



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 2006-2007



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

**Fiscal Year: July 1, 2006 – June 30, 2007**

The East Bay Economic Development Alliance (East Bay EDA) is a public/private partnership serving the East Bay (Alameda and Contra Costa Counties) whose mission is to establish the East Bay as a world-recognized location to grow businesses, attract capital and create quality jobs. The organization was founded in 1990 by Alameda County, its 14 cities and special districts, as the Economic Development Advisory Board. The organization's name was changed in 1996 to the Economic Development Alliance for Business (EDAB) as it expanded with the addition of Contra Costa County Cities and in June 2006, the name was changed to the East Bay Economic Development Alliance, to reflect the bi-county mission of the organization.

## **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 other areas of the San Francisco Bay, nationally and internationally.
- ❖ Provide economic and demographic data and analysis on the East Bay to assist the public and private sectors in evaluating, planning and implementing strategies and to promote an East Bay identity.
- ❖ Facilitate communication and coordination between cities, regulatory agencies and related service providers.
- ❖ Identify and develop strategies to address business climate and infrastructure issues.

# ACTION PLAN

## I. BUSINESS DEVELOPMENT

### I. A. *Business Investment and Attraction*

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

**Objectives:**

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

**Activities:**

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

**Client Benefit Indicators:**

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

	# Clients Served (Total)	# Business Prospects	# Receiving Site Search/Location Assistance
FY 2005-06	241	163	4
FY 2006-07 Target	250	180	10
Year To-Date			

- East Bay EDA’s primary website, [www.edab.org](http://www.edab.org) (which is in the process of being changed to [www.eastbayeda.org](http://www.eastbayeda.org)) generates:

	Individual Users	Page Views	Hits	Downloaded Info (Giga Bytes)
FY 2005-06	234,600	683,700	3,557,500	54
FY 2006-07 Target	240,000	700,000	3,600,000	55
Year-to-Date				

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

	Bond Recipient	Bond Amount	Retained Jobs	Projected Job Creation	Total Job Impact
FY 2005-06	2	\$13,000,000	95	275	700
FY 2006-07 Target	3	\$15,000,000	100	200	500
Year-to-Date					

**Strategic Indicators:**

- East Bay employment and unemployment:

	Employment	Labor Force	Unemployment Rate
2000	1,224,000	1,269,500	3.6%
2001	1,228,800	1,286,700	4.5%
2002	1,206,200	1,288,000	6.4%
2003	1,888,500	1,272,800	6.6%
2004	1,186,400	1,259,300	5.8%
2005	1,196,200	1,259,700	5.0%

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

	2004 Book of Lists	2005 Book of Lists
East Bay Companies	49	51

**I. B. Business Retention**

**Goal:** Retain existing businesses and minimize worker displacement.

**Objective:** Identify industries and businesses at risk.

**Activities:**

- Advocate for or against issues, policies or regulations in order to increase the competitiveness of East Bay businesses.
- Provide technical assistance and information to member cities and the Counties of Alameda and Contra Costa to alert them to businesses or industries at risk and assist cities/counties on the development of “best” business retention practices used to assist business reduce costs.
- Sponsor an annual Asia trade and investment mission to facilitate communication and personal contact between local officials and the headquarters of foreign-owned businesses.

- Encourage members to gather “early warning” indicators of business relocations or closures and utilize East Bay EDA as a point of contact for information and resources to assist with business retention.
- Assist East Bay manufacturers to improve their productivity, quality, and competitiveness and in obtaining workforce training and technical assistance by connecting them to 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
Alameda County	75	2,522
Contra Costa County	8	467

- East Bay employment gained or lost by industry sector:

