Hong Kong.

Local Promotional Events

EDAB hosts or cosponsors events to heighten local awareness of our potential in the global economy. These include an annual reception for the Directors of California’s overseas Trade and Investment Offices and regional international trade expositions with the Alameda Chamber of Commerce and Trans Pacific National Bank. EDAB also helped organize a series of conferences for local civic leaders to explore the East Bay’s potential to become a major, international, urban center in the global economy of the coming century.

EDAB's FY 1999-2000 Marketing Results

👉 EDAB's Marketing efforts generated **664** clients that received a variety of services: **550** received new business information packets; **78** requested information; **33** locally expanding companies requested assistance;



25 needed research and/or technical assistance; **3** required retention support; **11** were assisted with regulatory issues; **7** site searches were conducted and **1** site tour conducted; and **29** businesses received on-site briefings of the Industrial Development Bond program.

👉 EDAB's Website – **www.edab.org** – consistently receives over **20,000** hits per week, from over **800** individual users located in **60** countries.

👉 EDAB's 1998 Trade Mission to Hong Kong, Taiwan and Japan generated new contacts with approximately **70** companies and **9** government agencies, and resulted in **2** agreements with foreign agencies.

Encouraging Business Investment

Throughout the 1990's EDAB has supported efforts and implemented programs to help existing local

manufacturing firms to reinvest in the area and capture business expansions/relocations from throughout the Bay Area.

IDB Successes
20 businesses
obtained a total
\$92,975,000
IDB dollars to
retain 1,917 and
create an esti-
mated 2,541 jobs
in the East Bay.

- United Manufacturing Assembly (\$3,000,000)
- Livermore
- Malmberg Engineering (\$3,000,000)
- Niles Machine & Tool Works (\$3,500,00)
- Oakland
- Design Workshops (\$2,500,00)
- Hayward
- Plastikon Industries, Inc. (\$6,500,00).

To get **involved** or for assistance:

Keith Sutton, Business Development Director – 510 272-3885

www.edab.org/idb.html

Economic Development

Directors' Council

Industrial Development Bond (IDB) Program

EDAB provides staff support to Alameda County's Industrial Development Authority that issues federal and State tax exempt bonds on behalf of the cities and the County to manufacturing businesses that qualify. Competition for bond allocation has become very keen at the State, but EDAB has made the County's IDB program the most successful local government program in California. A total of 20 businesses have utilized \$92,975,000 IDB dollars to retain 1,917 and create an estimated 2,541 jobs in the East Bay since EDAB was formed.

IDB projects approved in 1999 and 2000 include:

- Fremont
- West Coast Packing & Crating (\$6,000,000)

California

Infrastructure Bank

EDAB played a significant role in the development of the State's \$475 million dollar Infrastructure Bank and worked to ensure that infrastructure projects on closed military bases were a priority. EDAB also continues to work with other organizations, including the State Office of Pollution Control Financing Agency, the California Center for Land Recycling, Urban Habitat, the Greenlining Institute, East Bay communities and community representatives on brown field issues to secure resources to facilitate the clean-up and reuse of properties in the East Bay.

Minority Business

Opportunity Committee (MBOC)

Working with local and federal officials, EDAB established MBOC to help local minority businesses compete for State and federal contracts. MBOC provided information and resources to help businesses prepare for these and other opportunities.

Business Attraction Success Stories

EDAB's marketing efforts often result in EDAB and its member cities helping companies find or purchase facilities in the East Bay. One of the first companies that EDAB helped site was **Hart Brewery (Pyramid Ale)** in Berkeley. This large micro-brewery from the Pacific Northwest, invested over \$15,000,000,

created over 100 new jobs and enhanced this business cluster in the city and the redevelopment of the area.

Most recently EDAB provided the initial data, site information, site tours and assistance to **eSupportNow**, an Internet call center locating in Oakland and providing 350 jobs.

Some of the other new facility sitings EDAB contributed significantly to include:

- 👉 **Injex, Just Desserts, and Design Workshops** in Oakland.
- 👉 **A1 Plating and ReadRite** in Fremont.
- 👉 **Heat & Control and Spectrum Label** in Hayward.
- 👉 **Beeline Group** in Newark.



Strengthening the Workforce

An educated and skilled workforce is needed in order to ensure long term economic growth. EDAB has a

long tradition of connecting businesses with schools and education.

