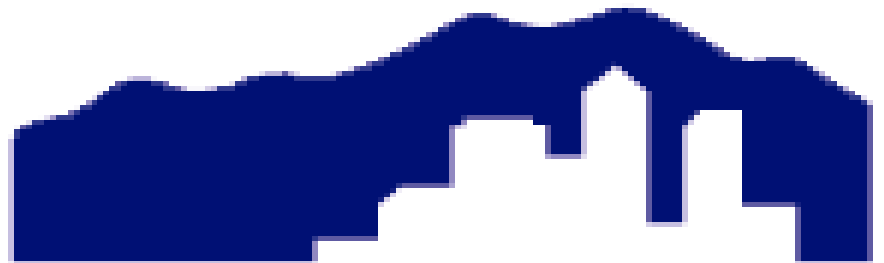


E D A B
FY 2004-2005
*STRATEGIC
ACTION PLAN*



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



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



TABLE OF CONTENTS

I. BUSINESS DEVELOPMENT	2
I. A. Business Investment and Attraction	2
I. B. Business Retention.....	3
I. C. Business Efficiency	4
I. D. Innovative and Knowledge-Based Growth.....	5
II. RESEARCH AND ECONOMIC DEVELOPMENT DATA.....	6
III. REGIONAL LEADERSHIP AND COLLABORATION.....	7
III. A. Economic Development Delivery System.....	7
III. B. Transportation Infrastructure	8
III. C. Regional Development – Jobs/Housing Balance.....	9
IV. INCREASING EDAB’S MEMBERSHIP, EFFECTIVENESS AND VIABILITY.....	11
V. EDAB Officers, Executive Committee and Board Members.....	12

ECONOMIC DEVELOPMENT ALLIANCE FOR BUSINESS (EDAB)

STRATEGIC ACTION PLAN

Fiscal Year: July 1, 2004 – June 30, 2005

The Economic Development Alliance for Business (EDAB) is a public/private partnership serving the East Bay. It was founded in 1990 to establish the East Bay as a world-recognized location to grow businesses, attract capital and create quality jobs through a professional, globally competitive, economic development delivery system.

ROLES

- ❖ Promote regional leadership and collaborative solutions to address East Bay infrastructure challenges that include workforce, transportation, housing 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 create an East Bay identity.
- ❖ Facilitate communication and coordination between cities, regulatory agencies and other 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 EDAB's website and resource materials.
- Update EDAB's collateral marketing materials.
- Assist companies with site tours and searches.
- Build and maintain a website (www.edab.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 EDAB's Business Development efforts:

	# Clients Served (Total)	# Business Prospects	# Receiving Site Search/Location Assistance
Year To-Date			
Target	140	40	20

- EDAB's primary website, www.edab.org generates:

	Individual Users	Page Views	Hits	Downloaded Info (Giga Bytes)
Year-to-Date				
Target	144,000	600,000	3,600,000	30.0

- EDAB’s administration of the Industrial Development Bond program resulted in:

	Bond Recipient	Bond Amount	Retained Jobs	Projected Job Creation
Year-to-Date				
Target	3	\$8,500,000	150	130

Strategic Indicators:

- East Bay employment and unemployment:

	Employment	Labor Force	Unemployment Rate
1990	1,072,300	1,117,300	4.00%
1991	1,047,800	1,107,300	5.20%
1992	1,049,900	1,123,400	6.40%
1993	1,050,400	1,124,400	6.50%
1994	1,074,100	1,144,000	6.10%
1995	1,072,700	1,138,100	5.70%
1996	1,083,800	1,140,200	4.90%
1997	1,121,200	1,171,500	4.30%
1998	1,141,200	1,187,800	3.90%
1999	1,170,200	1,209,900	3.30%
2000	1,207,500	1,243,100	2.90%
2001	1,214,100	1,264,700	4.00%
2002	1,212,500	1,291,800	6.10%
2003	1,267,400	1,187,700	6.30%

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 cities to alert them to businesses or industries at risk and assist cities on the development of “best” business retention practices and the utilization of programs that help businesses reduce their costs.
- Facilitate communication and personal contact between local officials and the headquarters of foreign-owned businesses.
- Encourage EDAB members to gather “early warning” indicators of business relocations or closures and utilize EDAB as a point of contact for information and resources that could help retain these businesses.
- Assist East Bay manufacturers in improving their productivity, quality, profitability and competitiveness and in obtaining workforce training by introducing them to local and state resources.