	2003	2004	2005
Construction	67,100	69,800	74,000
Manufacturing	98,000	98,200	95,400
Wholesale Trade	50,600	49,200	48,400
Retail Trade	110,500	110,500	112,300
Transportation, Warehousing and Utilities	36,000	34,200	34,400
Information	32,600	31,300	30,400
Financial Activities	67,700	67,600	70,500
Professional and Business Services	144,900	147,700	150,600
Educational and Health Services	117,000	117,200	118,600
Leisure and Hospitality	80,400	80,600	82,600
Other Services	37,500	36,600	35,800
Government	182,300	179,700	180,000

**I. C. Business Efficiency**

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

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

**Activities:**

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

**Client Benefit Indicator:**

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

	# New Certified / Re-certified Green Businesses	# of Violations Corrected	# of StopWa\$te Clients	# of Solid Waste Tons Diverted from Landfills by StopWaste Clients
FY 2005-06	60/20	20	80	7,500
FY 2006-07 Target	51/13	20	70	20,000*
Year-To-Date				

\* Due to unexpected diversion from a few specific companies

**Strategic Indicator:**

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

***I. D. Innovative and Knowledge-Based Growth***

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

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

**Activities:**

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

**Strategic Indicators:**

- 2005 East Bay Venture Capital Distribution from Dow Jones VentureSource (\$ millions)

Total US Distribution	East Bay Distribution	East Bay as % of Total
\$12,256.52	\$542.01	4.4%

- Top 10 Regions, 2006 MoneyTree Venture Capital Report (\$ millions):

Region	Q1 06	Q4 05	Q1 05	Q1 05-06 Change	Q1 05-06 % Change
Silicon Valley	2056.6	1955.8	1768.0	288.6	+16.3%
New England	871.9	740.1	644.3	227.6	+35.3%
L.A./Orange County	360.5	308.7	318.0	42.5	+13.4%
New York Metro	348.4	330.0	311.3	37.1	+11.9%
San Diego	318.7	266.8	144.6	174.1	+120.4%
Northwest	314.0	308.7	208.1	105.9	+50.9%
Texas	307.9	330.9	349.6	-41.7	-11.9%
Southeast	242.2	263.3	279.0	-36.8	-13.2%
Midwest	185.5	172.7	275.5	-90.0	-32.7%
DC/Metroplex	180.0	308.0	153.9	26.1	16.9%

- 2005 Milken Institute Ranking of Best Performing Metro Areas with Focus on Technology Concentrations -- 200 Largest:

	'04 Rank	'05 Rank	Ranking Change
East Bay	103	89	+14
San Francisco, San Mateo, Redwood City	152	173	-21
San Jose, Sunnyvale, Santa Clara	147	185	Year-to-year comparison not valid due to a change in the area definition between '04 and '05.

## II. RESEARCH AND ECONOMIC DEVELOPMENT DATA

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

**Objectives:**

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

**Activities:**

- Develop, maintain and analyze information on East Bay businesses, and properties.
- Produce annual reports and publications to benchmark the region in relation to comparable domestic and international markets, analyze industry clusters and generate regional profiles and lists of business resources.
- Facilitate the exchange and discussion of market intelligence among businesses, government agencies and universities.
- Present East Bay data and analysis through various economic panels and the news media.
- Collect, analyze and disseminate information that members, business prospects and other organizations need to make investment, expansion, retention or location decisions.
- Maintain [www.eastbayeda.org](http://www.eastbayeda.org) as an Internet portal to the East Bay for immediate access to regional information, economic and demographic data, reports and resources.
- Provide East Bay economic forecasts and monthly updates via an Internet newsletter on the economic forces (Bay Area, state, and national) affecting the East Bay and coordinate information releases with the business media to increase market exposure.

**Client Benefit Indicator:**

- East Bay EDA’s economic email newsletter usage:

	Email Newsletters Delivered	Emailed Newsletters Viewed	PDF Documents Viewed	HTML Newsletters Viewed
FY 2005-06	19,950	5,850	25,050	7,250
FY 2006-07 Target	20,000	6,000	27,000	8,000
Year-To-Date				

**III. REGIONAL LEADERSHIP AND COLLABORATION**

**III. A. Economic Development Delivery System**

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

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

- Provide a forum for information exchange among regulatory agencies in order to reduce unnecessary, conflicting or confusing requirements and to streamline processing.
- 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.