Calwork's Success
EDAB helped secure over 3,400 job commitments for CalWorks clients in 1999.

and curricula to better prepare students to be productive members of the future workforce. EDAB more recently joined forces with the Bay Area Council, Bay Scan and others to increase communication and cooperation between education and business.

One-Stop Job Centers

During the last two years, EDAB has assisted in the establishment of one-stop job shops throughout the East Bay to help employers find workers and provide job-seekers with a nearby point of access to multiple job placement agencies.

To get involved or for assistance:

Robert Benson, Employer-Workforce

Liaison – 510 272-3876

www.edab.org/otheres.html#workforce

Job Creation and Investment Task Force

Education Workforce Project

EDAB established the Education Workforce Project in 1992 to unify local business, education, government, labor and community leadership and improve the effectiveness of both K-12 and vocational education in developing a competitive workforce.

School-to-Career

EDAB's School-to-Career Task Group, in conjunction with Alameda and Contra Costa County's K-12 leadership, was able to secure one of the largest grants in the United States. The funds were used by school districts in both Counties to develop programs

Labor Market Information

In 1992 EDAB became aware that there was insufficient information to adequately guide workforce-training programs, so EDAB obtained State support to organize an ongoing program to evaluate the job requirements and workforce needs of employers. EDAB also initiated a directory of training providers to improve the public's access to training. Once the labor market information survey program was established, EDAB was able to spin the program off (in 1996) to the Oakland Private Industry Council (now known as the Workforce Investment Board).

Welfare Reform

In 1998, EDAB was instrumental in the development of the State of California's Job Creation Investment Fund program to help welfare recipients obtain jobs. For the past several years, EDAB has been 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.

Expanding Our Infrastructure

The East Bay's transportation systems have been very instrumental in the development of the Bay

Area region, but they require continued planning and investment to accommodate the region's population and business growth.

To get **involved** or for assistance:

Mary Ortendahl, Regulatory
Affairs Director – 510 272-3889

www.edab.org/otheres.html

Housing & Transportation Task Force

Dredging

Perhaps the best early example of EDAB's value as a broad-based, regional, economic development organization is the solution EDAB facilitated for deepening channels to the Port of Oakland. During the early 1990's, disagreements among environmental groups, shipping interests, commercial fishermen, San Francisco Bay Area regulatory agencies, the Army Corps of Engineers and local governments created a stalemate that prevented the newest generation of container ships from entering the port fully loaded. EDAB facilitated initial meetings among all interested parties that resulted in a proposal to create new wetlands with the dredged materials.

Highway Congestion

Transportation congestion has risen to the top as the main problem facing the Bay Area. To address this concern, EDAB established a Transportation Task Force that provided the Alameda County Transportation Authority and Alameda Congestion Management Agency with a list of business prioritized projects and is now promoting solutions to transportation problems.

Housing Shortages

Integrally related to transportation congestion is the housing shortage that has increased over the last six years and the construction of new housing farther from job centers. EDAB sponsored an analysis in 1999 of proposed restrictions to residential building in the Tri-Valley area and the results of this

study were made available to inform the public and local elected officials.

EDAB is participating in an Inter-Regional Partnership to improve the coordination of economic development efforts among Alameda, Contra Costa, San Joaquin, Santa Clara and Stanislaus Counties and is working with the Association of Bay Area Governments (ABAG) to try and identify solutions and cooperative actions. ABAG has contracted with EDAB to conduct a study of potential policies and incentives that would improve the jobs/housing balance.

Smart Growth

EDAB has participated in and supports the efforts of the Bay Area Alliance for Sustainable Development to promote "smart" growth for the region. An integrated approach focusing on economic prosperity, environmental quality and social equity is being pursued by the Alliance with a broad range of interests participating, including the Bay Area Council and ABAG.

Future Issues and Involvement

EDAB continues to re-evaluate the needs of the region and its role in addressing them. In year 2000, transportation congestion, housing availability and reinvestment in urban core communities are major concerns of the region.

These problems are now affecting the economic competitiveness of the region. Workforce preparedness and avail-

ability, business climate and global competition are also of concern to businesses.