Client Benefits Indicator:

- Business closure/layoff and job losses:

	Number of Business Closures/Layoffs	Number of Jobs Lost
Warn Notices (Reported by businesses with 50 or more employees)		
EDD reported layoffs (Unemployment Insurance Claimants)	NA	

Strategic Indicator:

- East Bay employment gained or lost by industry sector:

	2000-2001	2001-2002	2002-2003	2003-2004
Construction	4,200	-3,100	600	
Manufacturing	-3,300	-9,600	-6,200	
Wholesale Trade	1,700	-2,300	-2,000	
Retail Trade	1,000	-1,300	-2,000	
Transportation, Warehousing and Utilities	-400	-1,800	-2,600	
Information	-1,300	-2,500	-2,900	
Financial Activities	8,000	3,900	5,400	
Professional and Business Services	-11,200	-9,400	-6,200	
Educational and Health Services	1,800	2,200	2,700	
Leisure and Hospitality	4,200	2,000	700	
Other Services	3,900	2,000	-100	
Government	2,200	5,400	-2,100	

I. C. Business Efficiency

Goal: Help businesses make 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 pollution prevention and resource conservation measures.

Activities:

- Assist in expanding business participation in the Green Business Program.
- Assist in expanding business participation the Alameda County StopWa\$te Partnership Program.

Client Benefit Indicator:

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

	# New Certified / Re-certified Green Businesses	# of Violations Corrected	# New StopWa\$te Clients	# Solid Waste Tons Diverted from Landfills by All StopWa\$te Clients
Year-to-Date				
Target	25/20	20	15	5,000

Strategic Indicator:

- East Bay cities’ percentage of solid waste diverted from landfills:

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, continues the growth of the region’s world-class research and development infrastructure and fully integrates the knowledge-based economy into the economy of the Bay Area.

Activities:

- Encourage, support and develop the local infrastructure necessary for research and technology commercialization, including specialized business services and financing, business incubators, technology development centers, and networking organizations such as the Bay Area Science Infrastructure Consortium.
- Assist East Bay cities in identifying emerging, knowledge-based industries and develop recommendations for promoting their growth.
- Build community support throughout the region as well as among state and federal leaders to continue the region’s status as the nation's premier center for "big science" projects.
- Facilitate the necessary collaboration among industry, finance, educational institutions, business services and government agencies to keep the East Bay and the Bay Area 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:

- Patents issued in the Bay Area vs. total issued in the US:

	# of Patents Issued in the Bay Area	% of Total Patents Issued in the US
2002	12,396	6.7%

- Venture Capital availability (billions of dollars):

	4th Qtr 2000	4th Qtr 2001	4th Qtr 2002	4th Qtr, 2003
Silicon Valley	5.855	2.507	1.488	1.619
East Bay	0.873	0.315	0.208	0.299
L.A./Orange County	0.999	0.412	0.185	0.255
San Diego	0.447	0.22	0.160	0.165
Colorado	0.428	0.221	0.116	0.108
Texas	0.892	0.452	0.307	0.369
New England	1.895	1.152	0.491	0.66
New York	1.191	0.708	0.202	0.388
Washington, D.C.	0.843	0.381	0.253	0.209
Southeast	0.843	0.329	0.399	0.323
Northwest	0.712	0.172	0.118	0.167

- Fastest Growing Bay Area Companies Listing:

	# of Fastest Growing Located in the East Bay	% of Fastest Growing Located in the East Bay
Total	49	49%

- Annual rating of high-tech regions:

	Richard Florida Index	Milken Institute Index
Bay Area/CA	Bay Area – 1.59	CA – 80.37
National	1.15	52.17

II. RESEARCH AND ECONOMIC DEVELOPMENT DATA

Goal: Deepen understanding of the East Bay economy, improve the response of both the public and private sectors in adapting to the demands of the rapidly changing East Bay economy and provide the information that business prospects need to make location or expansion decisions.