- Assist the state to obtain first hand input from East Bay civic and business leaders on ways to stimulate the state’s short-term economic recovery and long-term 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
- Create strong working relationship between the workforce training system and local high-growth industries.

**Activities:**

- Convene bi-monthly Economic Development professionals Council meetings to share information and resources, problem solve critical issues and develop regional responses and peer-to-peer and sharing of 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 East Bay EDA Attendees	# of Co-sponsored Events	# of Co-sponsored Attendees
FY 2005-06	4	540	8	1,600
FY 2006-07 Target	4	600	14	2,000
Year-To-Date				

**III. B. Infrastructure**

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

**Objectives:**

- Work with transportation planning agencies and advocacy groups to maintain existing transportation facilities and invest in an integrated transportation system that improves the mobility of people, goods and services.
- Work with local and state water agencies to maintain the quality of water and secure a reliable source of water to meet the East Bay’s residential and commercial growth.

**Activities:**

- Support the Bay Area Goods Movement initiative to organize a united business and community voice to promote solutions and advise transportation agencies, ports and local governments on options that would enhance goods movement and regional mobility.
- Participate on the Metropolitan Transportation Commission’s advisory committees, serve as a conduit for business input and engage businesses on key transportation issues.
- Participate on the East Bay Municipal Utility District’s and the Regional Water Control Board advisory committees related to wet weather facilities and the pending municipal regional storm water permit respectively.

**Strategic Indicators:**

- Average commute time in minutes:

	2000	2001	2002	2003	2004	2005
Alameda	35.0	37	32	27.2	27.5	
Contra Costa	41.0	42	36	32.1	32.2	
Santa Clara	29.3	28	26	23.4	22.6	
San Francisco	33.6	32	28	28.5	28.7	

- Directional congestion by county:

	2000	2001	2002	2003	2004	2005
Alameda	85	95	101	Data not available at this time		
Contra Costa	52	64	59			
Santa Clara	110	97	87			
San Francisco	31	24	24			

**III. C. Regional Development – Jobs/Housing Balance**

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

**Objective:**

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

**Activities:**

- Support the East Bay Jobs/Housing Coalition to 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	2003		2004		2005	
	Single-Family	Multi-Family	Single-Family	Multi-Family	Single-Family	Multi-Family
Alameda Unincorp	204	90	94	51	88	21
Alameda	59	8	102	52	150	2
Albany	4	0	7	0	5	0
Antioch	253	2	152	2	331	0
Berkeley	25	263	19	316	11	193
Brentwood	1361	0	1306	226	1334	82
CC Unincorp	1398	1075	1593	723	1834	225
Dublin	214	552	327	845	171	804
Emeryville	0	503	0	401	0	102
Fremont	87	100	142	130	157	294
Hayward	536	2	463	129	108	61
Livermore	327	107	348	232	239	184
Newark	0	2	4	0	2	0
Oakland	229	756	351	890	193	860
Piedmont	1	0	6	0	0	0
Pittsburg	482	296	213	10	309	24
Pleasanton	255	0	241	172	185	2
Richmond	137	244	213	117	79	22
San Leandro	58	4	37	2	16	0
San Ramon	0	39	0	0	38	0
Union City	88	46	130	202	111	0

**Strategic Indicators:**

- Regional workforce to housing ratios:

	2000	2001	2002	2003	2004
East Bay	1.4	1.4	1.42	1.33	
San Francisco MSA	1.39	1.37	1.31	1.25	
San Jose MSA	1.74	1.73	1.63	1.50	
Sacramento MSA	1.25	1.25	1.27	1.25	
Los Angeles-Long Beach MSA	1.45	1.49	1.43	1.45	
San Diego MSA	1.35	1.36	1.38	1.38	

- Housing affordability index (percent of households that can afford to purchase a medium-sized home):