None of these problems can be addressed simply, quickly or entirely by any one entity. Solutions require legislative action, regional leadership and collaborative strategies that incorporate a large number of players and/or major changes in the way our schools and training programs, planning departments and elected officials, and regional and State regulatory agencies

Get Involved
Contact EDAB
today to partner
in the solutions
to the challenges
that face the
East Bay.

function. But fundamental to the solution of any of these issues is the involvement of individuals and organizations at the local and regional level and the formulation of specific actions and policies that are implemented at local, regional and Statewide levels.

EDAB provides the opportunity for individuals, organizations, businesses, and local government to participate in the identification of issues, the formulation of action plans and the implementation of strategic solutions.

EDAB provides special issue forums that present information to inform and identify issues and possible solutions. It establishes task forces and committees to develop strategies and action plans, and then utilizes its network of public, private and community interests to provide the necessary scale and cooperation to effect change.

EDAB is only as strong as its active, diverse, membership and offers the opportunity for all to participate - in fact its past and future successes are due to its inclusive membership and the way it builds consensus.

To get **involved** or for assistance:

Darien Louie, EDAB Membership
 Services Director – 510 272-6843
 darien@edab.org

EDAB Membership Committee

EDAB Officers, Executive Committee & Board Members

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Chair, EDAB
Alameda County Board
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EDAB General Counsel
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of Commerce

Tim Hamann
UFCW, Local 120

Wil Hardee
Pacific Gas & Electric
(PG&E)

Guy Houston
City of Dublin

Tim Hunt
ANG Newspapers/
Tri-Valley Herald

Sheila Jordan
Alameda County Office
of Education

Quintin Kidd
City of Brentwood

Judith Pacult
University of California

Bill Pease
City of Fremont

Paul Piraino
Alameda County Water
District

Ron Rosequist
Crosby, Heafey, Roach
& May

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Alameda County Office
of Education

Nora Davis
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Richard Denman
Summerhill Homes

Dennis Diemer
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Utility District

Jose Duenas
Greater Oakland
International Trade
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James Earp
California Alliance
for Jobs

Dennis Fay
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Congestion Management
Agency

Darren Fields
City of Albany

John Flores
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Ellen Garvey
Bay Area Air Quality
Management District

Gail Gilpin
City of Pleasanton

Alexander Glass
Bay Area Regional
Technical Alliance

Robert Goetsch
Bay Area Industry
Education Council

April Gray
City of San Ramon

Mark Green
City of Union City

Geoffrey Grote
City of Piedmont

Stephen T. Hayashi
Union Sanitary District

Floyd Hogue
Ohlone College

Jeffery Holt
Goldman, Sachs &
Company

Victoria Jones
The Clorox Company

Curt Kinney
City of San Ramon

Ronald Kong
Chabot/Las Positas
Community College
District

Bill Lambert
City of Berkeley

William Lee
Economics Research
Associates

Karen Majors
City of Livermore

Thomas E. Margro
Bay Area Rapid Transit
District (BART)

Ruth McKenna
New Haven Unified
School District

Christine Monsen
Alameda County
Transportation
Authority

Gus Morrison
City of Fremont

Pat O'Brien
East Bay Regional Park
District

Tony Paap
Oakland Children's
Hospital

Bill Parker
PeopleSoft

Al Peters
City of Piedmont

Michael Powell
US Bank

Yvette Radford
Kaiser Permanente

Jim Reese
City of Newark

Dave Richardson
CH2M Hill

Rosie Rios
City of Fremont

Nelson Rising
Catellus Development
Corporation

Al Rocha
Hispanic Chamber
of Commerce

John Rusmisl
Alameda County
Mosquito Abatement
District

Luke Sims
City of San Leandro

Kulbir Singh
Manex

Karen Smith
Alameda County Waste
Management Authority

David Smith
City of Newark

Andy Smith
Hensel Phelps
Construction

John D. Snyder
Castro Valley Sanitary
District

Virendra Sood
Livermore-Amador
Valley Transit Authority

Ron E. Stoltz
Sandia National
Laboratories

Jim Summers
The DeSilva Group, Inc.

Howard Sword
City of Brentwood

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City of Pleasanton

Dick Thomas
Bayer Corporation

Peggy Thomsen
City of Albany

Christine Tien
City of Union City

Donna Uriyu
City of Richmond

Walter Vennemeyer
Progressive Capital

Philip Went
Wente Vineyards

Shelia Young
City of San Leandro

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Economic Development Alliance for Business, 1221 Oak Street, Suite 555, Oakland, CA 94612

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