Objectives:

- Provide forward-looking East Bay economic information and analysis to assist businesses, member cities, counties, special districts, domestic and overseas investors and bond rating agencies.
- Maintain comprehensive economic and demographic data on the East Bay region and disseminate it to local and prospective clients.
- Provide data and analysis that enables each member city 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 databases and information on East Bay and Bay Area businesses, EDAB clients 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.edab.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:

- EDAB’s economic email newsletter usage:

	Number in database	Number of Recipients
Year-to-Date		
Target	2,500	24,000

III. REGIONAL LEADERSHIP AND COLLABORATION

III. A. Economic Development Delivery System

Goal: Collaborate with cities, chambers of commerce, utilities, universities 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 partnership programs, cities, chambers of commerce 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.

Activities:

- Convene bi-monthly Economic Development Directors’ Council meetings to share information and resources, problem solve critical issues and develop regional responses as well as encourage professional development 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 partner organizations and universities to enhance business resources, improve working relationships and determine collaborative solutions to common issues.
- Provide meaningful EDAB 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.

Strategic Indicator:

- Industry employment cluster growth (decline) for the East Bay:

	Jun-01	Jun-02	Annual Change	% of Total Employed
Computers/Information Tech/Related Electronics Cluster	64,040	52,580	(17.90%)	5.07%
Telecommunications Cluster	28,550	25,370	(11.14%)	2.45%
Food Processing and Distribution Cluster	18,893	19,943	5.56%	1.92%
Pharmaceuticals/Medical Devices/Biotechnology	56,183	58,259	3.70%	5.62%
Healthcare Services	90,596	90,173	(0.47%)	8.70%
Printing and Publishing Cluster	25,180	20,340	(19.22%)	1.96%
Arts, Culture, and Entertainment Cluster (includes restaurants)	84,382	86,704	2.75%	8.37%
Transportation Cluster	85,826	84,141	(1.96%)	8.12%
Construction Cluster	30,816	30,750	(0.21%)	2.97%
Hospitality Cluster	7,601	7,717	1.53%	0.74%
Business Services Cluster	181,157	178,321	-1.57%	17.21%
Education Cluster	100,654	103,798	3.12%	10.02%
Environment Cluster	43,446	44,167	1.66%	4.26%
Total Employment for the East Bay	1,054,640	1,036,360	-1.73%	100%

III. B. Transportation Infrastructure

Goal: Work with regional transportation agencies as well as policy makers at the local, state and federal levels to develop programs and fund transportation projects that support the economy and mobility within 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.
- Provide a forum for business participation in transportation planning and problem solving, and increase the public understanding of the regional network.

Activities:

- Support the Bay Area Goods Movement Task Force 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 MTC’s advisory committees, serve as a conduit for business input and engage businesses on key transportation issues.
- Support funding measures for infrastructure improvements.

Strategic Indicators:

- Average commute time in minutes:

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Alameda	26.6	25.2	26.3	27.3	28.4	29.5	30.6	35.0	37	32
Contra Costa	30.7	31.4	29.2	27.0	28.7	30.4	32.1	41.0	42	36
Santa Clara	22.9	22.9	22.3	23.2	24.8	26.5	25.4	29.3	28	26
San Francisco	25.7	27.4	26.5	25.6	26.3	26.9	27.6	33.6	32	28

- Miles of congestion by county:

	1992	1993	1994	1995	1996	1998	1999	2000	2001
Alameda	59	57	53	76	85	83	79	85	95
Contra Costa	52	54	52	51	51	56	50	52	64
Santa Clara	60	51	41	61	70	93	92	110	97
San Francisco	22	17	16	23	20	20	26	31	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:

- Continue to support the Bay Area Sustainable Development Alliance and Livability Footprint Project as well as the Inter-Regional Partnership (IRP) jobs/housing initiatives.
- 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 (2002):

	Single-Family	Multi-Family
Alameda Unincorporated	176	33
Alameda	80	2
Albany	0	0
Antioch	683	2
Berkeley	11	99
Brentwood	1,689	0
CC Unincorporated	1,102	70
Dublin	376	243
Emeryville	1	0
Fremont	99	4
Hayward	134	2
Livermore	560	259
Newark	53	0
Oakland	179	610
Piedmont	0	0
Pleasanton	259	0
Richmond	211	40
San Leandro	244	0
Union City	88	0