	Dec-02	Dec-03	Dec-04	Dec-05
Alameda	22%	20%	14%	11%
Contra Costa	12%	12%	10%	10%
San Francisco	15%	12%	11%	9%
Santa Clara	28%	26%	21%	18%
Sacramento	43%	36%	24%	19%
San Diego	22%	15%	11%	9%
Los Angeles	31%	23%	17%	11%

#### IV. WORKFORCE DEVELOPMENT

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

**Objectives:**

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

**Activities:**

- Assist the Workforce Investment Board in identifying emerging industry trends and changing workplace skill requirements.
- Support the efforts of the “Regional Economies Project” to monitor changing employment patterns.
- Coordinate regional efforts to maximize the East Bay benefits from the Workforce Innovation in Regional Economic Development (WIRED) grant.
- Provide technical assistance on marketing materials, targeting employers and economic development professionals.
- Manage the “Vendor First Source” program to increase job opportunities for East Bay residents.

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

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

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

**Objectives:**

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

**Activities:**

- Establish an East Bay EDA Foundation to increase private sector membership and grant opportunities.
- Host bi-monthly meetings to provide members and non-members the opportunity to discuss issues of importance to the East Bay.
- Annually update the Membership Directory, and maintain membership data on the website in the “Members Only” section so members can more easily connect with each other.
- Organize two general membership events, an East Bay legislative reception and a Board of Directors’ retreat to engage the resources and skills of EDA members, provide valuable information, and create opportunities to network and work together on key issues facing the East Bay.
- Provide services and information to benefit existing members and attract additional private and public sector memberships.
- Provide opportunities for members to sponsor events and publications.

**Client Benefits:**

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

	2004-05	2005-06	Target
Public/Education	11	17	20
City/County	21	22	24
Special Dist	22	19	21
Nonprofit	54	53	55
Private	70	65	85
Total Membership	180	176	205

- EAST BAY EDA’s Budget History:

Operating Budget	FY 2003-04	FY 2004-05	FY 2005-06	Proposed FY 2006-07
Core Program	\$894,203	\$918,697	\$973,932	\$1,043,095
East Shore	\$99,250	\$76,450	\$0	\$0
Total	\$993,453	\$995,147	\$973,932	\$1,043,095

## VI. East Bay EDA Officers, Executive Committee and Board Members

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**Mr. John Pachtner**

*East Bay Community Foundation*

**Ms. Deborah Pitts**

*Alta Bates Summit Medical Center*

**Ms. Sally Porfido**

*City of Hayward*

**Mr. Michael Powell**

*California Bank & Trust*

**Mr. Kevin Roberts**

*City of Livermore*

**Ms. Karen Scott**

*Sandia National Laboratories*

**Ms. Emily Shanks**

*Bank of America*

**Ms. Jill Sideman**

*CH2MHill, Inc.*

**Mr. Luke Sims**

*City of San Leandro*

**Honorable David Smith**

*City of Newark*

**Ms. Karen Smith**

*StopWaste.Org*

**Mr. Daniel W. Stevens**

*US Bank*

**Mr. James Summers**

*The De Silva Group*

**Honorable Brian Swisher**

*City of Brentwood*

**Ms. Lori Taylor**

*City of Fremont*

**Mr. Stephen P. Tessler**

*Diablo Valley Bank*

**Dr. Douglas Treadway**

*Ohlone College*

**Mr. David Tucker**

*Waste Management of Alameda County*

**Mr. Walter Vennemeyer**

*Progressive Capital*

**Honorable Bob Wasserman**

*City of Fremont*

**Mr. Philip Wentz**

*Wentz Vineyards*

**Mr. Roland Williams, Jr.**

*Castro Valley Sanitary District*

**Honorable Terri Williamson**

*City of Pleasant Hill*

**Mr. Eric Willyerd**

*Hayward Area Recreation & Park Dist.*

**Honorable H. Abram Wilson**

*City of San Ramon*