Strategic Indicators:

- Regional worker/housing ratios:

	1994	1995	1996	1997	1998	1999	2000	2001	2002
East Bay	1.35	1.34	1.33	1.36	1.36	1.37	1.4	1.4	1.42
San Francisco MSA	1.32	1.29	1.30	1.34	1.35	1.36	1.39	1.37	1.31
San Jose MSA	1.55	1.55	1.59	1.66	1.68	1.68	1.74	1.73	1.63
Sacramento MSA	1.18	1.17	1.17	1.19	1.21	1.24	1.25	1.25	1.27
Los Angeles-Long Beach MSA	1.36	1.34	1.35	1.38	1.43	1.43	1.45	1.49	1.43
San Diego MSA	1.25	1.24	1.24	1.28	1.30	1.33	1.35	1.36	1.38

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

	Mar-02	Feb-03	Mar-03
Alameda County	21%	21%	19%
Contra Costa County	11%	13%	12%
San Francisco County	12%	11%	12%
Santa Clara County	22%	25%	25%
Sacramento	48%	43%	43%
San Diego	23%	22%	21%
Northern California	36%	35%	32%
Los Angeles	33%	31%	31%

IV. INCREASING EDAB'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, EDAB must continually evaluate and modify its work plan and adjust to meet the needs of its membership. To do this effectively, EDAB requires staff, facilities and office equipment and a membership and resource base that provides the needed financial support.

Goal: Increase EDAB's 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 EDAB 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:

- Biannually 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 general membership events, an East Bay legislative reception and a Board of Directors' retreat to engage the resources and skills of EDAB members, provide valuable information, create opportunities to network, learn from each other and work together on key issues and opportunities facing the East Bay.
- Provide services and information to benefit of existing members and to attract additional private and public sector memberships.
- Provide opportunities for members to sponsor events and publications.
- Increase the number of Contra Costa local government and business members.

Client Benefits:

- Number of EDAB members by type of organization:

	1998-99	1999-00	2000-01	2001-02	2002-03	%
Public/Education	9	9	10	14	15	8.0%
City/County	17	18	18	18	18	9.6%
Special Dist	16	16	21	21	20	10.6%
Nonprofit	38	29	45	48	56	29.8%
Private	94	98	77	79	79	42.0%
Total Membership	174	170	171	180	188	100%

- EDAB's Budget History:

Operating Budget	FY 2001-02	FY 2002-03	FY 2003-04	Proposed FY 2004-05
Core Program	\$1,330,296	\$1,153,855	\$999,703	\$881,104
East Shore	0	0	\$94,770	\$85,000
Total	\$1,330,296	\$1,153,855	\$1,094,473	\$966,104

V. EDAB Officers, Executive Committee and Board Members

EDAB OFFICERS

Honorable Keith Carson, Chair
Alameda County Board of Supervisors
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Transbay Holdings
Norma Rees, 2nd Vice Chair
California State University, Hayward
Mike Brown, 2nd Vice Chair
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Wendel Rosen Black & Dean, LLP

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Stephen Brooks & Associates
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Emeryville Chamber of Commerce
Ms. Bettie L. Coles
Kaiser Permanente
Honorable Roberta Cooper
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Mr. John Dalrymple
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City of Antioch
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Saroni Total Food Ingredients
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Mr. Tim Hamann
UFCW, Local 120
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Oakland Metropolitan Chamber of Commerce
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East Bay Community Foundation
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University of California, Berkeley
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New United Motors Mfg.
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East Bay Business Times
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Ms. Shiyama Rickford
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Wells Fargo Bank
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Contra Costa County
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Mr. Tay Yoshitani
Port of Oakland
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Shea Homes
Ms. Judy Goff
Central Labor Council, Alameda County
Mr. Michael T. Gomez
Citigroup
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City of Emeryville
Mr. Eddie Orton
Orton Development
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Ohlone College
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Grubb & Ellis Company
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Progressive Capital
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Wente Vineyards
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City of San Ramon
Honorable Shelia Young
City of San Leandro